



INNOVATIVE: Journal Of Social Science Research

Volume 3 Nomor 2 Tahun 2023 Page 2209-2219

E-ISSN 2807-4238 and P-ISSN 2807-4246

Website: <https://j-innovative.org/index.php/Innovative>

## Effective Leadership: A Literature Review of Concepts, Characteristics, and Best Practices

Agustian Zen<sup>1✉</sup>, Siminto<sup>2</sup>, Muhammad Ade Kurnia Harahap<sup>3</sup>, Yanto  
Budi Prasetya<sup>4</sup>, Abu Muna Almaududi Ausat<sup>5</sup>

(1) Program Studi Manajemen, Fakultas Ekonomi dan Bisnis,  
Universitas Bhayangkara Jakarta Raya

(2) Program Studi Manajemen Pendidikan Islam, Fakultas  
Tarbiyah dan Ilmu Keguruan, IAIN Palangka Raya

(3) Program Studi Perencanaan Wilayah dan Kota,  
Universitas Simalungun

(4) Program Studi Teknik Mesin, Fakultas Teknik,  
Universitas Pawayatan Daha

(5) Program Studi Administrasi Bisnis, Fakultas Ilmu  
Administrasi, Universitas Subang

Email: [agustianzen02@gmail.com](mailto:agustianzen02@gmail.com)<sup>1✉</sup>

### Abstrak

Kepemimpinan adalah salah satu faktor kunci yang mempengaruhi kesuksesan organisasi. Seiring dengan meningkatnya persaingan global dan perubahan yang cepat dalam lingkungan bisnis, kepemimpinan yang efektif semakin penting untuk mempertahankan daya saing organisasi. Bahasan dalam tujuan studi ini akan meliputi beberapa topik penting, seperti konsep dasar kepemimpinan, karakteristik kepemimpinan yang efektif, gaya kepemimpinan, peran dan tanggung jawab seorang pemimpin, serta praktik terbaik dalam kepemimpinan. Fokus dari penelitian ini adalah kualitatif. Metode untuk mengumpulkan informasi termasuk memperhatikan dengan seksama dan membuat catatan rinci, dengan analisis selanjutnya termasuk reduksi data, visualisasi, dan kesimpulan. Hasil studi menyertakan

Copyright © Agustian Zen, Siminto, Muhammad Ade Kurnia  
Harahap<sup>3</sup>Yanto Budi Prasetya, Abu Muna Almaududi Ausat

ringkasan bahwa karakteristik penting dari kepemimpinan yang efektif adalah memiliki visi, integritas, empati, kemampuan komunikasi, keterampilan interpersonal, dan kemampuan untuk memotivasi dan menginspirasi bawahan.

Kata Kunci: *Kepemimpinan, Efektifitas, Karakteristik, Kualitatif*

#### Abstract

Leadership is one of the key factors that influence organisational success. With increasing global competition and rapid changes in the business environment, effective leadership is increasingly important to maintain organisational competitiveness. The discussion in the purpose of this study will cover several important topics, such as the basic concepts of leadership, characteristics of effective leadership, leadership styles, roles and responsibilities of a leader, and best practices in leadership. The focus of this study is qualitative. Methods for gathering information include paying close attention and taking detailed notes, with subsequent analysis including data reduction, visualisation, and conclusions. The results of the study include a summary that the essential characteristics of effective leadership are having vision, integrity, empathy, communication ability, interpersonal skills, and the ability to motivate and inspire subordinates.

Keyword: *Leadership, Effectiveness, Characteristics, Qualitative.*

## INTRODUCTION

Leadership is one of the most important aspects that determines the success of an organization (Cahyono et al., 2023). Effective leadership is becoming increasingly necessary to preserve organizational competitiveness as a result of intensifying competition on a worldwide scale and accelerating shifts in the nature of the business environment (Sutrisno et al., 2023). The demands on organizational leaders to effectively guide their teams and organizations in a context of increased complexity and dynamism in the corporate world are becoming increasingly urgent (Cortellazzo et al., 2019). As a result, the study of leadership has emerged as a central focus in the field of management literature.

There has been a significant amount of research done to investigate the concepts and qualities of effective leadership, as well as the best practices that may be implemented in different kinds of organizations (Sonmez Cakir & Adiguzel, 2020); (Zainol et al., 2021) and (Bligh et al., 2006). However, despite the extensive amount of <sup>1</sup>

☒ research that has been done on leadership, there is still a dearth of recent research that takes into account the most recent discoveries made in this area (Avolio et al., 2009) and (Gordon & Yukl, 2004). Some older research continued to concentrate on fundamental leadership ideas and concepts, whereas some more contemporary studies investigate the ways in which these theories and concepts can be practically applied within an ever-evolving commercial setting (Hughes et al., 2018); (Eva et al., 2019) and (Van Wart, 2013).

As a result, it is necessary to conduct a literature review on effective leadership in order to refresh our awareness of the ideas, traits, and procedures that are considered to be the most effective in the field of leadership. This literature study has the potential to provide leaders of organizations, academics, and business practitioners with insightful information that can help them improve the quality of their leadership and accomplish their organization's goals more effectively.

This literature study will focus on a number of significant issues, including the fundamental ideas behind leadership, the qualities that define good leadership, the various approaches to leadership, the functions and responsibilities of a leader, and the most effective procedures in the field of leadership. This research is expected to provide a better understanding of effective leadership and can contribute to the growth of knowledge in this subject by performing a complete literature evaluation. This research can also contribute to the development of knowledge in other related fields.

## RESEARCH METHOD

This research uses a methodology known as library research, where researchers do not collect primary data by conducting direct research in the field. To ensure the smooth running of the research, the researcher consulted various reference materials. Relevant materials for this research were obtained from online media and scientific repositories by searching with keywords related to the topics discussed in the report. These topics include leadership and effectiveness. The research approach used by the authors was adaptive, which paved the way for the selection of relevant reference materials without requiring the authors to limit the search to specific journals or digital platforms. The rationale we present is supported by a variety of sources, including the journal sites Emerald Insight, ResearchGate, and Elsevier. The main focus of this paper

is effective leadership in terms of concepts, characteristics, and practices. The author's use of keyword emphasis aims to provide discourse boundaries and support logical consistency. This is achieved through the use of limiting phrases. Academic journals, essays, and publications that have been published between 2015 and the present were the main focus of this research. During the search, we used keywords to conduct searches across different publishing platforms. It is important to note that the papers, journals and publications included were only those considered highly relevant to the subject matter of effective leadership in terms of concepts, characteristics and practices. Other papers, journals and publications were excluded as they were deemed unrelated to the subject matter. This scholarly article includes a total of 25 different sources that go into depth.

The investigation that is now taking place was categorized as a type of qualitative study. The process of collecting data included the application of a number of different approaches, such as attentive listening and the detailed documentation of all pertinent information. The aforementioned approaches were utilized as a means of facilitating the inspection of the data, which was carried out by way of a process that involved the reduction of the data, the presentation of the data, and the drawing of conclusions. The primary objective of this study was to achieve a more in-depth comprehension of the literature review that was carried out as a component of this research endeavor. During the phase known as "data reduction," the obtained information was methodically organized, categorized, and culled in order to simplify the process of coming to meaningful conclusions and make the development of significant results more manageable. Because the data were so complex and varied, conducting an analysis of them was required even during the phase where they were being reduced. The purpose of the reduction phase was to ascertain whether or not the information was pertinent to the ultimate objective. At the outset, a total of 50 different sources were collected. The initial method resulted in the value of the numerical variable being changed to 25. In addition to that, the data will be provided via graphical illustrations. The current stage is the next step in the process of data reduction, and it is the stage in which the data set is carefully organized in a structured manner in order to promote comprehension and simplify the process of drawing conclusions. Written discourse, more especially in the form of field notes, is the kind of data representation that is utilized in this particular

setting. Utilizing this approach to the presentation of data can result in increased productivity when it comes to organizing and arranging data in relational patterns. The process is not complete until the final stage, which is the development of conclusions based on the data acquired. This step marks the completion of the technique that we applied to the analysis of qualitative data. During this stage, we checked the outcomes of data reduction and data presentation to ensure that they were consistent with the intended goal of the research. The objective of this stage is to derive meaning from the obtained data by identifying correlations, similarities, or dissimilarities, in order to build solutions to pre-existing problems that have been identified. The results that were drawn from the sources that were used are deemed to be reliable. The objective of this endeavor is to collect facts that are trustworthy and accurate, with the goal of enhancing comprehension as a result.

## RESULTS AND DISCUSSION

One of the most essential aspects that might have an effect on the achievement of goals inside an organization is strong leadership (Steinmann et al., 2018). Over the course of the last few decades, the idea of effective leadership has emerged as a prevalent topic of study and has piqued the interest of a significant number of researchers as well as practitioners working in the field of management (van Diggele et al., 2020). Because there are so many different schools of thought and points of view, the idea of effective leadership cannot be reduced to a single, overarching definition. However, at its core, effective leadership can be summed up as the capacity of an individual to motivate others toward the accomplishment of shared objectives while simultaneously fostering an atmosphere that is positive and conducive to work.

A competent leader should be able to make sound judgments, effectively communicate with others, inspire their subordinates to achieve their goals, be self-assured, have strong interpersonal skills, and be flexible enough to deal with unexpected shifts in circumstances (Khoshhal & Guraya, 2016). There are a variety of tried-and-true methods that leaders can use into their work in order to improve their effectiveness as leaders. The following are some examples of these recommended practices:

1. Having a clear and communicative vision: Effective leaders have a clear vision of the organisation's goals and are able to communicate it well to

subordinates. A clear vision can help subordinates to understand the organisation's goals and become more motivated to achieve them.

2. Build good relationships with subordinates: An effective leader should be able to build a good relationship with subordinates. This can be achieved by listening to them, providing support, and giving constructive feedback.
3. Setting high performance standards: Effective leaders should set high performance standards for subordinates. This can increase the motivation and productivity of subordinates, and improve the quality of work.
4. Building an effective team: An effective leader should be able to build an effective team by selecting the right people for the right positions and providing the necessary training to improve their skills.
5. Able to make the right decisions: An effective leader must be able to make the right decisions in difficult and unclear situations. This can be achieved by gathering sufficient information, considering all relevant factors, and conducting careful analyses.

In addition to the most effective methods that were discussed previously, there are also a variety of leadership theories that can be utilized to reach the goal of effective leadership. The transformational leadership theory, the situational leadership theory, and the participative leadership theory are a few examples of these types of theories (Ausat et al., 2022).

According to the theory of transformational leadership, leaders attempt to transform their subordinates by instilling a sense of inspiration and motivation in them, as well as by boosting their levels of self-confidence. This is done in the hopes that subordinates will feel pushed to attain goals that are more difficult than those that were originally established. According to the principle of situational leadership, leaders should modify their style of leadership depending on the circumstances and the requirements of their subordinates (Akpapere et al., 2019) and (Walk, 2023). It is important for leaders to have an understanding of the skills and degrees of experience held by their subordinates so that they can provide adequate assistance and motivate their teams to achieve their objectives. In the theory of participative leadership, leaders collaborate with their subordinates to make decisions (Wang et al., 2022); (Khassawneh & Elrehail, 2022) and (Qing & JinHua, 2023). This gives the subordinates the sense that they have

some level of responsibility in the decisions that are made, which in turn motivates them to work harder to achieve their objectives.

In practice, having successful leadership may provide a number of benefits to an organization (Campos et al., 2020); (Santoso et al., 2022) and (Alsaedi, 2022). Some of these benefits include increasing productivity, lowering operational costs, enhancing the quality of a product or service, increasing customer happiness, and increasing employee loyalty. Nevertheless, in order to achieve effective leadership, leaders need to be familiar with and able to apply various leadership theories and best practices, in addition to possessing strong interpersonal and communication skills (Putri, 2018) and (Folkman et al., 2019).

The important takeaway from this is that although effective leadership is a complicated and multidimensional concept, it is attainable through the implementation of leadership theories and best practices, as well as the possession of the requisite attributes and abilities. Effective leaders can bring significant benefits to their organizations, including increases in productivity and quality of products or services offered, as well as increases in the level of pleasure experienced by customers. As a result, in order for an organization to be successful, it is essential for its leaders to maintain and improve their knowledge and abilities related to leadership on a consistent basis.

## CONCLUSION

When it comes to accomplishing organizational objectives, strong leadership is absolutely necessary. A discussion of the principles, qualities, and behaviors that have proven to be most successful in effective leadership may be found in this literature study. There are many different theories of leadership that have been created, such as transformational, situational, and participative leadership theories. These theories can assist leaders understand how to effectively lead based on the requirements of their subordinates and the situation they are in.

The capacity to encourage and inspire subordinates, as well as having vision and integrity, empathy, communication skills, and interpersonal skills, are essential components of effective leadership. In addition, the most effective leadership techniques include putting together a strong team, offering the appropriate support,

communicating in a constructive manner, and setting a good example for others to follow.

For leaders to be effective, they need to continually update their knowledge and abilities in leadership, put leadership theories and best practices into practice, and have strong interpersonal and communication skills. In addition, organizations have a responsibility to offer adequate support and resources to their leaders in order to assist them in accomplishing the objectives of the organization. As a result, our recommendation is that leaders should keep educating themselves and enhancing their leadership skills by reading the most recent publications on the topic, participating in leadership-related workshops and seminars, and reaching out to mentors and peers for guidance and input. In addition, organizations need to give their leaders adequate support in the form of human, financial, and technological resources in order for those leaders to be able to effectively accomplish the goals of the organization. The organization will be able to achieve success and keep a competitive position in the market if it continues to operate in this manner.

#### REFERENCES

- Akparep, J. Y., Jengre, E., & Mogre, A. A. (2019). The Influence of Leadership Style on Organizational Performance at TumaKavi Development Association, Tamale, Northern Region of Ghana. *Open Journal of Leadership, 08*(01), 1–22. <https://doi.org/10.4236/ojl.2019.81001>
- Alsaedi, F. (2022). The Important Role of Collective Leadership in the Face of Change: Literature Review. *Open Journal of Leadership, 11*(01), 1–12. <https://doi.org/10.4236/ojl.2022.111001>
- Ausat, A. M. A., Suherlan, S., Peirisal, T., & Hirawan, Z. (2022). The Effect of Transformational Leadership on Organizational Commitment and Work Performance. *Journal of Leadership in Organizations, 4*(4), 61–82. <https://doi.org/10.22146/jlo.71846>
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current Theories, Research, and Future Directions. *Annual Review of Psychology, 60*(1), 421–449. <https://doi.org/10.1146/annurev.psych.60.110707.163621>

- Bligh, M. C., Pearce, C. L., & Kohles, J. C. (2006). The importance of self - and shared leadership in team based knowledge work. *Journal of Managerial Psychology, 21*(4), 296–318. <https://doi.org/10.1108/02683940610663105>
- Cahyono, A. S., Tuhuteru, L., Julina, S., Suherlan, S., & Ausat, A. M. A. (2023). Building a Generation of Qualified Leaders: Leadership Education Strategies in Schools. *Journal on Education, 5*(4), 12974–12979. <https://jonedu.org/index.php/joe/article/view/2289>
- Campos, J. A., Aubert, A., Guo, M., & Joanpere, M. (2020). Improved Leadership Skills and Aptitudes in an Excellence EMBA Program: Creating Synergies With Dialogic Leadership to Achieve Social Impact. *Frontiers in Psychology, 11*, 1. <https://doi.org/10.3389/fpsyg.2020.00017>
- Cortellazzo, L., Bruni, E., & Zampieri, R. (2019). The Role of Leadership in a Digitalized World: A Review. *Frontiers in Psychology, 10*, 1–21. <https://doi.org/10.3389/fpsyg.2019.01938>
- Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant Leadership: A systematic review and call for future research. *The Leadership Quarterly, 30*(1), 111–132. <https://doi.org/10.1016/j.leaqua.2018.07.004>
- Folkman, A. K., Tveit, B., & Sverdrup, S. (2019). Leadership in interprofessional collaboration in health care. *Journal of Multidisciplinary Healthcare, Volume 12*, 97–107. <https://doi.org/10.2147/JMDH.S189199>
- Gordon, A., & Yukl, G. (2004). The Future of Leadership Research: Challenges and Opportunities. *German Journal of Human Resource Management: Zeitschrift Für Personalforschung, 18*(3), 359–365. <https://doi.org/10.1177/239700220401800307>
- Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly, 29*(5), 549–569. <https://doi.org/10.1016/j.leaqua.2018.03.001>
- Khassawneh, O., & Elrehail, H. (2022). The Effect of Participative Leadership Style on Employees' Performance: The Contingent Role of Institutional Theory. *Administrative Sciences, 12*(4), 195. <https://doi.org/10.3390/admsci12040195>
- Khoshhal, K. I., & Guraya, S. Y. (2016). Leaders produce leaders and managers produce followers. *Saudi Medical Journal, 37*(10), 1061–1067. <https://doi.org/10.15537/smj.2016.10.15620>

- Putri, R. A. (2018). Leadership Style and Interpersonal Communication of Employee Satisfaction and It's Effect on the Employee Performance. *Jurnal Pendidikan Bisnis Dan Manajemen*, 4(3), 108–116. <https://doi.org/10.17977/um003v4i32018p108>
- Qing, M., & JinHua, Z. (2023). The Influence of Participative Leadership on the Voice Behavior of Public Servants. *Public Personnel Management*, 009102602211476. <https://doi.org/10.1177/00910260221147692>
- Santoso, N. R., Sulistyanyngtyas, I. D., & Pratama, B. P. (2022). Transformational Leadership During the COVID-19 Pandemic: Strengthening Employee Engagement Through Internal Communication. *Journal of Communication Inquiry*, 4, 1. <https://doi.org/10.1177/01968599221095182>
- Sonmez Cakir, F., & Adiguzel, Z. (2020). Analysis of Leader Effectiveness in Organization and Knowledge Sharing Behavior on Employees and Organization. *SAGE Open*, 10(1), 1. <https://doi.org/10.1177/2158244020914634>
- Steinmann, B., Klug, H. J. P., & Maier, G. W. (2018). The Path Is the Goal: How Transformational Leaders Enhance Followers' Job Attitudes and Proactive Behavior. *Frontiers in Psychology*, 9, 1. <https://doi.org/10.3389/fpsyg.2018.02338>
- Sutrisno, Sitingjak, H., Diawati, P., Sitingjak, I. Y., & Ausat, A. M. A. (2023). Telaah Dampak Positif Gaya Kepemimpinan Transformasional bagi Peningkatan Produktivitas Individu dan Organisasi. *Community Development Journal: Jurnal Pengabdian Masyarakat*, 4(1), 726–731. <https://doi.org/10.31004/cdj.v4i1.12483>
- van Diggele, C., Burgess, A., Roberts, C., & Mellis, C. (2020). Leadership in healthcare education. *BMC Medical Education*, 20(S2), 456. <https://doi.org/10.1186/s12909-020-02288-x>
- Van Wart, M. (2013). Lessons from Leadership Theory and the Contemporary Challenges of Leaders. *Public Administration Review*, 73(4), 553–565. <https://doi.org/10.1111/puar.12069>
- Walk, M. (2023). Leaders as change executors: The impact of leader attitudes to change and change-specific support on followers. *European Management Journal*, 41(1), 154–163. <https://doi.org/10.1016/j.emj.2022.01.002>
- Wang, Q., Hou, H., & Li, Z. (2022). Participative Leadership: A Literature Review and Prospects for Future Research. *Frontiers in Psychology*, 13, 1–12. <https://doi.org/10.3389/fpsyg.2022.924357>

Zainol, N. Z., Kowang, T. O., Hee, O. C., Fei, G. C., & Kadir, B. Bin. (2021). Managing Organizational Change through Effective Leadership: A Review from Literature. *International Journal of Academic Research in Business and Social Sciences*, 11(1), 1–10. <https://doi.org/10.6007/IJARBS/v11-i1/8370>