



ע"ש ד"ר מג'די אבו לטיף - على اسم الدكتور مجدي أبو لطيف - Named after Dr. Majdi Abo Latif

The Impact of the leader's leadership style on the succession of the business

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Abstract

This research aimed to analyse the effect of the leader's leadership style on the succession of the business. For this, this research used mixed method design and deductive and inductive approaches for data analysis. The sample was collected by conveyance sampling technique. The secondary data was collected from the ten published articles and the other relevant websites. The findings highlighted that effective leadership enhances succession planning which increases the availability of skilled employees. It is also about enhancing the procedure for identifying the curial positions within the business and making action plans for individuals to assume the positions. Therefore, this research focused to explore the impact of the leader's leadership style on the succession of the business. The Pearson correlation analysis explored that leadership style has a major impact on the succession of the business. It provides succession planning and develops a sense among the team members for assigning different roles in the organisation. Different leadership styles such as transactional, transformational leadership, and delegate leadership affect the succession in the business. The results of the model summary explored that transactional, transformational, and delegate leadership style is a predictors of business succession. In this, workers need some motivation because they are not self-motivated. Moreover, with the improved vision and awareness of the business succession, the leader may enhance their leadership skills and adopt different styles which increase the growth and productivity of the organisation.

Keywords: LEADER'S LEADERSHIP STYLE, BUSINESS SUCCESSION



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1. Introduction

1.1 Background

A leader is a person who has the capability to inspire others with his vision. Succession is a procedure of finding and developing employees with the attributes to adopt planned positions within the business (Ritchie, 2020). In business succession involves developing and identifying new leaders who replace the older ones in the organisation. It is a process of developing new plans which enhance the capable and experienced employee's accessibility that has prepared them to assume new leadership roles.

Effective leadership enhances succession which increases the availability of skills and learning of employees and it is also about enhancing the procedure to identify the curial positions within the business and made action plans for individuals to assume the positions (Al Suwaidi et al., 2020). Business leaders align the main business objectives to enhance leadership succession planning. The succession plan helps the organisation to retain and develop key talent, enhance the potential of leaders and mitigate the risks with the key planning in leadership.



Figure 1: Leadership and Succession (AIHR, 2020)



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1.2 Problem Statement

This research proposed to state that a leader's leadership style has a significant impact on the succession of the business. Unfortunately, medium and small businesses fail before reaching the next generation. Sometimes, few business firms are not able to prepare themselves for the future (Ali & Mehreen, 2018). Therefore, the planning of succession in the organisation has developed as a main area of interest for the growth and expansion of business by giving more attention. Succession planning is the development and identification of new leaders after the older ones. It is a process that depends upon the plan that enhances the access of capable and experienced employees. Succession difficulties are often related to business problems or leadership issues in the organisation. The current study discussed the impact of leaders 'leadership styles on the succession of the business.

1.3 Research Aims

The aim of the research is to indicate the purpose of the research. It gives plans and strategies to test the existing problem (Flick, 2015). This research analysed the impact of leaders' leadership styles on the succession of the business. The research area was limited to exploring the phenomenon in this domain so research explored the impact of leader's leadership style on the succession of the business.

1.4 Research Objectives

The following objectives are established based on the research aims:

- To analyse the effect of the leader's leadership style on the succession of the business.
- To observe the influence of the leader's leadership style on the succession of the business.
- To explore the correlation between the leadership style and the succession of the business.



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1.5 Research Questions

1. What are the effects of the leader's leadership style on the succession of the business?
2. How do have the leader's leadership style influenced the succession of the business?
3. How does the leader's leadership style enhance the succession of the business?

1.6 The Research Hypotheses

H₀: There is no impact of the leader's leadership style on the succession of the business.

H₁: The leader's leadership style has a positive effect on the succession of the business.

H₂: The leader's leadership style has a negative effect on the succession of the business.

1.7 Rationale of the study

This research aimed to explore the impact of the leader's leadership style on the succession of the business. Business leadership states that how individuals make decisions, set goals and accomplish them in a professional manner (Moldoveanu & Narayandas, 2019). It is responsible to motivate the other employees and show commitment to the organisation. It includes raising and maintaining the morale of the employees which shows a significant impact on the success of the organisation. This study discovered the impact of leader's leadership style on the succession of business. As there is less research in this domain, therefore, this research study provided insight and helps to enhance the success of the business. This research also enhanced the information about the influence of the leadership style on the succession of the business. This current study's aim and objectives also analysed the topic more in-depth.

1.8 Significance of the study

This research is significant in such a way as to provide an understanding of the impact of leadership style on the succession of the business. Different leadership styles have a significant impact on succession planning (Oduwusi, 2018). Succession enhances the accessibility of capable and experienced employees who are ready for the new roles



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according to availability. The findings of the study will be beneficial for the public and private sectors. The results will also add information in to the existing knowledge in this field. This public and private sector will use the knowledge gained from the finding to assist the policymakers and businesspersons with training. The present study will find the effect of the leadership style on the succession of business.

2. Literature Review

Organisations are becoming more demanding and complex therefore, the development of leadership styles is necessary to integrate human resource systems. Proper succession planning is necessary for the growth of an organisation and it is also linked with strategic recruitment, planning, and selection criteria according to the needs and demands of the organisation (Okwakpam, 2019). Leadership succession is a key factor to help employees that deal efficiently with the future. The goal of leadership is to structure the succession so new staff members will plan for the organisation. After acquiring the business, financial sunk costs lowered the succession. This chapter will provide a critical review to discover the effect of the leader's leadership style on the succession of the business.

2.1 Leadership attributes and succession planning

Trade theory emphasizes the personal characteristics of the leaders and focuses on their attributes. These include self-esteem, dominance, emotional stability, creativity, the fluent speech. Different leadership styles have a significant impact on succession planning (Oduwusi, 2018). Succession enhances the accessibility of capable and experienced employees that are set to make the new roles according to availability. Replacement planning of employees is also a key factor for succession planning. Therefore, the



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procedure of succession should be supportive of the planned vision and planning in the organisation.



Figure 2: Approaches to succession planning (Routch et al., 2018)

Succession planning provides opportunities to ensure that basic knowledge related to business should not lose due to changing the positions of the generational workforce. Leaders provide planning and various strategies to enhance the growth of the organisation (Gabriel et al., 2020). Hence, maintaining critical knowledge and documentation is curial for the potential successors in the organisation. Furthermore, succession planning ensures that organisations may continue working for accomplishing the strategic goals when the positions for the job become vacant. Right leadership styles give opportunities to invest knowledge and skills in the next generation of leadership by mentoring and coaching. Below is the figure which shows the significant gaps in succession planning in the organisation. For instance, in top-performing companies, the percentage of employees with succession planning drops from 94% to 75% for middle management. It also dropped from 30 % to 8 % for the operational staff.



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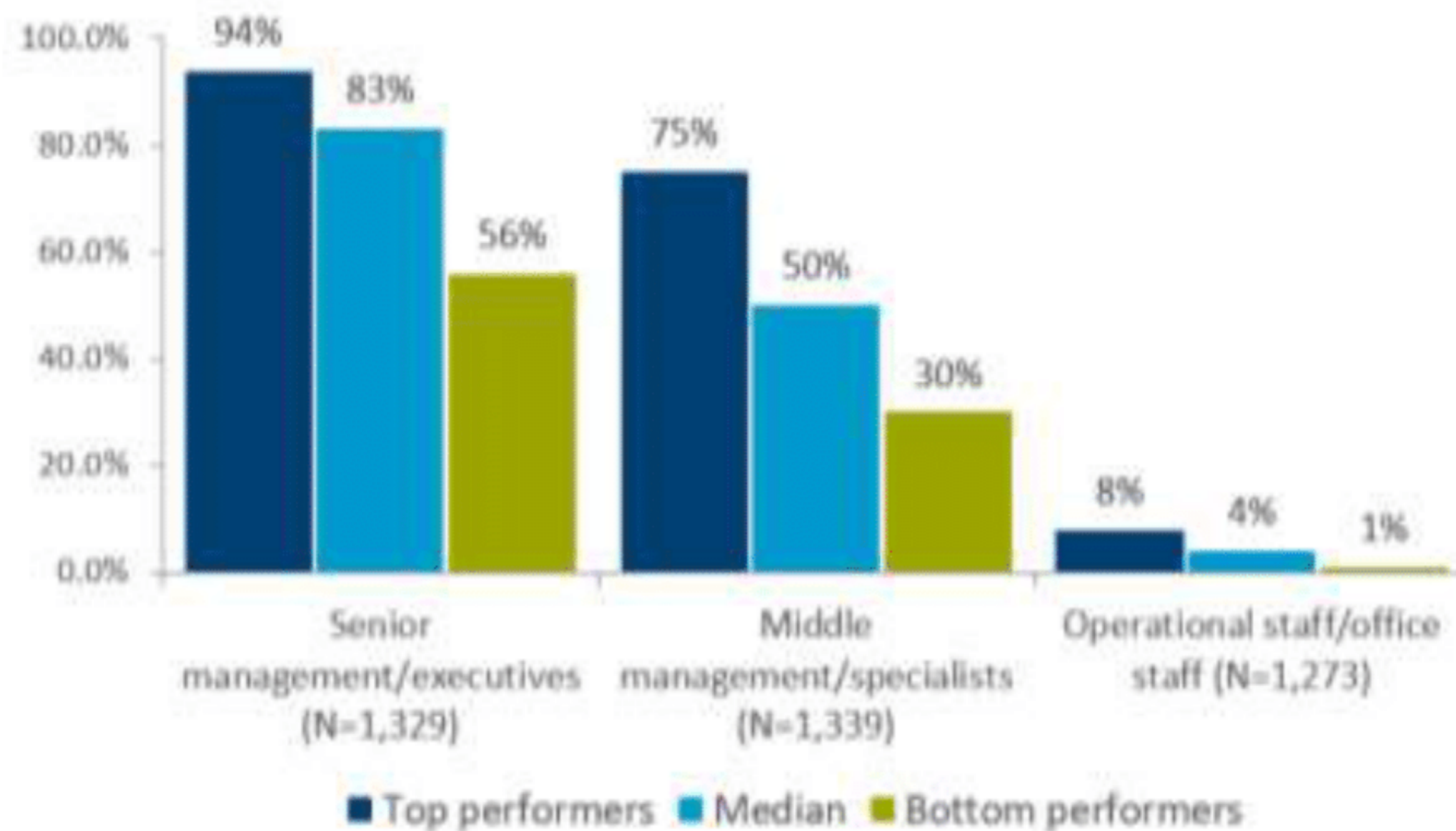


Figure 3: The performance of employees with succession plans (CFO, 2018)

2.2 Impact of laissez-faire leadership style on the succession of the business

The laissez-faire leadership style is positively associated with succession plans and it has significantly affected the leaders who adopt the passive leadership style (Figueiredo, 2022). Therefore, a particular leadership style follows to promote human capital development and they analysed that businesses should adopt the leadership styles in the way to prepare the leaders to take on the positions of leadership. In the organisation, effective leadership styles led to effective succession planning. They determine the values, and culture and motivate employees.

Laissez-faire leadership is also called delegative leadership and it also has a major effect on the succession of business (Achhnani, 2020). This leadership style allows employees to make the decision and find solutions to problems. The employees get work performance feedback and leaders provide training and support to the employees in the organisation. Hence, this leadership style encourages innovation, self-growth and fosters decision-making.



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2.3 Impact of Transactional leadership style on the succession of business

Transactional leaders provide a common vision and clear goals for their followers in the organisation. The transactional leadership style is the directive leadership style that depends upon the idea that managers give to their employees. In this, the workers require some motivation because they are not self-motivated. The employees also need some structure to complete their tasks on the time. This leadership style has a major effect on a business's succession. Leaders connect to an idealised vision and motivate their followers.

Poor leadership leads to the outcomes of poor performance in the organisation. Leadership style is linked with the training and development of employees is an integral part of talent management. It significantly impacts the succession. It is not only about the matter of generating a list of leaders to replace with the given role but it is also linked with the growth and success of the business (Barton, 2019). Organisations with poor leadership and successive planning practices not only have the risk of uncertainty but also minimizes the chances to identify, explore and made the new generation of leaders and empower them for growth.



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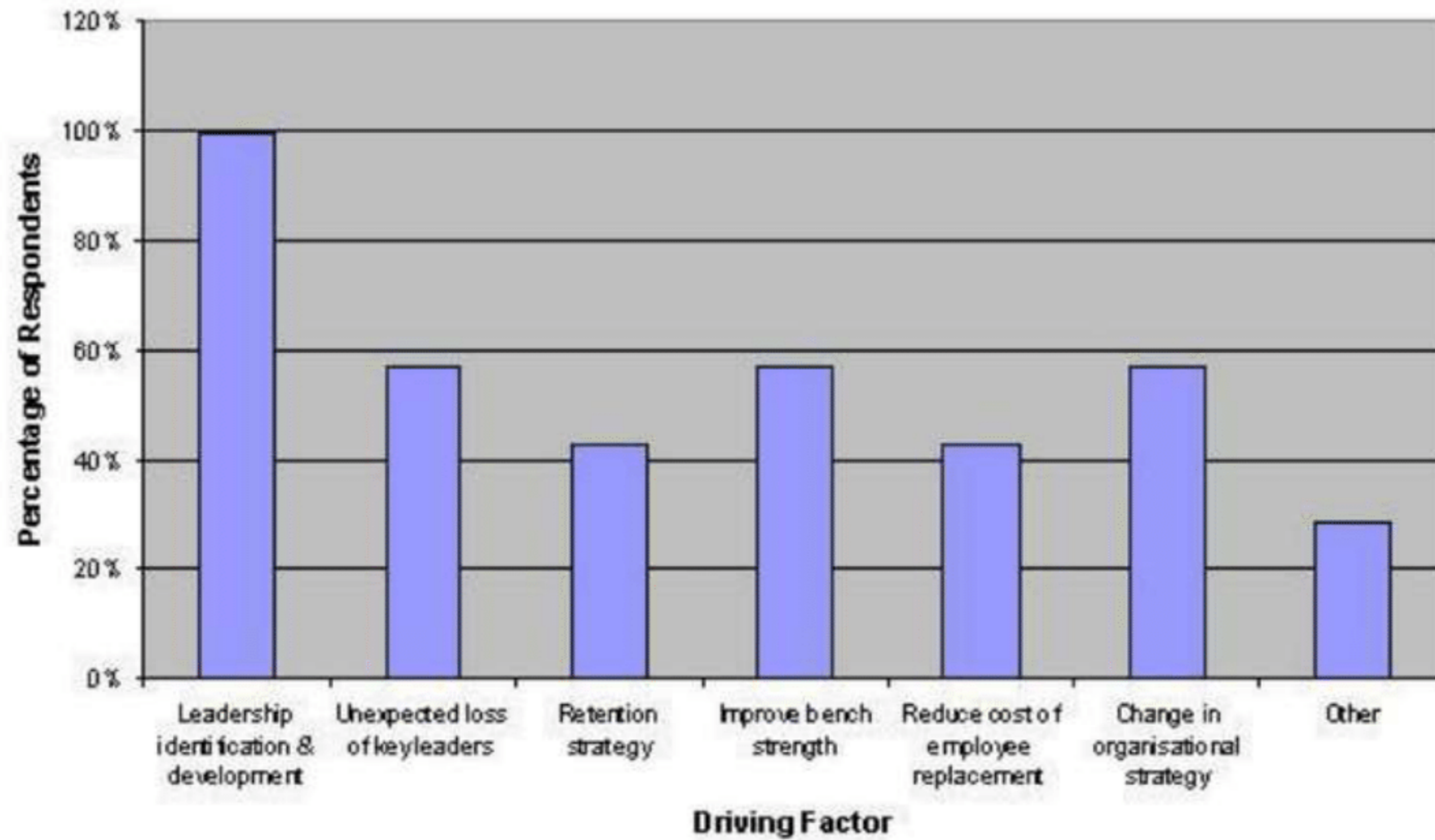


Figure 4: Key drivers of successive planning (Cheney & Nienaber, 2018)

Business and executive leaders have a major effect on the training and mentoring of their successors in the organisation (Sohu et al., 2020). There is a need to know the strategies for the replacement of business positions. The leadership style provides succession planning and develops a sense in the team for assigning different roles in the organisation.

2.4 Transformational leadership style and the succession of the business

Transformational leaders who practice inspirational motivation commonly communicate well and shared their views and ideas with their employees (Mattar, 2020). They are well aware of the positive attitudes and values that they need at the workplace. Hence, they develop an association between the organisation objective and individual needs with the strategy of inspirational motivation. Inspirational motivation leads to the execution of successive planning of the business. The succession plan supports the



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organisation to retain and develop key talent, enhance the potential of leaders and lessen the risks with key leadership planning.

Transformational leadership style has the intellectual stimulation concept and has a significant impact on human relationships with the struggles invested by the employees (Top & Abdullah et al., 2020). This leadership encourages the employees to think rationally and to be more creative. The employees show more empowerment and provide solutions to problems in decision-making. Moreover, the employees show more engagement and work involvement, high self-esteem, and self-efficacy. Therefore, the transformational leadership style has a significant effect on the succession planning of the business.

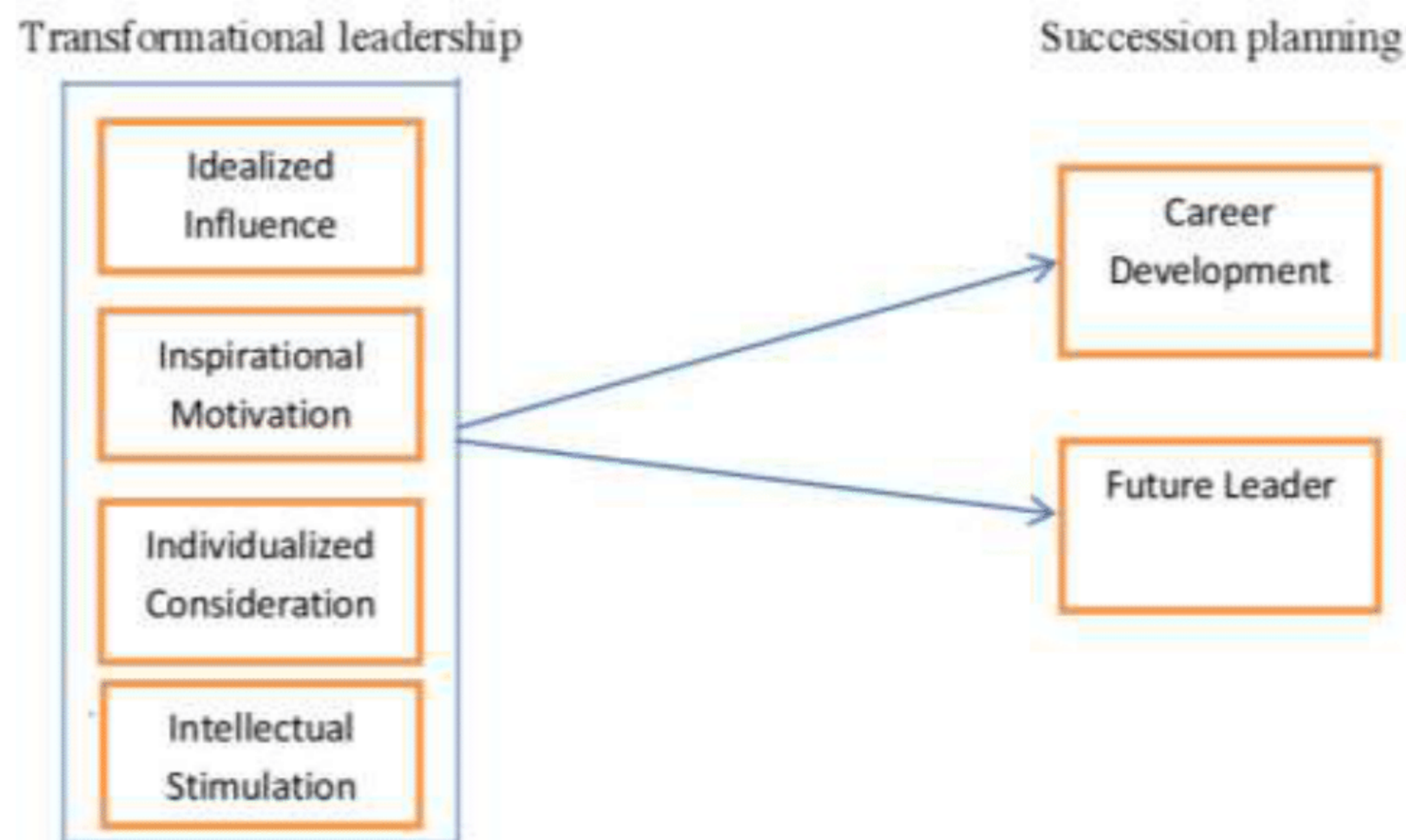


Figure 5: Characteristics of transformational leaders and succession planning, (Ahmad, 2018)

Lack of succession planning could be seen as an issue in the human resource area that reduces the growth of the organisation (Chakraborty & Biswas, 2019). The transformational leadership style enhances skills, knowledge, talents, and capabilities, the



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solution of problems, and the growth of the employees in the organisation. This leadership style focuses on continuous support to perform more and develop a path for successive planning. Transformational leadership style has four different domains such as inspirational stimulation, inspirational motivation, idealized influence, and individualized consideration and they create a helping environment resulting in a high level of accomplishments in the succession of business.



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Chapter 3: Research Methodology

A research methodology is an outline of how a particular study is directed. The goal of the research methodology enabled the researchers to choose the right approach to conducting research based on the reasons for choosing the right methodology. This chapter described the research method, design, philosophy, and approach (Kumar, 2018). Data collection methods, survey types, and data analysis were also included in this chapter. This chapter included the ethical considerations and research limitations.

3.1. Research Philosophy

Research philosophy is a belief in how data was collected, analysed, and used. It gave an idea about the specific phenomenon. There are mainly two types of research philosophies that are common in research: positivism and interpretivism. In the positive philosophy, the researcher is limited to collecting and interpreting the data. This research philosophy is mainly used in the case of quantitative data (Park & Artino, 2020). In interpretivism philosophy, data are based on descriptive responses in the form of non-statistical views, opinions, and comments (Alharahsheh & Pius, 2020). In other words, interpretivism research philosophy is applied to qualitative data. In this research, to explore the effect of the leader's leadership style, both the positivism and interpretivism philosophies were used because of the nature of the study.

3.2. Research Design

Research design is important in developing a framework that guides the research to continue logically and systematically. Research design is often selected after critically examining the research problem and the objectives. There are mainly three methods to research designs; qualitative, quantitative, and mixed-method research. The qualitative research method is the method that enables the researcher to acquire the comprehensive indulgence of the meaning in which the participants are assigned to a phenomenon in the natural setting upon which the research area is based (Bloomfield & Fisher, 2019). The quantitative research method is grounded on empirical data to define, infer, and solve



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critical complications. The quantitative research method highlights collecting empirical data from different resources to review, summarise and draw conclusions by performing different analyses on it (Alharahsheh, 2020). The current study was based on a mixed-method approach as it has characteristics of both qualitative and quantitative research.

3.3 Data Collection Methods and Data Analysis

Data collection is a crucial phase of research because it results in the effectiveness or significance of the research result. Usually, there are two sources of data collection in academic research; primary and secondary data. The primary data is collected from observations, surveys, measurements, and observations at specific times to record the responses. On the other hand, secondary data utilise the existing data provided by other researchers, websites, articles, or public institutions (Bowen et al., 2017). The present study gathered the data directly through primary methods. Surveys were conducted for this purpose. A survey of hundred (167) business persons was conducted through close-ended questionnaires. The participants were selected through the conveyance sampling technique. At the same time, secondary data was selected from ten published articles or resources related to the leadership style and its effect on the succession of the business for the qualitative analysis. Data collection sources were from journal articles, the United Kingdom government, organisation reports, and credible websites. Once the data is collected, it was analysed with (Statistical Package for the Social Sciences) and systematic review.

3.4 Data Analysis

This research is designed as mixed research. Numerous qualitative data analysis techniques like content, thematic, systematic, and critical analysis are used. According to the requirement of this research, data were systematically collected and composed based on the inclusion and exclusion criteria. After that, by making themes of the collected data, the data was interpreted (Lochmiller, 2021). Various leaders' leadership style was collected, and themes were made from the collected data. The systematic analysis helped



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the researcher systematically to evaluate the texts and transform qualitative data into themes for discussion. Quantitative data was gathered and then analysed with (Statistical Package for the Social Sciences) and after that, inferences had drawn.

Chapter 4: Results and Discussions

4.1 Findings

The current study aimed to discover the effect of leader's leadership style on the succession of the business. To accomplish this purpose, critical analyses of the leadership style on business succession have been showed in the literature review section. The current study uses primary data and secondary data collection approaches. In the primary data approach, the data is gathered directly from the responders through the questionnaires. Descriptive and Inferential figures were used to analyze the results. Pearson Correlation was analyzed to measure the relationship among the main variables of the study. Regression analysis was applied to explore whether the leader's leadership style impacted the succession of the business.

4.2 Quantitative analysis

4.2.1 Demographic analysis

The analysis of demographics investigates to check the gender included in the study and analyse factors that may be able to indirectly influence the statistical and numerical conclusions of the study. Thus, demographic analysis of a quantitative study is deliberated an integral constituent that helps the researcher to check the age and other factors include in the study.

Table 1

Demographic characteristics of the Participants (N = 167)

Variables	Category	Frequency	Percentage
Age	Male	69	41.3



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	Female	98	58.7
	28-40	8	4.8
	41-50	34	20.4
	51-60	125	74.9
Total number of			
working experience	2	9	42.0
	3	90	31.0
	4	39	13.4
	5	16	5.0
	6	5	4.0
	7	8	4.6

The table showed the demographic characteristics of the participants.

4.2.2 Descriptive analysis

Table 2

Mean and SD analysis transformational, transactional, and Laissez-faire leadership style and business succession

Leadership Styles	N	Mean	SD
Transformational	167	3.661	.81262
Transactional	167	3.312	.64941
Laissez-faire	167	1.790	.80364
Business Succession	167	3.657	.95098



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The results of the tables indicated that transformation, transactional, Laissez-faire leadership styles, and Business Succession has mean (3.6719 to 3.8137) and standard deviation values (.81262 to .95098).

4.2.3 Correlation analysis

Table 3

Correlation Analysis Transformational, Transactional, and Laissez-faire to business succession (Pearson)

Variables	N	M	SD	Transformational	Transactional	Laissez-faire
Business Succession	167	3.6719	.81262	.885**	.570**	.484**

P<.001 correlation is significant at the .01 level (2-tailed)

Pearson correlation analysis showed that transformational leadership has positive relationship with business succession. The results also indicated that transactional leadership has also a positive correlation with a succession of business, and that laissez-faire leadership has a positive significant correlation with business succession.

4.2.4 Regression analysis

Table 4

Model	R	R ²	Adjusted R ²	Std. error of Estimate
1	.897a	.805	.801	.4201

The model summary indicated the significant values of R square, R, adjusted R² and standard error of estimate.

Table 5



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Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.	Collinearity	
	coefficient					Beta	Coefficients
(Constant)	B	Std. E	Beta	3.23	.001		Tolerance
	.787	.244					
Transformational	.951	0.57	.812	16.87	.000	.517	1.93
Transactional	-.022	0.63	-.015	-.339	.735	.657	1.52
Laissez-faire	-.198	0.47	-.168	-	.00	.746	1.34
				4.16			

**Correlation is significant at the .01 level (2-tailed), *Correlation is significant at the .05 level (2-tailed)

The multiple regression analysis was applied to estimate the prediction of the leader's leadership styles (independent variables) on the succession of business (dependent variable).

4.3 Qualitative analysis

The research articles have been formulated and it was comprised of the impact of leaders' leadership style on the succession of the business. The articles have been covering the major inferences and inquiry points regarding the effect of leaders' leadership styles on the succession of the business. The critical analysis has covered the effect of the leader's leadership style on the succession of the business. There have been three main themes formulated from the articles.

4.3.1 Theme 1: Leaders leadership's style and attributes and the succession of business

Succession planning is the procedure by which the employees are recruited and make the aim of filling the key vacancy in the business (Routch & Doherty, 2018). Leader's leadership style enhances the accessibility of competent and experienced employees who replace the old leaders as they leave, retire or die. Hence, the leadership style involves the



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transfer to the particular documentation or an opportunity to observe and learn about the role being carried out (Bennerson, 2021). The succession in the business ensures that after the exit of senior officers, or retirement of staff members, there is no vacuum of leadership. It ensures the running and productivity of the business. Therefore, it has a positive effect on the succession of the business.

4.3.2 Theme 2: Positive impact of laissez-faire leadership style on the succession of the business

A Laissez-faire leadership style helps employees to make decisions and to find problem solutions. The employees get work performance feedback and leaders provide training and support to the employees in the organisation (Routch & Doherty, 2018). Hence, this leadership style encourages innovation, self-growth and fosters decision-making. The succession and the planning of the organisation continue to gain popularity and also engage the employees based on their skills and potential for future job opportunities in the organisation.

Candidates identify to fill future vacancies to evaluate their capabilities to handle complex management operations (Oktavia & Efferin, 2020). The Laissez-faire leadership style enhances succession and reduces the cross-training that includes the preparation of employees to perform particular tasks when the officers or other staff members resign. This leadership style helps to identify future leaders with their unique skills and capabilities. It enhances the succession in the business by providing the organisational structure which permits senior management to make alterations without being affected by the lack of qualified persons.

The delegate leadership style can identify the competency gaps and provides strategic succession planning (Farah & Rowe, 2020). The competency gap is the gap to know about the current competency of the employees and the required staff. The gaps also identify the current needs for the vacant positions and the key competencies required for the future, it



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basically provides the organisational management planning and strategic actions to make certain that the employees are required with the specific skills for functioning in the organisation.

4.3.3 Positive impact of transformational leadership style on the succession of business

Transformational leadership has the intellectual stimulation concept and has a significant impact on human relationships with the struggles invested by the employees (Top & Abdullah et al., 2020). This leadership encourages the employees to think rationally and to be more creative. The employees show more empowerment and provide solutions to problems in decision-making. Moreover, the employees show more engagement, work involvement, high self-esteem, and self-efficacy. Therefore, the transformational leadership style has a major impact on the succession planning of the business.

4.4 Discussion

All the findings of the quantitative analysis concluded that correlation analysis showed that transformational leadership had a positive and strong relationship with the succession of the business. The results of the Pearson correlation also indicated that transactional leadership has a significant correlation with the succession of the business. These correlation results are associated with the hypothesis (H1). Training interventions and improved procedures have emphasized transformational leadership behaviours and attitudes. Multiple regression analysis indicated that transformational leadership enhanced the significant positive effects on the succession of the business. The results supported the findings and aligned with the hypothesis (H1). Hence, the other two hypotheses were not confirmed by the research study.

The findings of qualitative analysis showed that leadership styles have a significant impact on the succession of the business. The themes have discussed the major concerns and summed up the main opinions regarding the impact of the leader's leadership style on the succession of the business. It has been evaluated that three main concerns were covered



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in the context of literature. It has been covering the major inferences and main points regarding the impact of the leader's leadership 'style on the succession of the business (Fusarelli et al., 2018). The themes were reviewed and contrasted, to sum up, the best them.

The findings of the Pearson correlation indicated that effective leadership enhances succession which increases the availability of skilled and capable employees and it also about enhancing the procedure for identify the curial positions within the business and making action plans for individuals to assume the positions (Ahmad, 2018). Effective leadership styles have a major impact on the successive planning of business. The findings are consistent with the previous researchers and showed that the laissez-faire leadership style allows employees to make decision and find solutions to problems (Bennerson, 2021). The employees get work performance feedback and leaders provide training and support to the employees in the organisation. Hence, this leadership style encourages innovation, self-growth and fosters decision-making.

The results of the model summary explored that transactional leadership style is a predictor of business succession. It is the directive leadership style that depends upon the idea that managers give to their employees. In this, workers need some motivation because they are not self-motivated. These findings are consistent with the previous research. These findings are consistent with the previous findings. According to Farah & Rowe (2020), employees also need some structure to complete their tasks on the time. This leadership style showed a significant impact on the succession of the business. Leaders connect to an idealised vision and motivate their followers.

Succession in business involves developing and identifying new leaders who replace the older ones in the organisation. It is a process for developing new plans which enhance the availability of capable and experienced employees who are willing to assume the new leadership roles (Ritchie, 2020). Succession planning is not only about the matter of generating the list of leaders to replace with the given duty but it is also linked with the



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growth and success of the business. The findings are consistent with the previous findings. According to (Barton, 2019), organisations with poor leadership and successive planning practices not only have the risk of instability but also lose chances to run, classify, explore and made the new leader's generation and empower them for growth. Therefore, succession planning comprises the identification of new leaders who replace the older ones.

Chapter 5: Conclusion

This chapter summarised the whole discussion based on the comprehensive analysis of the impacts of the leader's leadership style on the succession of the business. As has been mentioned in the previous chapter, the leader's leadership style has a significant impact on the succession of the business. The present research is cantered upon the primary and secondary qualitative data collection to explore the effect of the leader's leadership on the succession of the business. In this chapter, it is important, to sum up, all the findings of the research along with summarised findings, future implications, recommendations, and conclusion.

5.1 Summarized Findings

The findings of the present research study it has been analysed that leader's leadership style has a major effect on the succession of the business. Moreover, the study summarised that various leadership styles have affected the succession planning of the organisation (Al-Suwaidi, 2020). Successive planning plan and strategies for the new employees who replaced the previous one in the organisation. The transformational leadership style can identify the competency gaps and provides strategic succession planning.

Transformational leaders who practice inspirational motivation commonly communicate well and shared their views and ideas with their employees (Mattar, 2020). They are well aware of the positive attitudes and the values that they need at the workplace. Hence, they develop an association between the organisation's objective and individual needs with the strategy of inspirational motivation. The transactional leadership style is the



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directive leadership style that depends upon the idea that managers give to their employees. In this, the workers require some motivation because they are not self-motivated. The employees also need some structure to complete their tasks on the time. This leadership style has a significant impact on the succession of business (Bleich, 2019). Leaders convey an idealised clear vision and inspire their followers. Hence, the future succession mediates by the degree of devotion of leaders for their followers.

5.2 Future Implications

The findings of the study will be beneficial for the government and private sectors as well. The results will also add information to the existing knowledge in this field. The results will help the policymakers and entrepreneurs to make new policies related to leadership style and business succession in the organisation. The present study will find the effect of the leadership style on the succession of business. In the future, this research will contribute to providing effective knowledge related to the leader's leadership style and business succession. The qualitative analysis will help the policymakers to study the variables in depth.



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