

## Enhancing organizational performance through effective leadership and communication

Halil Bajrami<sup>1</sup>, Fadil Lekaj<sup>2\*</sup>, Venet Shala<sup>3</sup>, Blerona Bajrami<sup>4</sup>, Shaip Bytyqi<sup>5</sup>

<sup>1</sup>Faculty of Law, University of Mitrovica "Isa Boletini", Mitrovica, Kosovo; halil.bajrami@umib.net (H.B.)

<sup>2</sup>Faculty of Tourism Management, College "Pjeter Budi", Prishtina, Kosovo; f-lekaj@t-online.de (F.L.)

<sup>3</sup>Faculty of Economics, University of Prizren "Ukshin Hoti" Prizren, Kosovo; venet.shala@uni-prizren.com (V.S.)

<sup>4</sup>Faculty of Economics, University of Prishtina "Hasan Prishtina" Prishtina, Kosovo; bajramibleona@gmail.com (B.B.)

<sup>5</sup>Faculty of Economics, College "AAB" Prishtina, Kosovo; shaip.bytyqi@universitetiaab.com (S.B.)

**Abstract:** This empirical paper aims to explore the concept of leadership in organizations and analyze its role and impact on organizational success. Leadership is a key aspect for the development and performance of organizations in a diverse and competitive environment. Referring to the literature and various studies, this paper aims to shed light on the qualities and behaviors that characterize successful business leaders, as well as to identify their strategies and practices used to influence their team towards achieving organizational objectives. Through an in-depth analysis of the literature and studies conducted in the field of leadership and business, the main qualities of successful business leaders will be examined, such as strategic vision, integrity, the ability to make wise decisions, the ability to communicate and inspire, as well as the ability to develop the team and encourage innovation. By understanding the role and impact of leadership, organizations can develop appropriate strategies and practices to improve performance and achieve long-term success in a changing and challenging environment.

**Keywords:** Business integrity, Communication, Leadership, Performance, Vision, Innovation,

### 1. Introduction

#### 1.1. Defining the Problem

Through empirical research, this paper aims to identify and evaluate how the qualities of leaders have an impact on organizational performance and the achievement of strategic objectives. The research results will be discussed and their interpretations will be provided in the context of the existing literature. The discussion will focus on key findings, such as the specific qualities of leaders that have the strongest impact on organizational performance, the changes needed in leadership practices to improve performance, and the impact of organizational context on the relationship between leadership and performance. The research findings will help deepen our understanding of the impact of leadership on organizational performance in a business context. The results and interpretations of the work can be useful for organizations to develop appropriate leadership strategies and policies, aiming at improving their performance and achieving their strategic objectives.

#### 1.2. Hypotheses

H1: Leaders with developed communication skills have a positive impact on the organization.

H2: Organizational leadership results in increased productivity.

### 2. Methodology

The methodology used for this topic is based on an approach of using other appropriate instruments to measure the quality of leaders, where we have included research articles, school materials, books and other relevant resources, as well as a questionnaire made in Google Forms.

### 3. Literature Review

#### 3.1. *The Leadership Traits Approach*

The leadership traits approach is the oldest approach. It appeared in the 1930s where it aims to demonstrate that particular characteristics reside in certain individuals making them capable of becoming leaders or not. This approach comes from the idea that a leader is born one. That this is in their blood and cannot be taught. Therefore we can assume that people are born with these hereditary traits. Much research has been undertaken to determine these traits. And this approach is considered one of the original theories of leadership. The foundation of this approach was initiated by Aristotle because he already described in the "Nicomachean Ethics" five dispositions of the soul. Then, we have rationality, knowledge, practical judgment, wisdom and intelligence. The philosopher says that in their highest form, the virtues can exist together. Aristotle believes in the nature of traits and that individuals with these traits at the highest levels are logically more effective leaders. It was in 1974 that Ralph Stogdill gave a report on the theory of traits, distinguishing six characteristics of an individual's identity and allowing him to become a good leader. So, we have the physical character (age, appearance) the social environment such as education, social position, intelligence, personality that proves that a leader is an ambitious, courageous, effective person, the characters related to the task as the motivation needed to lead a group with each and to maintain it in all circumstances, the need for fulfillment and sociability.<sup>1</sup>

#### 3.2. *The Leadership Contingency Approach*

Contingency theory was created by Fiedler. This writer thinks that leadership lies in how to modify the data of the situation so that the situation and his leadership style match. He is not a leader who does not adapt to the situation. Fiedler highlights three elements to consider in order to optimize his leadership. The study of power refers to the amount of authority the leader possesses, this is in direct relation to the position he occupies within the structure and that gives him an amount of authority. The relationship between the leader and subordinates is very important as a parameter, this relationship is evaluated through the trust that exists in the group, the spirit of the group that unites them and allows them to work as an economic unit and not an individual, and these variables will have an impact strong in leadership effectiveness.<sup>1</sup>

#### 3.3. *Exceptional Leadership Skills*

When running a business or managing people, so many delicate situations can occur that taking responsibility for something (whether it's good or bad) and communicating honestly is usually the best course of action, regardless of the risks involved. there is a word for this feature: transparency. When you think of transparency, what immediately comes to mind? Although this powerful leadership trait is useful in many circumstances, leaders must first overcome their fears. One of the main reasons why leaders fear being transparent is the fact that they believe that if they do, they will appear less authoritarian; they fear their credibility will lose its power. The benefits of transparency are

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<sup>1</sup>Peter F. Drucker - "The Effective Executive" - Focuses on skills like decision-making, time management, and effective communication.  
 Stephen R. Covey - "The 7 Habits of Highly Effective People" - Emphasizes skills such as proactive behavior, prioritization, and interpersonal effectiveness.  
 Daniel Goleman - "Emotional Intelligence" - Highlights the importance of emotional intelligence in leadership, including self-awareness, empathy, and relationship management.

tremendous. It promotes an open culture of respect and dignity, without the usual toxic corporate metaphors.<sup>2</sup>

### 3.4. *Leading Others*

Leaders know they need other people after all, leadership doesn't mean much without followers. Being personally motivated is not enough, leaders must unlock the potential of others. This means understanding what matters to people, what their motivations are, and how these motivations relate to the organization's purpose. Not everyone is the same which makes social skills important. Successful leaders understand that they must be flexible and adaptable, as well as able to read and understand others. You need to spend time with different teams, and not just your direct reports. As a leader, you don't have to be a jack of all trades, but you do have to be willing to listen, respect the expertise of others, and change your mind if appropriate. And in this time of change, you need to be able to demonstrate genuine empathy to undertake the most difficult conversations.<sup>3</sup>

### 3.5. *Proper Delegation*

Knowing when and how to delegate is an important leadership skill. Keeping a productive company involves minute-by-minute assessment of what needs to be done and by whom. Employee trust is a big part of that. Allowing an employee to take initiative leads to greater job satisfaction and promotes self-motivation. Paul Hersey and Ken Blanchard promoted this idea starting in the 1960s with their theory of Situational Leadership, which allows for the creation of great leaders by strengthening existing ones within a company. The theory states that employee empowerment should be fostered by business owners, supervisors, team leaders and managers as long as the employee's skill set is up to par. Delegating responsibility changes day-to-day activities, so an assessment must be made to determine the best course for the company.<sup>4</sup>

### 3.6. *Leadership That Motivates Team Members*

Training and education programs can be effective in developing ethical competencies in managers. Such programs aim to provide managers with the knowledge, skills and values needed to make ethical decisions and behave ethically in the workplace. There are several approaches that organizations can take to develop ethical competence among managers, including:

Engage in fair and open communication: Great leaders are able to customize their interactions and communication styles to fit each situation and team member, based on individual preferences. In all your communications, it is important to be honest above all else.

Encourage personal and professional growth: Acting as your team's cheerleader is an important part of being an effective leader. You must invest in their success and growth. Leaders should set aside a budget, even a small one, to devote to the growth of their employees.

Keep a positive attitude: As much as leaders want their team's day-to-day operations to run smoothly all the time, they're sure to run into the occasional roadblock. Whether it's a minor miscommunication or a major mistake, how you handle a negative situation says a lot about your leadership skills. Look at three positives about a problem before identifying what makes it

<sup>2</sup>Jim Collins - "Good to Great" - Explores leadership skills like humility, determination, and the ability to build and lead successful teams.

Simon Sinek - "Leaders Eat Last" - Discusses leadership skills such as trust-building, selflessness, and creating a sense of purpose.

<sup>1</sup> 3 Gary Yukl - "Leadership in Organizations" - Discusses delegation as a critical leadership skill, emphasizing the importance of assigning tasks and authority appropriately.

<sup>4</sup> Dale Carnegie - "How to Win Friends and Influence People" - Offers strategies for building positive relationships and motivating others through effective communication.

Marshall Goldsmith - "What Got You Here Won't Get You There" - Focuses on leadership behaviors that inspire and motivate others, emphasizing the importance of humility and self-awareness.

Daniel Goleman - "Primal Leadership: Unleashing the Power of Emotional Intelligence" - Discusses the impact of emotional intelligence in leadership, including motivating and energizing team members.

unsatisfactory. The more you look at the positive side of a problem, the more positively people react to each other. Once individuals point out things they are comfortable with in a problematic situation, they feel less strongly about the problem and are better able to think clearly and solve it.<sup>5</sup>

### 3.7. Team Leaders As Role Models For The Future

Team leaders play a critical role in leading and inspiring their team members to achieve their goals and aspirations. They are expected to possess certain qualities that not only help them lead effectively but also make them role models for the future. In this answer, I will discuss some of the key characteristics that team leaders must have to be effective role models and provide two references to support my claims. An essential quality that team leaders must have is excellent communication skills. They must be able to clearly and effectively convey their expectations, ideas and feedback to their team members. They must also be good listeners who can understand and respond appropriately to the needs and concerns of their team. Good communication helps to build trust and foster a positive team environment. Another quality for team leaders is empathy.<sup>6</sup>

### 3.8. Sample

The sample taken in this empirical work is a simple random sample.

## Data analysis: Descriptive analyses

Gender					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Man	20	40.0	40.0	40.0
	Woman	30	60.0	60.0	100.0
	Total	50	100.0	100.0	

The table above shows that 20 (40.0%) participants are male, while 30 (60.0%) participants are female.

### 2. Age?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Under 20 years	14	28.0	28.0	28.0
	21-29 years	16	32.0	32.0	60.0
	30-39 years	5	10.0	10.0	70.0
	40-49 years	10	20.0	20.0	90.0
	50-59 years	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

The table regarding the age variable shows that 14 participants (28.0%) are aged under 20 years, 16 participants (32.0%) are aged 21-29 years, 5 participants (10.0%) are aged 30-39 years, 10 participants (20.0%) are aged 40-49 and 5 participants (10.0%) are aged 50-59.

### 3. Education level?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	The School	2	4	4	4.0

<sup>5</sup> Shawn Achor - "The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work" - Explores the link between happiness, positivity, and motivation, providing strategies for fostering a positive work environment.

Douglas McGregor - "The Human Side of Enterprise" - Introduces the concept of Theory Y leadership, which emphasizes trust, empowerment, and employee engagement as motivators.

<sup>6</sup> Patrick Lencioni - "The Five Dysfunctions of a Team" - Addresses the key factors that undermine team motivation and provides strategies for building a cohesive team.

Susan Fowler - "Why Motivating People Doesn't Work...and What Does" - Explores the science of motivation and offers practical strategies for inspiring and empowering team members.

	Secondary or vocational school	3	6	6	10.0
	Bachelor	25	50.0	50.0	60.0
	Masters	15	30.0	30.0	90.0
	Doctorate	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

From the table we see that 2 people (4%) have a school education level, 3 people (6%) have high school or vocational school, 25 people (50.0%) have a bachelor's degree, 15 people (30.0%) have a master's degree and 5 people ( 2.5%) have a doctorate.

#### 4. Monthly income?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	0-300 euros	17	34.0	34.0	34.0
	301-600 euros	14	28.0	28.0	62.0
	601-900 euros	4	8	8	70.0
	401-1200 euros	12	24.0	24.0	94.0
	Over 1200 euros	3	6	6	100.0
	Total	50	100.0	100.0	

This table shows that 17 people (34.0%) have incomes of 0-300 euros, 14 people (28.0%) have incomes of 301-600 euros, 4 people (8.0%) have incomes of 601-900 euros, 3 people (6%) have incomes above 1200 euros.

#### 5. Marital status?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Single	25	50.0	50.0	50.0
	Married	14	28.0	28.0	78.0
	Other	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

From this table we see that 25 people (50.0%) are single, 14 people (28.0%) are married and the rest are 11 people or (22.0%).

#### 6. Is leadership effective in employee career advancement?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Neutral	15	30.0	30.0	30.0
	Lot	14	28.0	28.0	58.0
	Fully	21	42.0	42.0	100.0
	Total	50	100.0	100.0	

From the above table we see that 15 people (30.0%) responded neutrally, 14 people (28.0%) very much and 21 people (42.0%) completely.

#### 7. Leadership influences the development of a rich culture of innovation?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Less	2	4.0	4.0	4.0
	Neutral	8	16.0	16.0	20.0
	Lot	24	48.0	48.0	68.0
	Fully	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

From the above table we see that 2 people (4%) answered a little, 8 people (16.0) neutral, 24 people (48%) a lot and 16 people (32%) completely.

**8. Does poor leadership affect the organization?**

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Very little	1	2.0	2.0	2.0
	Neutral	5	10.0	10.0	12.0
	Lot	27	54.0	54.0	66.0
	Fully	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

From the above table we see that 1 person (2%) answered very little, 5 people (10%) neutral, 27 people (54.0%) a lot and also 17 people (34.0%) completely.

**9. Do you think that leadership is a key factor for the success of a business?**

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Yes	47	94.0	94.0	94.0
	No	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

From the above table we see that 47 people (94.0%) answered yes and the rest of the people (3.0%) answered no.

**10. Does leadership influence a healthy and productive work environment?**

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Neutral	11	22.0	22.0	22.0
	Lot	29	58.0	58.0	80.0
	Fully	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

From the above table we see that 11 people (22%) are neutral, 29 people (58%) very much and 10 people (20%) completely.

**11. A leader may have deep knowledge of his industry?**

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Yes	39	78.0	78.0	78.0
	No	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

From the table we see that 39 people (78.0%) answered yes and 11 people (22.0%) answered no.

**12. Do you think that a good leader should be committed to himself and his employees on an ongoing basis?**

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Less	2	4.0	4.0	4.0
	Neutral	10	20.0	20.0	24.0
	Lot	24	48.0	48.0	72.0
	Fully	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

From the above table we see that 2 people (4%) answered a little, 10 people (20%) neutral, 24 people (48.0%) a lot and 14 people (28.0%) completely.

**13. The successful leader must have the ability to make difficult decisions?**

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Yes	35	70.0	70.0	70.0
	No	15	30.0	30.0	100.0
	Total	50	100.0	100.0	

From the table above we see that 35 people (87.5%) answered yes and the rest of the people (12.5%) answered no.

#### 14. Leadership influences the development of young talents?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Less	3	6	6	6
	Neutral	20	40.0	40.0	46.0
	Lot	19	38.0	38.0	84.0
	Fully	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

From the table above, we see that 3 people (6%) answered a little, 20 people (40%) neutral, 19 people (38.0%) a lot and 8 people (16%) completely.

#### 15. Does leadership influence the creation of a competitive advantage?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Neutral	4	8	8	8
	Lot	24	48.0	48.0	56.0
	Fully	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

From the above table we see that 4 people (8%) responded neutrally, 24 people (48.0%) very much and 22 people (44.0%) completely.

#### 16. How would you rate the level of transparency and accountability in your organization?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	None	10	20.0	20.0	20.0
	Less	11	22.0	22.0	42.0
	Neutral	9	18.0	18.0	60.0
	Lot	7	14.0	14.0	74.0
	Fully	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

The table above, we see that 10 people (20%) answered not at all, and also 11 people (22.0%) with a little, 9 people (18.0) neutral, 7 people (14.0%) a lot and 13 people (26.0%) completely.

#### 17. The issue of communication is very critical in any analysis of leadership?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	None	1	2	2	2
	Neutral	5	10.0	10.0	12.0
	Lot	27	54.0	54.0	66.0
	Fully	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

From the above table we see that 1 person (2%) answered not at all, 5 people (10.0%) neutral, 27 people (54.0) a lot and also 17 other people answered completely.

#### 18. The leader can manage conflicts in business?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Less	4	8	8	8
	Neutral	12	24.0	24.0	32.0
	Lot	22	44.0	44.0	76.0
	Fully	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

From the above table we see that 4 people (8%) answered with a little, as well as another 12 people (92%) almost equally dividing them answered with natural, a lot and completely.

#### 19. To what extent do you think job responsibilities and performance expectations influence business leadership?

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Less	1	2	2	2
	Neutral	3	6	6	8
	Lot	28	56.0	56.0	64.0
	Fully	18	36.0	36.0	100.0
	Total	50	100.0	100.0	

From the table above, we see that 1 person (2%) answered a little, 3 people (6%) neutral, 28 people (56%) a lot and also 18 people (36%) answered completely.

#### Reliability analysis

Reliability coefficient Cronbach's alpha number of statements	Number of statements
<b>0.844</b>	19

The Reliability Analysis table summarizes the results of the reliability analysis. Cronbach's Alpha reliability coefficient is **0.844** for measuring the factors of leadership behaviors in business including 19 statements. This value indicates that this meter is very reliable..

#### Validity Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	<b>0.736</b>	
Bartlett's Test of Sphericity	Approx. chi-square	579.753
	df	120
	Sig.	0.000

The table presents the results of the validity analysis for the given components. Here is the interpretation of the values: Kaiser-Meyer-Olkin Measure of Sampling Adequacy: The value of .736 indicates that what we have modeled is suitable for factor analysis. A value close to 1 indicates a good model fit. Bartlett's Test of Sphericity: This test shows whether the correlations between variables are sufficient to determine a factorial structure. The test statistic is 579.753 and has a very low p-value (Sig .000). This indicates that there are sufficient correlations between the variables, indicating that there is a significant factorial structure.



**Table 1.**  
Total explained variance.

Komponenten	Vlera eigen fillestare			Rotation sums of squared loadings		
	Total	% of variance	% cumulative	Total	% of variance	% cumulative
1	5.144	32.150	32.150	3.341	20.878	20.878
2	2.093	13.083	45.233	2.652	16.573	37.451
3	1.557	9.731	54.964	1.987	12.418	49.870
4	1.299	8.120	63.084	1.793	11.204	61.074
5	1.156	7.224	70.308	1.477	9.234	<b>70.308</b>
6	0.945	5.905	76.213			
7	0.788	4.922	81.134			
8	0.603	3.770	84.904			
9	0.523	3.271	88.175			
10	0.410	2.563	90.738			
11	0.374	2.338	93.076			
12	0.334	2.086	95.163			
13	0.274	1.711	96.874			
14	0.217	1.355	98.228			
15	0.167	1.046	99.274			
16	0.116	.726	100.000			

This table summarizes information about the total variance explained. Using 19 statements, 4 factors were formed and 3 statements were removed from the factor analysis due to low weight, below 0.50. The first factor describes 20.878% of the total variance. The second factor describes 37.451% of the total variance. The third factor describes 49.870% of the total variance. The fourth factor describes 61.074% of the total variance. In total, the four factors describe 70,308 of the total variance, which represents a moderately high value.

#### Rotated Component Matrix<sup>a</sup>

	Component			
	1	2	3	4
16. How would you rate the level of transparency and accountability in your organization?	0.826			
19. To what extent do you think job responsibilities and performance expectations influence business leadership?	0.997			
18. The leader can manage conflicts in business?	0.715			
17. Is the issue of communication very critical in any leadership analysis?		0.976		
8. Does poor leadership affect the organization?		0.849		
14. Leadership influences the development of young talents?			0.716	
10. Does leadership influence a healthy and productive work environment?			0.807	
6. Leadership is effective in the career advancement of employees?				0.768
7. Leadership influences the development of a rich culture of innovation?				0.704
15. Does leadership influence the creation of a competitive advantage?				0.593

This table summarizes information about the total variance explained. Using 19 statements, 4 factors were formed and 3 statements were removed from the factor analysis due to low weight, below 0.50. The first factor describes 20.878% of the total variance. The second factor describes 37.451% of the total variance. The third factor describes 49.870% of the total variance. The fourth factor describes 61.074% of the total variance. In total, the four factors describe 70,308 of the total variance, which represents a moderately high value?

### 3.9. Regression analysis

*H1: Leaders with developed communication skills have a positive impact on the organization.*

#### Model Summary<sup>b</sup>

Model	R	R square	Adjusted R square	Std. error of the estimate	Durbin-Watson
1	.183 <sup>a</sup>	0.033	0.008	0.45039	1.777

a. Predictors: (Constant), Head

b. Dependent Variable: Motivation

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	.267	1	0.267	1.315	0.259 <sup>b</sup>
	Residual	7.708	38	0.203		
	Total	7.975	39			

a. Dependent Variable: Head

b. Predictors: (Constant), Motivation

#### Coefficients<sup>a</sup>

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. error	Beta		
1	(Constant)	1.875	0.356		5.266	0.000
	Vlerat e liderëve	0.167	0.145	0.183	1.147	0.259

a. Dependent Variable: Head

*H1: Organizational leadership results in increased productivity.*

#### Model Summary<sup>b</sup>

Model	R	R square	Adjusted R square	Std. error of the estimate	Durbin-Watson
1	.605 <sup>a</sup>	0.365	0.349	0.36492	1.800

a. Predictors: (Constant), Leadership in business

b. Dependent Variable: Head

#### ANOVA<sup>a</sup>

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	2.915	1	2.915	21.886	0.000 <sup>b</sup>
	Residual	5.060	38	0.133		
	Total	7.975	39			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Leadership in business

#### Coefficients<sup>a</sup>

Model		Unstandardized coefficients	Standardized coefficients	t	Sig.

		<b>B</b>	<b>Std. error</b>	<b>Beta</b>		
1	(Constant)	0.945	0.290		3.258	0.002
	Leadership in business	0.566	0.121	0.605	4.678	0.000

a. Dependent Variable: Head

#### 4. Conclusions and Recommendations

Leadership is a major topic in the field of business and has a major impact on the performance and success of an organization. Through this empirical work, important conclusions and recommendations can be drawn regarding leadership practices in business. In the following, I will present some important conclusions and recommendations to increase the impact of leadership in organizations.

##### 4.1. Recommendations to Improve Business Leadership Include

Invest in developing new leaders: Identify and develop new talent within the organization. Make sure new leaders have opportunities to grow their skills and take on more responsibility. Create a culture of learning and innovation: Encourage your employees to experiment and learn from their mistakes. Ensure that there is room for innovation and continuous development in the organization. Be a good role model: As a leader, be a good role model for your employees. Demonstrate the values and behaviors you want to see in others and create a culture of integrity and accountability. Use feedback and evaluation: Make sure you have structured feedback and evaluation systems to assess performance and provide continuous growth and improvement. A very important conclusion is that leadership must be flexible and adapt to the times. Changes in the business environment are frequent and predictable, so a successful leader must be able to adapt to these changes and lead the organization towards new goals.

- Develop communication skills: Invest in developing the communication skills of leaders. By selecting leaders with the right traits and providing relevant training and development, organizations can foster success and contribute to a responsible business environment..

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- [3] Robert House - "A 1976 Theory of Charismatic Leadership" - Explores traits associated with charismatic leaders and their impact
- [4] Peter F. Drucker - "The Effective Executive" - Focuses on skills like decision-making, time management, and effective communication.
- [5] Stephen R. Covey - "The 7 Habits of Highly Effective People" - Emphasizes skills such as proactive behavior, prioritization, and interpersonal effectiveness.
- [6] Daniel Goleman - "Emotional Intelligence" - Highlights the importance of emotional intelligence in leadership, including self-awareness, empathy, and relationship management.
- [7] Jim Collins - "Good to Great" - Explores leadership skills like humility, determination, and the ability to build and lead successful teams.
- [8] Simon Sinek - "Leaders Eat Last" - Discusses leadership skills such as trust-building, selflessness, and creating a sense of purpose
- [9] Gary Yukl - "Leadership in Organizations" - Discusses delegation as a critical leadership skill, emphasizing the importance of assigning tasks and authority appropriately.
- [10] Dale Carnegie - "How to Win Friends and Influence People" - Offers strategies for building positive relationships and motivating others through effective communication.

- [11] Marshall Goldsmith - "What Got You Here Won't Get You There" - Focuses on leadership behaviors that inspire and motivate others, emphasizing the importance of humility and self-awareness.
- [12] Daniel Goleman - "Primal Leadership: Unleashing the Power of Emotional Intelligence" - Discusses the impact of emotional intelligence in leadership, including motivating and energizing team members
- [13] Shawn Achor - "The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work" - Explores the link between happiness, positivity, and motivation, providing strategies for fostering a positive work environment.
- [14] Douglas McGregor - "The Human Side of Enterprise" - Introduces the concept of Theory Y leadership, which emphasizes trust, empowerment, and employee engagement as motivators.
- [15] Patrick Lencioni - "The Five Dysfunctions of a Team" - Addresses the key factors that undermine team motivation and provides strategies for building a cohesive team.
- [16] Susan Fowler - "Why Motivating People Doesn't Work...and What Does" - Explores the science of motivation and offers practical strategies for inspiring and empowering team members.