

Leader Effective Organization : An Antecedents Proposed Model

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ABSTRACT

This research explores the idea of a Leader Effective Organization using a qualitative and exploratory method combined with a comprehensive review of leadership literature. The study critically evaluates existing leadership theories and viewpoints to clarify the antecedents of a Leader Effective Organization. The results suggest that leadership traits, behaviors, and styles act as indirect predictors, whereas Motivation to Lead (MTL) serves as a direct predictor of leadership emergence. Drawing on these findings, the study presents a conceptual framework linking self efficacy to leadership emergence to leadership effectiveness to Leader Effective Organizations.

Keywords : Distal antecedents, Proximal Antecedent, Leader Effective Organization , Motivation to Lead, Self Efficacy, Leadership Emergence

INTRODUCTION

The current research is qualitative with exploration in nature where the concepts distal and proximal antecedents would evolve itself out of the study. This method is about finding what other people thinks and reason behind their thinking or a particular behavior. This method is quite flexible as researcher can adapt during the research in progress which make the research too wide sometimes lead to losing the track of original problem at hand. Thus to define the scope and identify the core issue a technical review of literature was conducted. Following the technical review of the literature, a model is proposed to evaluate a leader's effectiveness.

LITERATURE REVIEW

This inquiry focused on determining whether the idea of a “Leader-Effective Organization,” or a closely related concept, had already been identified or examined in previous research. To address this, a detailed review of leadership literature was conducted to explore whether similar organizational dimensions had been described under alternative terms or theoretical perspectives. Leadership has been interpreted in many ways by different scholars over time. **Prentice (1982)** explained leadership as the ability to achieve goals through the support of people, emphasizing that successful leaders understand employee motivation and align it with organizational objectives. He also highlighted the importance of democratic leadership in promoting team development and success. **Bennis and Nanus (1985)** described leadership as one of the most practiced yet least understood phenomena worldwide. Similarly, **Hersey and Blanchard (1996)** argued that effective leadership develops through experience and skill rather than luck or inherited traits. Later scholars emphasized the complexity and evolving nature of leadership. **Bolden (2004)** referred to leadership as an “essentially contested concept,” suggesting that the absence of a universally accepted definition reflects the concept’s inherent complexity rather than a weakness in the field. He noted that leadership theories differ according to context, theoretical assumptions, and philosophical viewpoints, leading to the emergence of behavioral, situational, transformational, and distributed leadership approaches. Hogan and Kaiser (2005) further strengthened the discussion by linking leadership effectiveness to personality psychology, arguing that enduring personal characteristics strongly influence leadership performance. **Renninson (2018)** viewed leadership as a continuous and evolving process, presenting multiple contrasting perspectives to demonstrate its dynamic nature. Despite extensive research, leadership remains conceptually fragmented, with ongoing debates regarding its definition and theoretical integration. More recently, **Ferry and Guthey (2025)** examined how management education often promotes leader-centered and heroic views of leadership. They introduced the idea of “reflexive provocation” as a teaching approach that encourages students to question traditional leadership assumptions and instead view leadership as a relational, socially constructed, and continuously developing process.

Research Gap

The previous discussion demonstrates that considerable scholarly attention has been devoted to conceptualizing leadership and leadership effectiveness. Nevertheless, for research purposes, it is essential to establish a comprehensive definition of leader effectiveness, along with its distal and proximal antecedents. A concise review of the relevant literature on the associated constructs, as presented below, highlights both the distal and proximal antecedents

influencing leadership and leader effectiveness. These antecedents collectively contribute to understanding the multifaceted nature of effective leadership within organizational contexts.

Objectives of the study

1. To define distal antecedent leading to Leadership effectiveness
2. To define Proximal Antecedents
3. To Propose a model to create Leader Effective Organization

RESEARCH METHODOLOGY

A systematic literature review was conducted to examine the distal and proximal antecedents contributing to the concept of a Leader Effective Organization. Initially, 248 open-access papers were collected from various academic sources. After the screening process, 135 papers were excluded due to lack of relevance to the research concept. Additionally, 17 duplicate studies, 3 papers with language limitations, and 36 papers that did not adequately address the research objectives were removed. Consequently, a final set of 57 research papers was selected for detailed review and analysis.

The reviewed literature demonstrates that leadership effectiveness is shaped by a combination of personal traits, leadership behaviors, emotional competencies, motivational factors, and contextual influences. Early leadership studies emphasized the importance of individual characteristics in distinguishing effective leaders from non-leaders. **Kirkpatrick and Locke (1991)** identified qualities such as drive, integrity, self-confidence, cognitive ability, and business knowledge as critical foundations for successful leadership. Later scholars expanded this perspective by arguing that leadership cannot be explained solely through fixed traits. **Bolden et al. (2003)** highlighted leadership as a multidimensional process influenced by behaviors, relationships, organizational contexts, and situational demands.

A major theme across the literature is the growing importance of emotional intelligence (EI) in leadership effectiveness. Studies by **Rosete and Ciarrochi (2005)**, **Weinberger (2009)**, and **Ramchunder and Martins (2014)** found that emotionally intelligent leaders are more capable of managing interpersonal relationships, motivating employees, and demonstrating transformational leadership behaviors.

Emotional intelligence was consistently associated with higher leadership effectiveness, employee satisfaction, and positive organizational outcomes. Another dominant area of research focuses on transformational leadership. Scholars such as **Bass (1999)**, **Prochazka et al. (2018)**, and **Deng et al. (2023)** demonstrated that transformational leadership positively affects organizational performance, innovation, employee commitment, and well-being. These studies also showed that transformational leadership often mediates the influence of personality traits on leadership outcomes, emphasizing the role of inspiration, vision, and individualized support in effective leadership.

The literature further explains that leadership effectiveness is strongly connected with leadership motivation, particularly the concept of Motivation to Lead (MTL) introduced by **Chan and Drasgow (2001)**. MTL was conceptualized as a multidimensional construct consisting of affective-identity motivation, social-normative motivation, and non-calculative motivation. Subsequent research demonstrated that personality traits, self-efficacy, emotional intelligence, leadership identity, and prior leadership experiences significantly influence an individual's willingness to assume leadership roles.

Many studies identified leadership self-efficacy as a central factor in strengthening motivation to lead. Research by **Hendricks and Payne (2007)**, **Schyns et al. (2020)**, and **Pietsch et al. (2025)** revealed that individuals who believe in their leadership capabilities are more likely to seek leadership positions and perform effectively in leadership roles. Similarly, studies on implicit leadership theories and leader identity highlighted that individuals become motivated to lead when their self-perceptions align with their understanding of leadership characteristics. Leadership emergence was another important topic in the literature.

Research by **Hong (2010)**, **Ensari et al. (2011)**, and **Gardner et al. (2024)** showed that leadership emergence depends not only on personality traits such as extraversion, intelligence, and emotional stability but also on social interactions, team dynamics, and motivational processes. Leadership was increasingly viewed as a socially constructed and context-dependent process rather than a purely trait-based phenomenon. Several scholars also examined the influence of organizational and cultural contexts on leadership development.

Studies conducted in educational institutions, military settings, policing organizations, entrepreneurial environments, and artistic industries demonstrated that leadership motivation and effectiveness vary according to professional experiences, organizational structures, and cultural values. Research by **Zhang and Thien (2026)**, **Öz and Arastaman (2026)**, and **Farstad and Røyseng (2026)** emphasized that leadership aspirations are shaped by ethical commitment, institutional systems, and social expectations. Recent studies introduced more nuanced perspectives on leadership motivation. **Cheng et al. (2025)** found that moderate levels of motivation to lead produce the most favorable leadership emergence outcomes, while extremely high motivation may sometimes generate negative peer perceptions. Similarly, **Kennedy et al. (2021)** explored how both positive and dark personality traits influence leadership intention through different dimensions of motivation to lead.

The reviewed studies show that Motivation to Lead (MTL) is an important factor influencing leadership intention, leadership emergence, and leadership effectiveness. Research consistently indicates that personality traits, leadership self-efficacy, emotional intelligence, vocational interests, and past leadership experiences strongly affect an individual's motivation to lead. Affective-identity motivation to lead was found to be the strongest predictor of leadership behavior and effectiveness across most studies. The literature also highlights that leadership motivation is influenced by both positive and negative personality traits, organizational context, and cultural values.

CONCLUSION

At the conclusion of the technical review, the concept of a “Leader Effective Organization” can be defined as an organization in which effective leadership is driven by strong leadership traits, behaviors, styles, and motivation to lead. In such organizations, objectives are accomplished within predetermined timelines, resources are utilized efficiently, and employees demonstrate higher levels of satisfaction and commitment.

This concept should not be regarded merely as an individual accomplishment, but rather as an organizational phenomenon shaped by collective leadership effectiveness. Furthermore, an effective organization possesses the capability to transform challenges and threats into opportunities, even within dynamic and uncertain business environments. Primarily, leadership refers to an individual leader's ability to create an environment in which the organization strives for excellence while employees experience trust, stability, and confidence that their relationship with the organization will be mutually beneficial, sustainable, and engaging. Secondly, organizational effectiveness is achieved through the continuous development of leadership capabilities, the cultivation of a strong organizational culture, and the establishment of a productive and collaborative workforce.

Existing literature further suggests that organizational success is largely influenced by three key dimensions: leaders' individual factors, organizational practices implemented by leaders, and people-oriented practices. Therefore, the present study seeks to explore these dimensions in greater depth to enhance understanding of their contribution to organizational effectiveness and sustainability. The continuum of leadership effectiveness within an organization begins with fundamental leadership traits, behaviors, and styles, which function as remote antecedents or underlying factors influencing leadership development.

These foundational attributes shape a leader's capacity to guide, influence, and inspire others. Furthermore, motivation to lead serves as an immediate underlying factor that facilitates the emergence of effective leadership. Collectively, these dimensions contribute to the development of leadership effectiveness, which ultimately supports organizational performance, employee engagement, and long-term sustainability. A conceptual model is proposed to explain the key determinants of organizational effectiveness through leadership. **Figure 2(i)** presents the proposition that a Leader Effective Organization is the outcome of three essential organizational elements functioning in a synchronized and synergistic manner. Furthermore, the distal and proximal antecedents of leadership emergence and effectiveness are considered prerequisite and intermediate underlying factors that influence an individual's willingness and capacity to assume a leadership role. These antecedents collectively contribute to the development of effective leadership, which subsequently enhances organizational performance.

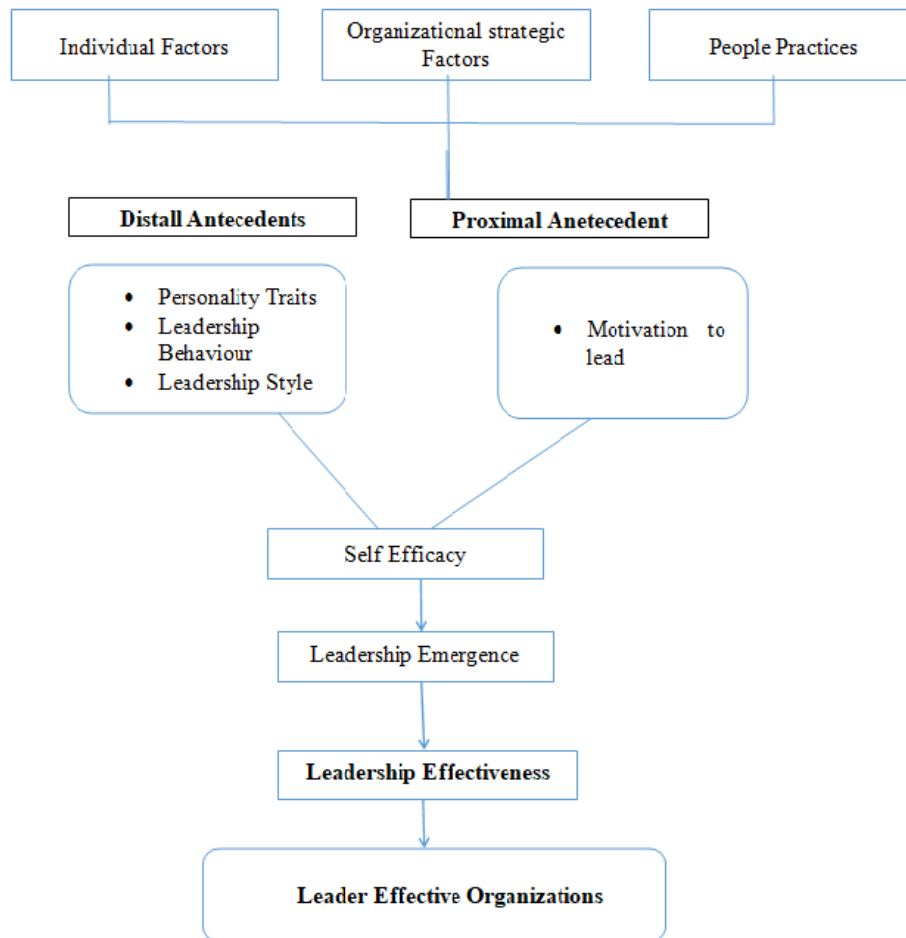


Figure 1(i) Proposed Model of Study to understand Antecedents of Leader Effective Organizations

The above model attempts to integrate all the critical elements that need to be examined within an organization to ensure the development of a Leader Effective Organization. The primary objective of this predominantly qualitative research is to identify specific observable behaviors and organizational practices that leaders should adopt to foster organizational effectiveness through leadership.

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