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The impact of leadership on organizational development – evidence from Fashion Maker Ltd.

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Abstract

Purpose: This study explores and analyzes the various leadership traits within the context of contemporary management practices to develop the organization; focusing on 'Fashion Maker Ltd.' by analyzing and applying the theoretical insights of a real-world case study.

Research Methodology: Various leadership philosophies and their implications for business firms have been studied through literature review and one case study on 'Fashion Maker Ltd. Has been focused to get the practical insights of leadership practices. A structured questionnaire with open-ended and close-ended questions, 100 employees from Fashion Maker Ltd were surveyed through random sampling techniques to ensure the equal chance of participating opportunities.

Results: In this study, several important traits for effective leadership, including emotional intelligence, integrity and communication skills have been found more highlighted to positively correlated with higher levels of employee satisfaction and perceived organizational success.

Conclusions: Study from Fashion Maker Ltd. directs that an effective leader can play an significant role to develop the organizations' culture. When an organization has a good leader, democracy, inspiration, innovation and engagement fosters collaboratively.

Limitations: Limited sample size of 100 employees from a single company may not fully represent the broader population.

Contribution: This study will provide the valuable insights into the specific traits that contribute on organizational success through effective leadership.

Keywords: *Leader, Leadership, Organizational Development*

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1. Introduction

It is impossible to overestimate the importance of effective leadership for any organisation (Ojokuku, Odetayo, & Sajuyigbe, 2012). For an organization to improve its performance, it is imperative that the right leadership style be given unrestrained attention (Makambe & Moeng, 2019). A company is deemed effective if it can successfully manage the needs of its community, owners, employees, and clients. Since they establish the vision and aim of the organization and inspire others to follow them, group leaders are crucial to orientation and direction. Consequently, a strong leadership style influences and guarantees the financial success and growth of a business and its employees.

This essay examines the significance of leaders in businesses, their responsibilities, and how to establish goals and select the tactics that will help them be met to achieve organizational development. The way it values and manages people's resources, including their participation in decision-making, is a key component. The main objective of this study is to assess the impact of leadership on organizational development. To meet this objective, we attempted to understand the various types of leadership philosophies and which ones have the maximum impact on organizational development. This study also focuses on how a leadership style can be developed to fit the makeup and structure of an organization and support its goals. Leadership styles are frequently shaped by organizational elements such as national culture, work environment, and organizational ideals. Not all of an organization's members—especially its leaders—are conscious of its guiding ideals.

2. Literature Review

According to Siangchokyoo, Klinger, and Campion (2020), "One of the strongest determinants of behavior is the expectations of other people,"Siangchokyoo, Klinger, and Campion (2020) They observed that fulfilling expectations typically results in favorable outcomes, regardless of the origin of the performance standards. Furthermore, achieving these goals can benefit businesses in terms of both material and intangible resources. Because it is so important to an organization's performance, leadership is regarded as one of the most contentious topics in modern management (Shafiu, Manaf, & Muslim, 2019). The investigation of leadership, which has a long history, is ongoing. Thus, studies on organization and leadership have persisted alongside human evolution (Holten & Brenner, 2015).

Management of an organization requires leaders to handle unforeseen demands and ensure the viability of operations in the dynamic, ever-changing information age we live in today (Chow, 2020). In a place of employment where managers are genuine leaders who, in addition to issuing orders, assist staff members in identifying themselves (Bans-Akutey & Ebem, 2022). Therefore, it is expected that a leader will exhibit traits such as vision, tact, caution, good character, and the capacity to lead by example, as people look up to them. They essentially assign leadership to people they believe will best help them accomplish significant goals or objectives (Ogbeidi, 2012).

According to Imhonopi and Ugochukwu (2013), leadership is a dynamic process in which people join forces to pursue changes and, in the process, jointly create a shared vision of what the world (or a portion of it) should be like. This allows people to make sense of their experiences, which, in turn, influences their decisions and behaviors. According to Ukaidi (2016), leadership occurs when one person persuades another to go above and beyond the call of duty in their profession. According to Popper (2000), poor organizational commitment, which is influenced by leadership, lowers organizational effectiveness and productivity. The main focus of leadership is the deeds of leaders and how they affect other people. Together, management and leadership guarantee efficient operations and offer guidance, motivation, and adaptability. The success of an organisation is driven by these complementary forces (Saha, Roy, Akther, & Roy, 2024).

An organization's leadership is essential to the development of its vision and mission, deciding upon and establishing objectives, creating plans, guidelines, and procedures to reach the goals of the organization in an efficient and effective manner, as well as managing and directing the efforts of the organization and its activities (Taylor, Corley, McFee, & Torigian, 2022). To accomplish the goal and realize the vision, as well as to adapt to changes in the external environment, top-notch leadership is necessary (Werdhiastutie, Suhariadi, & Partiwi, 2020). According to McGrath and MacMillan (2000), leadership ideologies and organizational success are strongly correlated. Exemplary leadership style is a strong tool for management development and long-term competitive advantage. Organizations can accelerate the achievement of their present goals by using leadership styles that ensure employees have the resources they need to perform their duties and link job success to desirable rewards.

According to the theoretical ideas of leadership, a manager can combine his technical, interpersonal, and conceptual skills to become an effective leader. Technical skills involve comprehending a certain industry or profession, applying specialized knowledge to tasks and objectives, completing tasks accurately and successfully, and receiving specialized training. People skills include motivating staff, managing issues, delegating responsibilities, conveying objectives and working well with others. Conceptual skills are more self-actualized and extensive than other skills. Examples include understanding how the organization functions as a whole, analyzing and diagnosing complex situations, visualizing a future course of action based on current organizational and industry trends, understanding the interrelationships at play within the organization, and seeing the organization in the context of its industry (Saha, Akber, et al., 2024).

One of the managerial considerations is selecting the appropriate tools and systems for implementation, particularly the institutional and infrastructure elements that increase the value of using both hidden and open knowledge in organizations (Moradi & Beigi, 2020). Scholars view organizational development as a component that preserves cohesion and order inside the organization, guards against threats from both the inside and the outside, and permits the various organizational components to function harmoniously (Tohidi & Jabbari, 2012). The development of an organization is unstable (Virkus & Salman, 2021). It evolves over time, although this shift is difficult and gradual. Organizational development facilitates the swift acceptance of the organization and fosters ties between new and existing members (Sonkori & Odek, 2022). Leadership improves an organization's capacity for innovation (Fritz & Arthur, 2017). The primary standard for being active is to come up with fresh, practical answers to issues (Usman, 2020).

According to Chow and Singh (2022), the capacity to articulate a compelling future vision is a key component of leadership; leaders need to cultivate their visioning skills. Leadership is the process of persuading others to focus their energies on accomplishing the organization's objectives. Leadership is the process of directing others' actions toward achieving stated goals. In this context, orientation refers to pushing someone to pursue a specific course of action or act in a particular manner (Weber, Büttgen, & Bartsch, 2022). "Anyone who influences individuals and groups within the organization, helps them define objectives, and guides them towards achieving these goals" (Yang, 2015) is the most appropriate response to the question "Who is the leader?" In many prosperous businesses, the perception of the leader is based on three factors, upon which additional factors might be built.

Lord Sieff's observation that "being an effective leader should see, and better than ever seeing in action" is the foundation for the significance of visibility for leaders. A leader is someone who, above all, has complete faith in the people they lead and actively encourages others to do so. Leadership flourishes when people have the resources to attain their goals and define objectives. The primary tool available to a leader is the ability to inspire others to exert maximum effort to raise their performance (Lord Sieff). Leadership is the technique of motivating people to put forth extra effort to complete significant tasks. This is one of the most popular management concerns. Planning determines the course of the goals, arranges the gathering of resources to implement the plans, fosters cooperation, and encourages individuals to use their skills to help realize the plans by ensuring that safe things return to normal.

There are two significant proverbs related to vision:

- People have no place where there is no vision.
- Having a vision without taking action is like dreaming in the sun.

Unseen behaviors make people nervous. Visionary thinking is a fresh perspective on the present and future opportunities. Visionary leaders can transform a group of current facts into something entirely new through their vision. Visionary leaders are highly skilled and self-assured. By projecting into the future, the power of vision can act as a "new paradigm developer."

Effective leadership correlates with a person's vision—the future they intend to build or realize to elevate the state of circumstances as they stand today. However, merely envisioning an ideal future is insufficient. Great leaders are skilled at turning their vision into reality. Visionary leadership refers to leaders with a comprehensive and clear vision of the future and an awareness of the steps required to become successful.

2.1 The Qualities of a Successful Leader

The most crucial characteristics of a leader are:

- Integrity and honesty: The Latin origin of "honesty" denotes quality, whereas integrity has a general connotation. These characteristics are nearly universally acknowledged as crucial for leaders. This demonstrates the high regard that almost all managers and professionals have for leaders who abstain from macrogaming and exhibit professionalism, seriousness, and integrity.

When these leaders give their word, they follow through on their commitments and never break them.

- Expertise and reliability: These leadership traits are highly regarded and connected to having appropriate industry experience, intelligence, and dynamism. Without a doubt, followers do not respond well to leaders who exhibit these traits, feel they possess these attributes, are capable of making difficult but crucial decisions, and see their ideas through to completion.
- Motivation and inspiration: Many MBA students believe that strong leaders should be willing to confront their successors, viewing them as clever but rebellious individuals who can contribute significantly to any organization if given the correct opportunity, support, and incentives. To be more precise, we would state that this trait truly results from knowing how to treat others with respect.
- Future-oriented vision and direction: Visionaries require a high capacity for learning, creativity, innovation, and adaptability to change. This also suggests courage to act bravely in the face of uneasy, suspicious, or unsafe followers. People still want to follow leaders they trust to guide them into the future. Thus, they will respond to these skills as they have for generations.
- Effective communication abilities: These are excellent qualities of a leader. This complexity of skills and competencies includes the capacity for active listening, awareness of one's own heart and mind appeal, relationship building with the lad, direct and personal communication with each person, and the capacity to walk, talk, and lead by example.
- Parity and equality: Leaders with this quality do not favor any particular group and instead treat their followers with justice, equality, and respect. People of different ethnicities, races, genders, sexual orientations, and physical abilities are not treated unfairly. When forced to pass judgment on others, they do so based on their morals, abilities, work output, and other observable or palpable contributions to the company.
- Sense of humor: Laughter is one of the finest work-related stress relievers, and humorous people are usually the best collaborators. Almost any circumstance can benefit from humor to reduce stress and labor disputes. In contrast, hilarious people frequently have large egos, can listen to others, and can be rather poisonous. Humor is also linked to reactive and innovative skill development.

2.2 Forms of Leadership

Reaching the intended objectives is an organization's long-term goal. An organization cannot achieve success overnight or with sheer willpower (Saha, Akber, et al., 2024). Not a single leadership style can create an impactful image for an organization; rather, the organization practices multiple leadership forms to identify its effectiveness and efficiency.

- Autocratic Leadership: Autocratic leadership is a leadership style in which leaders make decisions without consulting their team members. This type of leader typically retains complete control over the decision-making process and tends to dictate what should be done in the organization. Autocratic leaders often have a strong sense of authority and power. Leaders employing this leadership style concentrate all their power or influence on themselves. He is not a fan of delegation. He owns all rights and obligations. Authoritarian leadership is synonymous with autocratic leadership. Subordinates under this leadership style are unaware of the objectives. Their leaders are their only source of dependence. Autocratic leaders seldom take input from their subordinates, instead making decisions based on their own opinions and assessments. Total authoritarian control over a group is a hallmark of autocratic leadership.
- Democratic Leadership: Democratic leadership, also known as participative leadership, is a style of leadership where the leader involves team members in the decision-making process. Unlike autocratic leadership, where the leader makes decisions unilaterally, democratic leaders seek input and feedback from their teams before making decisions. This approach fosters collaboration, empowers team members, and promotes a sense of ownership and commitment among them. An organization can profit significantly from this leadership style, which is regarded as one of the most effective for executives. This type of leadership involves the leader advising the group and enlisting their help in developing procedures and regulations. A leader provides

their group with what they want. The leader is a proponent of decentralizing his rights. This leadership approach is also known as shared, participative, and group-centered leadership.

- Laissez-faire: A laissez-faire leader takes a detached stance, giving their team members little direction or advice (Yang, 2015). Instead of making decisions or directing tasks, leaders delegate authority to their subordinates and allow them to have a high degree of autonomy in how they carry out their work. The term "laissez-faire" is French for "let them do" or "leave it alone," reflecting the leader's attitude of allowing individuals to operate with freedom. Leaders who choose this leadership style show no concern for their output or subordinates. There are no guidelines or regulations established for the behavior of subordinates. A leader does not inspire or guide those under him. In this type of leadership, the leader's only role is that of a coordinator or mediator. In their opinion, a leader's greatest leadership is that of a leader who leads the least. Laissez-faire leadership, sometimes referred to as delegative leadership, is a leadership style in which group members make decisions and leaders step back.
- Transformational leadership: The goal of transformational leadership is to inspire and motivate subordinates to achieve extraordinary performance and personal development. Transformational leadership aims to bring about major changes by inspiring vision, encouraging creativity, and molding people into leaders. This is in contrast to transactional leadership, which emphasizes interactions between leaders and followers (such as awards for performance). Managers who use a transformational leadership strategy inspire, encourage, and motivate employees to innovate and make changes that will benefit the company.
- Transactional Leadership: The three main pillars of transactional leadership are performance, organization, and supervision. It is based on a transactional exchange between leaders and followers, where rewards or punishments are given based on followers' performance. The complete antithesis of transformative leadership is transactional leadership. This type of leadership is results-oriented, follows the structure already in place inside the organization, and evaluates achievements using the incentives and sanctions that are in place.
- Free-rein Leadership: denotes the lack of effective leadership, which avoids taking the initiative to engage with group members, avoid making decisions, ignore problems that are already there, and refuse to step in. Additionally, the leader refrains from providing clear instructions, does not support employees' growth, and does not encourage employees to engage or receive rewards.
- Paternalistic: When a manager adopts a paternalistic leadership style, they assume the role of a parent and cultivate a work environment in which coworkers respect each other with familial affection. Acting in their employees' best interests, paternal leaders see their team members as vital partners in the business. This type of leader sets an example for the rest of the organization by treating employees with love and respect. In return, they look at the dedication and confidence of their employees.

2.3 Role of Leadership

Leaders have multiple roles in developing fruitful organizations. The following are some of the limitations of this study

- Manage the Enterprise: Effectively manages the enterprise in his capacity as a senior manager. The leader gives appropriate orders, but before doing so, they consider the feasibility, usefulness, and effectiveness of the individual.
- Motivation and Coordination: An effective leader motivates team members to complete tasks and prepares them to put in the most effort possible. He also heeds their counsel when carrying out the task and offers assistance in resolving any obstacles, creating efficient coordination throughout their work. Subordinates perform exceptionally well when motivated and coordinated, which helps the business grow.
- Policymaker: The strategy aims to fulfill current objectives by integrating organizational operations and allocating limited resources within the organizational context. Leaders develop long-term plans to accomplish the goals of their organizations. Leaders create the organization's vision, mission, goals, and objectives. Every organizational level requires a strategy. A leader creates winning plans, puts them into action, and monitors their outcomes.

- Implementor: An effective leader inspires team members to work in a particular direction and fosters synergy. The group leader activates all available tools and makes full use of them. The leader facilitates the conversion of potential into reality.
- Foster Group Loyalty: Strong leadership is essential for retaining staff members' commitment to the organization's goals. Eliminating inactivity in their efforts leads to activity.
- Turning Management into a Social Process: When effective leadership is provided, management becomes a social process. Consequently, management is willing to provide employees with reasonable accommodations when they are willing to make their best efforts to advance the company.

An organization is a collection of components that work together to accomplish tasks and carry out operations. It supplies people with goods and services in exchange for money. Organizations are essential in modern society. People who work alone can only perform simple tasks, whereas those who cooperate within the organization can complete complex tasks. High productivity comes from well-organized human efforts, which are impossible in a disorganized group. In other words, when individuals collaborate in a planned manner, a synergistic impact is produced.

The responsibilities of leadership and management significantly impact an organization's performance. Effective management and leadership work together to enable an organization to operate at peak efficiency. In today's dynamic and cutthroat workplace, leaders must adjust to new problems within their company and develop strategies to give the company a competitive edge in the market. Similarly, managers need to maintain the organization and allocate resources effectively to ensure better performance of employees and the company overall. Strong leadership and poor management can result in poor performance in an organization; therefore, it is imperative that everyone improves their management and leadership abilities.

Every organization's fundamental components cooperate to meet both profit aims and shared objectives. An organization can be broadly described as a setting in which leaders come together to carry out difficult tasks to achieve shared goals. In an organization, efficiency is defined as producing high-quality outputs in the shortest time and with minor resource usage (i.e., acting in a way that prevents resource misuse). When investing enormous amounts of money, a leader is efficient in his work and does not abandon the bank unemployed or with little interest when it has nearly ready plans to place workers in any circumstance or when it makes logical use of the knowledge for which specific resources have been allocated. Effectiveness is the capacity to select appropriate goals and methods to achieve them. This entails acting appropriately and on schedule. According to Peter Ducker, effectiveness is doing the right things, and efficiency is doing things correctly. Multiple leadership qualities have a multiple impact on an organization because every structure is unique in nature.

Three dimensions—hierarchy, function, and inclusion— are considered unique in the field. His research has three dimensions, which are as follows:

- *Hierarchy dimension:* Using an organizational chart-like technique, it displays the relative ranks of the organizational units.
- *Functional dimension*: This displays the tasks carried out within the company.
- *Inclusion dimension:* This dimension measures how close or remote each member of the organization is from the center. When the aforementioned dimensions are properly combined, a formal structure is displayed in the organizational chart. Organizational charts are not a good way to explain the variety of organizational forms that exist in reality.

The relationships between social aspects, such as individuals, roles, and organisational units (such as departments and sectors), are referred to as structural variation in organisation theory, which are given below

- *Simple structure:* This is a low-complex set of flexible relations with limited separation. There is no requirement for formality when creating an organization chart; members of such an organization can do so by concentrating on the leaders. Tasks or management orders are completed through cooperation and mutual understanding, direct and informal supervision.

- *Functional structure:* The foundation for managing an organization with escalating complexity is a simple structure. Typically, a functional structure is employed to meet the growing demands for separation. The activities of this structure are classified based on the logical relationship between its work functions, which is why it is called a function. In a functional structure, task rework is limited and the organization is efficient. The goal of this plan is to maximize the specialization scale savings.
- *Multidivisional structure:* To lessen the top manager's decision-making authority, a functional structure built as part of an organizational development route is converted into a multidivisional structure. A multidivisional structure is a collection of distinct functional structures that report to a central hub. Every functional structure is responsible for overseeing day-to-day operations. The administration and oversight of an organization's interactions with the environment and strategy fall within the purview of the central staff.
- *Matrix structure:* The aim of the matrix structure is to create a structure with several divisional and functional components. By combining the flexibility and sensitivity of a multidivisional structure with the effectiveness of a functional structure, the matrix structure aims to achieve this goal. It is based not only on the functional logic of the multidivisional structure but also on product logic, customer, or geographic region. In a matrix organization, employees with specialist functional areas work in one or more project teams simultaneously. Task delegation to employees is done through conversations between project and functional managers, sometimes with the participation of current or potential team members.
- *Network organization:* Organizations that handle fragmented and niche markets, brief product life cycles, and swift technical advancements establish networks. Essential assets are distributed among network partners because a network functions as a producer or supplier instead of a single organization producing goods or services. A free market system is developed in a network structure, where ties between suppliers and customers connect partners. This suggests that goods are traded among network users in a manner akin to that of a free market (Hatch & Cunliffe, 2013).

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                       Board of Directors
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          Vice President            Chief Strategy Officer
                    |                        |
          Hierarchical Division        Network Division
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           |                   Partner A      Partner B
                  |                  |            |
         |               Manufacturing      Marketing
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                       |                     |
           Functional Division        Product Division
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             R&D, HR, IT             Product Line A
                            /      \
                        Sales     Marketing
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Team-Based Units
/ | \
Team 1 Team 2 Team 3

3. Research Methodology

This study used several descriptive and inferential research methods. A custom questionnaire was created using qualitative and quantitative methods to collect primary data for the study. Numerous articles, books, periodicals, websites, and other sources provided the secondary data. To collect primary data, we selected multiple leaders from Fashion Makers Ltd., and the sampling process was a convenient sampling from the defined firm.

4. Results and Discussion

Fashion Maker Ltd. is one of Bangladesh's oldest companies, leading the industry in producing and exporting clothing and textile goods. It is in this position because of its unwavering commitment to producing high-quality products made by gifted and diligent employees who have some of the most experience and training in the country. This study attempts to determine whether there is a relationship between leadership and organizational development. To ensure the accuracy and reliability of our findings, a comprehensive questionnaire consisting of 10 carefully crafted questions was distributed to 100 internal stakeholders of Fashion Maker Ltd. This survey, designed to gauge the impact of leadership on various aspects of the organization, was a key tool for understanding the real dynamics at play.

As part of our commitment to rigorous research, we employed tables and percentages as descriptive statistical tools to illustrate and analyze the data collected from the questionnaire. This approach, coupled with the use of the Likert scale to assign ratings, ensured a comprehensive and objective evaluation of the participants' viewpoints. If the mean score is between 0.0 and 1.5, there is disagreement, and agreement is shown if it is between 1.50 and 5.0. For each structured item, a five-point scale signifying 5,4,3,2,1 has been used: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree, respectively.

Table 1. Distribution of Responses to Leadership and Organizational Development at Fashion Maker, Ltd.

	Statement	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1	I am quite clear about what our organization needs to accomplish.	-	-	20%	10%	70%
2	I feel valuable to the organization.	-	-	-	20%	80%
3	I always receive excellent technical advice.	-	-	-	30%	70%
4	I always get wise career-related counsel	-	-	-	90%	10%
5	Receive recognition/ rewards for reaching the goals.	-	-	-	50%	50%
6	The major decision is taken by the voting system	-	-	20%	40%	40%
7	Plans and strategies are shareable in this organization	-	-	10%	40%	50%
8	Undesirable incidents always get attention	-	-	-	-	100%
9	All mistakes must be recorded.	-	-	-	60%	40%
10	Training facilities are provided on time.	-	-	10%	60%	30%

Table 2. Descriptive Statistics of Leadership and Organizational Development Variables at Fashion Maker

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Quite clear about what the organization needs to accomplish	100	3	5	4.50	.850
Feel valuable to the organization	100	4	5	4.80	.422
Always receive excellent technical advice	100	4	5	4.70	.483
Always get wise career-related counsel	100	4	5	4.10	.316
Receive recognition for reaching goals	100	4	5	4.50	.527
Major decision is taken by the voting system	100	3	5	4.20	.789
Plan and strategies are shareable in this organization	100	3	5	4.40	.699
Undesirable incidents always get attention	100	5	5	5.00	.000
All mistakes must be recorded	100	4	5	4.40	.516
Training facilities are provided on time	100	3	5	4.20	.632
Valid N (listwise)	100				

The dataset includes 100 respondents from Fashion Maker Ltd. who replied to various aspects of their organizational experience. Each response was graded on a five-point scale. The minimum and maximum values, mean (average) values, standard deviations, and number of answers (N) are the statistics provided.

- The comparatively high mean of 4.50 indicates that company goals are communicated effectively, and the standard deviation of 0.850 indicates that while most employees feel clarity, some might still need more direction.
- The very high mean of 4.80 with low variability (SD 0.422) indicates that employees of Fashion Maker Ltd feel appreciated, which results in a healthy and supportive work environment.
- The high mean of 4.70 with 0.483 standard deviation ensures strong technical support systems so that they receive the advice needed to succeed.
- The mean of 4.10 suggests that Fashion Maker Ltd. can improve in guiding employees on their career paths.
- A mean of 4.50 indicates that Fashion Maker Ltd tends to recognize employees' achievements, but the standard deviation of 0.527 denotes that recognition might not be consistent for everyone.
- The voting system's mean of 4.20 and relatively large variability (SD 0.789) suggest that decision-making processes may need to be more inclusive or transparent for Fashion Maker Ltd to make better decisions.
- Employees mostly agree that the plans are sharable (mean 4.40), but some (SD 0.699) feel left out of important strategic discussions.
- Fashion Maker Ltd excels at addressing undesirable incidents promptly (mean 5.00, SD 0.000).
- Employees of Fashion Maker Ltd. Generally, they agreed, with a mean score of 4.40, which stressed the value of documenting errors. However, the moderate diversity (standard deviation of 0.516) may indicate that certain employees perceive a lack of uniformity in the application of this policy.
- Although training facilities are generally provided on time, the variability (SD 0.632) suggests that some employees feel that this could be more consistent.

The above statistics provide an overall insight into leadership and organizational development. Experiencing a sense of worth inside the organization, receiving top-notch technical guidance, and being attended to unfavorably are areas with extremely high satisfaction and minimal fluctuation. To assess Fashion Maker Ltd leadership quality based on descriptive statistics, it can be related to democratic leadership quality theory, in which the organization emphasizes clarity, recognition, decision-making, teamwork, career development, and so on.

Humans are active producers. Consequently, they need to be treated compassionately to motivate them to act. A capable leadership team is crucial for this. A perfect leader plays a significant role in organizational development by fostering collaboration, trust, and creativity within the workforce. The vision of "Fashion Maker Ltd's" leadership is its greatest asset for creating a better future; most workers view it as a democratic leader through positive transmission who enjoys making changes frequently, and most workers favor the changes the leader brings about in the company.

The evidence from Fashion Maker Ltd indicates that an organization headed by incompetent leadership fails or collapses, whereas an organization guided by professional leadership advances. Effective leadership can inspire workers to contribute as much as possible to organizational development. Democratic and participatory leadership positively impact organizational development by fostering engagement, innovation, and adaptability. It enables sustained expansion via group decision-making and gives staff members the authority to make significant contributions to the success and development of the organization.

5. Conclusion

5.1 Conclusion

This study concludes that effective leadership plays a vital role in fostering organizational development at Fashion Maker Ltd. The findings demonstrate that democratic and participative leadership styles strongly influence employee satisfaction, communication clarity, recognition, teamwork and innovation. High mean scores across key indicators, such as clarity of organizational goals (M = 4.50), recognition for achievements (M = 4.50), and feeling valued (M = 4.80), indicate that employees perceive leadership as supportive and empowering. Leaders who emphasize collaboration, technical guidance, and inclusivity create a productive environment that drives collective growth. The evidence further suggests that competent leadership enhances motivation, coordination, and adaptability, which are essential for sustaining long-term success and competitiveness in the textile industry.

5.2 Limitation

Despite its contributions, this study is limited to a single organization, Fashion Maker Ltd., with a sample size of 100 employees. This relatively narrow scope restricts the generalizability of the findings to other industries and organizations. Additionally, the study relied primarily on self-reported questionnaire data, which may be subject to personal bias or overestimation of leadership effectiveness. Future research could incorporate multiple case studies or longitudinal data to capture broader and more dynamic leadership effects across diverse business contexts.

5.3 Suggestions

Based on these findings, Fashion Maker Ltd. should continue fostering participatory decision-making and transparent communication. Leadership development programs should focus on enhancing career counseling and consistent recognition systems, as these areas have potential for improvement. Companies should also provide continuous leadership training that emphasizes emotional intelligence, innovation management, and conflict resolution. Finally, expanding similar research to other firms in Bangladesh's garment and textile sector can validate the universality of these leadership–development relationships and contribute to stronger evidence-based organizational policies.

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