



Article

Relationship Between Management Styles and Leadership Effectiveness

Aknazarova Zebokhon*¹

1. Independent Researcher, Namangan State Technical University

* Correspondence: aknazarovazebo@gmail.com

Abstract: Improving the efficiency of enterprise operations necessitates the continuous enhancement of management practices, among which the application of appropriate management styles plays a critical role. This article examines the relationship between various management styles—autocratic, democratic, and liberal—and leadership effectiveness. Drawing on theoretical perspectives and empirical observations, the study explores how different styles influence organizational performance, employee motivation, and decision-making outcomes. Special emphasis is placed on the contextual factors—both objective (e.g., team size, work conditions) and subjective (e.g., leader's competence, team maturity)—that shape the suitability and success of each style. The findings suggest that while no single style guarantees universal effectiveness, the ability of leaders to adapt their style to situational demands significantly enhances managerial efficiency. This study contributes to the broader understanding of leadership dynamics and provides insights for selecting and applying optimal management styles in diverse organizational settings.

Keywords: Management, Management Effectiveness, Management Methods, Factors of Management Methods

1. Introduction

In organizing production and structuring the labor process, ignoring national characteristics may lead to problems and dissatisfaction. It is better to prevent these shortcomings rather than eliminate them later. The diversity among employees and the specific characteristics of managing them require the use of leadership styles appropriate to the situation [1], [2].

In management, leadership style is a set of working methods applied by the management apparatus in its activities. Leadership style is a set of personal qualities of a leader, their mutual relations with subordinates, and the methods and ways used in their activities, which reflect the leader's practical knowledge of their subordinates [3]. Management style is a social category, as it manifests the form of implementing complex socio-economic production and socio-technological relations in the management process. From this point of view, the result of the style also has socio-technological significance, since the characteristics of the style applied by the leader are significantly related to the effective work of the management apparatus [4], [5]. When talking about the definition and content of management style, it can be described as the activity of a leader. In this respect, the management style must possess such personal qualities as ethics, interpersonal relations within the team, social activity of the leader, cleverness, discipline, and the like.

Citation: Zebokhon, A. Relationship between management styles and leadership effectiveness. American Journal of Economics and Business Management 2025, 8(8), 3793-3797.

Received: 30th Jun 2025
Revised: 07th Jul 2025
Accepted: 25th Jul 2025
Published: 7th Aug 2025



Copyright: © 2025 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>)

2. Materials and Methods

Management style is manifested in the process of mutual discussion between the unit and its subordinates. Here, the work of the leader has one important feature. On one hand, they are under the influence of higher-level leaders, on the second, their influence on subordinates, and third – the relationship with those who are compatible with them from all sides. These three interactions define the management style, which may be effective or less effective. The work of the leader belongs to the category of intellectual work, and sometimes to the category of creative work. The product of labor, that is, the management decision, does not reflect the time spent on its adoption, so the effectiveness of a leader's work can be assessed by two types of results: separate (current) results of their activity and the final results of their activity (results of the unit's work), see Table 1.

In management practice, it is possible to encounter different leaders, each of whom has a particular management style.

Table 1. Comparison of Autocratic, Democratic, and Liberal Management Styles.

Style	Characteristics	Advantages	Disadvantages
Autocratic	Centralized decisions, minimal input from subordinates	Fast decisions in crises	Low morale, resistance, conflicts
Democratic	Involves group discussion and participation	Higher morale, responsibility, innovation	Slower decision-making
Liberal	Minimal control, full freedom to subordinates	Encourages creativity	Lack of direction, inefficiency

Accordingly, in social psychology, there are three main types of leaders: autocratic, democratic, and liberal. The specific style of management in real conditions is determined by a number of objective and subjective factors:

Objective factors:

- The duties and functions of the team;
- The working conditions of the team;
- The size and structure of the team.

Subjective factors:

- The personal qualities and experience of the leader;
- The manager's professional competence;
- The professional preparedness and awareness level of the members of the labor collective;
- The maturity and unity level of the labor collective; and others, see table 2.

Table 2. Objective and Subjective Factors Influencing Management Style

Factor Type	Examples
Objective	Team duties, team size, work conditions
Subjective	Leader's experience, emotional intelligence, team maturity

During leadership activity, it is very rare to encounter leaders who strictly belong to only one specific management style. When using the authoritarian style, the autocratic leader cannot tolerate objections. They provide little information to subordinates. They trust no one and reveal none of their intentions. They often change the direction of their actions [6], [7]. They are inconsiderate to subordinates and tend to make hasty decisions. Those who can sense the leader's thoughts are considered the best employees. Subordinates turn to the "boss" for all issues. An autocratic leader is unpredictable. No one knows exactly how they will react to a given situation. This style of leadership often results in conflicts.

The liberal style of management is characterized by ineffectiveness and a lack of interference in the work process. In the democratic style of management, communication is mainly organized on a "horizontal" basis. The main focus is on the schedule of tasks and events that need to be completed, and the outcomes can be predicted in advance. Through participation in company management, the personal responsibility of the performers increases, and a sense of accountability arises [8], [9].

A leader operating under the liberal style is gentle in relationships with subordinates. They give them almost complete freedom, are not demanding, dislike supervising their work, and avoid spending extra time. In order to achieve their goals and enhance their reputation during activities, they attempt to grant various privileges and provide undeserved rewards to subordinates and lower-level managers.

The democratic leadership style envisions a sense of trust and mutual understanding between the leader and subordinates. The leader considers themselves as part of the group. Every employee can express their opinion without fear. Many issues are resolved collectively. The leader tries to consult more with subordinates, avoid showing superiority, and respond properly to criticism. They do not place the consequences of accepted decisions on subordinates.

The leader's attempt to listen to employees is not due to a lack of understanding but because discussions can often reveal subtle aspects that improve the situation. Such a leader does not consider it shameful to compromise or withdraw a decision if subordinates convince them to do so. They try to resolve problems and prove the usefulness of the achieved results. When exercising control, they pay particular attention to the final outcome [10], [11]. This creates conditions for subordinates to express themselves, develop independent thinking. This has educational value and allows achieving goals with fewer expenses.

Management is carried out without rudeness and considers individual abilities. Many specialists consider this type of leadership appropriate. At the same time, according to studies, subordinates do not always prefer the democratic leadership style, and it is not always considered effective.

So far, no effort has been made to determine the relationship between management styles and leadership effectiveness. In carrying out management activities, the factors of management styles are analyzed, and a suitable management style is chosen accordingly [12], [13]. Different leadership styles may be selected for different situations. The skill of the manager lies in the ability to analyze the situation and choose the leadership style that fits it.

One important situation may require the application of different styles. There can be objective and subjective factors of management styles. These factors are regularly taken into account. If objective factors are related to the organization or team, subjective factors pertain to the leader's characteristics.

3. Results and Discussion

In the three reviewed styles of management, leaders rely on specific management rules in their daily activities. For example, they may solve the same issue in different ways. The principle of material motivation is perceived differently by autocratic and democratic leaders [14], [15].

An autocratic leader relies on material motivation and uses this method as they see fit, consulting subordinates only formally. In this style, rewarded employees do not feel satisfied with the reward.

A democratic leader, on the other hand, carries out material motivation with active participation of the labor collective. The democratic leader always combines elements of moral encouragement with material motivation.

While evaluating the three management styles, preference is mainly given to the democratic style, as democratizing production relations and social life is of great importance in the current era.

4. Conclusion

The outcomes of production and economic activities in industrial manufacturing enterprises largely depend on the leadership styles applied in management practices. Leaders adopt flexible goals by taking into account the changing environment and market dynamics, as well as the intense competition present in the market. When necessary, these goals can be adjusted to accommodate changes in circumstances.

Leaders who manage production must have a strong knowledge of modern management rules, principles, and leadership styles, and they must apply leadership styles that are appropriate to the specific situation. The activity of the leader plays a vital role in the management system. This activity is both political and classical in nature. When we refer to a leader as an organizer, we imply that they must establish the enterprise's operations effectively, provide it with highly competitive personnel, ensure the production of goods that meet international quality standards, and improve working conditions for employees.

The implementation of these directions leads to increased management efficiency in enterprises and helps eliminate the consequences that may arise from various changes.

REFERENCES

- [1] J. J. Catter III and R. E. Kidwell, "Function, governance, and trust in successor leadership groups in family firms," *Journal of Family Business Strategy*, vol. 5, no. 3, pp. 217–228, 2014, doi: 10.1016/j.jfbs.2013.06.001.
- [2] A. S. Sabirov, *Methodological and Pragmatic Aspects of Forming Leadership in an Innovative Economy*, Ph.D. dissertation, Tashkent, Uzbekistan.
- [3] A. N. Mitin, *Managerial Culture*, Yekaterinburg, Russia: Publishing House of the Ural State University, 2007.
- [4] E. Bikmetov and A. Lukyanov, *Spiritual Culture of the Individual, Community, and Social Organization: Monograph*, Ufa, Russia: UGATU, 2014, p. 108.
- [5] L. I. Mikhailova, *Sociology of Culture*, Moscow, Russia, 2005, p. 89.
- [6] O. S. Kazakov, "Management of the Economic Power of Business Activities and Its Impact on Its Efficiency," *Journal of Pharmaceutical Negative Results*, vol. 13, no. Special Issue 6, 2022. [Online]. Available: <https://www.pnrjournal.com/index.php/home/issue/view/25>
- [7] O. S. Kazakov, "Management of Performance of Manufacturing Enterprises," *Economics and Society*, no. 5, pp. 287–290, 2023.
- [8] O. S. Kazakov and S. Valijonov, "Competitive Environment, Quality, and Its Management in the Digital Economy," *The American Journal of Applied Sciences*, vol. 3, no. 4, pp. 119–125, 2021.

-
- [9] R. Lussier and C. Achua, *Leadership: Theory, Application, and Skill Development*, 6th ed., Boston, MA: Cengage Learning, 2015.
 - [10] D. Goleman, "Leadership that gets results," *Harvard Business Review*, vol. 78, no. 2, pp. 78–90, 2000.
 - [11] G. Yukl, *Leadership in Organizations*, 8th ed., Boston, MA: Pearson, 2013.
 - [12] J. P. Kotter, "What leaders really do," *Harvard Business Review*, vol. 68, no. 3, pp. 103–111, 1990.
 - [13] B. M. Bass and R. E. Riggio, *Transformational Leadership*, 2nd ed., New York, NY: Psychology Press, 2006.
 - [14] S. Robbins and M. Coulter, *Management*, 14th ed., Upper Saddle River, NJ: Pearson Education, 2017.
 - [15] K. Lewin, R. Lippitt, and R. K. White, "Patterns of aggressive behavior in experimentally created social climates," *Journal of Social Psychology*, vol. 10, no. 2, pp. 271–299, 1939.