

DIRECTIONS FOR INCREASING EMPLOYEE PERFORMANCE  
THROUGH THE USE OF MODERN MANAGEMENT METHODS.

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Leadership is very important in every institution or organization due to its comprehensive impact on the achievement of goals and the growth of the organization. It is believed that the effective functioning of social systems largely depends on the quality of leadership.

The leadership behavior of managers is constantly related to the results of employees, and the leadership styles of individual managers are a powerful tool for organizational effectiveness. Therefore, researchers and experts take the topic of leadership seriously. They want to know what makes a great leader, how leadership affects the performance of the organization and personal career success, and what leadership style is effective.

In the study, we studied the relationship between the leadership styles of organizational leaders and employee results, as well as overall organizational effectiveness.

To achieve the research objectives, purposeful sampling methods were used to collect qualitative and quantitative data. A total of more than one hundred respondents were surveyed for the study.

Research has shown that leadership is an important component of high performance. In addition, it turned out that the style that involves subordinates in decision-making is the most effective leadership style. In addition, the study showed that leadership increases authority and relationships, as well as helps to improve employee performance.

In our opinion, leadership remains an important tool for ensuring competitive advantage for every organization, as it affects the effective functioning of employees. The leadership style of managers determines to a certain extent how confident and motivated an employee will be in performing his duties. Indeed, a good leader is a motivator. Finally, organizations are advised to develop long-term strategies to adapt the workforce to leadership styles, provide employees with the best opportunities, and create a favorable environment for career development.

The phenomenon of leadership dates back to antiquity. Nevertheless, the systematic study of leadership began in the 1930s. Leadership is of great importance in every institution or organization. The effective functioning of social systems is believed to depend on the quality of their leadership (Dessler,

1998). Bennis and Nanus (2005) defined a leader as someone who can motivate people to action, transform followers into leaders, and transform leaders into change agents.

In practice, this means ensuring that their needs are met and that agreed-upon tasks are carried out, so that team spirit and team spirit are established and maintained, and the group's use of resources is maximized. Organizations can rely not only on good leadership styles but also on effective management to achieve their goals.

The terms "management" and "leadership" are often used interchangeably. Many people think of them as the same thing, but management is as different from leadership as night and day, and therefore, according to Warren Bennis in Stoner and Freeman's book "Management", the functions of a manager and an organizer are different in most organizations.

A person can serve as an effective manager, that is, a good planner and a fair, organized administrator, but cannot lack the motivational skills of a leader. Both are necessary. However, taking them into account, understanding their differences can enhance their important roles. It is in this context that Kotter argues that strong leadership with weak management is not a desirable combination, and sometimes even worse. The real challenge is to balance strong leadership with strong management. Leadership style undoubtedly affects employers, employees, and the organization as a whole.

Thus, in the study, we tried to determine whether organizational leadership styles are related to employee productivity and overall organizational effectiveness.

According to Wolinski, leadership can be defined by how you see it. That is, some argue that leadership has specific characteristics, and how you perceive or master these characteristics.

Some see it as consisting of certain skills and knowledge, while others see leadership as a process. They emphasize that viewing leadership as a process emphasizes social interaction and relationships. This leadership is a type of relationship that usually involves influencing others in a certain direction. So, by our definition: leadership is a relationship that allows you to mobilize, influence, and direct other people towards desired goals.

Effective leadership is now widely accepted as the key to successful organizations. Perhaps to make it easier to solve the problems that need to be solved later, it is necessary to agree on a working definition of leadership. In trying to define what leadership is, Slater noted that the most important thing that is known about this question is that there is no answer that everyone agrees on. Slater notes that scholars disagree on the meaning of leadership

mainly because they look at it from different sets of assumptions or from different paradigms, and in general, they do not know that they are dealing with this process. A decade-long analysis by Bennis and Nanus revealed that there are more than 350 definitions of leadership. Over the past seventy-five years, literally thousands of empirical studies of leaders have been conducted, but there is no clear understanding of what distinguishes leaders from non-leaders. Leadership is defined in terms of personality traits, behaviors, interaction patterns, role relationships, perceptions of and influence on followers, the impact of tasks on goals, and the impact on organizational culture. Yuki and Vanfleet viewed leadership as a process that involves influencing the tasks, goals, and strategies of a group or organization. In other words, they defined leadership as a means of influencing people in an organization to implement strategies and achieve goals.

Leadership theories explain the accepted understanding and practice of being a leader. They provide a clear picture of the leadership qualities needed to be a leader. Many other experts, like Stoner, believe that leadership has many characteristics, but for the purposes of this study, we will limit ourselves to just three leadership theories, which are:

- Trait theory
- Behavioral theory
- Contingency theory

The trait theory of leadership assumes that leaders have inherited characteristics that make them suitable for leadership. Many argue that leaders are people who can express themselves fully while others cannot, and that this makes them different from other people. A leader has the right combination of characteristics, and these characteristics make an individual an effective leader. This characteristic suggests that leaders have certain innate personal potential.

Researchers have attempted to isolate the behaviors that are characteristic of effective leaders. In other words, rather than trying to determine who effective leaders are, researchers have sought to determine what effective leaders do, what tasks they delegate, how they perform their tasks, and so on.

Unlike traits, behaviors are easier to study, so individuals who are attuned to appropriate leadership behaviors are more likely to lead effectively.

Researchers using trait and behavioral approaches have found that effective leadership depends on many variables, such as organizational culture and the nature of the tasks. No trait and the style it builds on are universal to all effective leaders. No style is effective in all situations. Therefore, researchers have begun to try to identify the factors that influence the effectiveness of a

particular leadership style in each situation. The theories that have emerged from this research constitute a critical approach to leadership. These theories focus on the following factors:

- task demands;
- expectations and behaviors of colleagues;
- characteristics, potential of employees;
- culture and politics of the organization.

One of the main approaches to the study of leadership is an attempt to identify different styles of leadership. Several different classifications have been developed in connection with this concept. The growth and development of an organization depends on the relationships between its leaders and team members.

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