QUESTION 1: Theory

*Theories play a vitally important role in guiding research and organizing and making sense of research findings. In spite of the great importance of theory-building and theory testing within your field of specialization, there is no generally accepted conception of what a theory is. Because your dissertation must contribute to theory, you must have a clear understanding of the variety of conceptions of theory, types of theories, and ways of contributing to theory and be able to justify how, exactly, your study contributes to theory.*

**Part 1**

*Using Gelso (2006), Harlow (2009), Wacker (1998), and five additional peer-reviewed articles from your specialization, discuss scholarly views on the nature and types of theory. Compare and contrast at least three views of what constitutes a theory, including the view you will use in Part 3 of this question. Be sure to distinguish theory from related concepts, such as hypothesis, paradigm, model, and concept.*

**Part 2**

*Using Ellis & Levy (2008), Harlow, E. (2009), and five additional peer-reviewed articles, review the scholarly literature on the relationship between theory and research and the ways research (quantitative and qualitative) can contribute to theory. Discuss at least three ways research can contribute to theory.*

**Part 3**

*Pick a theory (in one of the views of what constitutes a theory that you identified in Part 1) of current interest directly related to the topic area of your dissertation. A theory is currently of interest if there are articles published on it in the past five years. Using at least 10 published, peer-reviewed research articles:*

1. *Explain how the theory adds or may add to our understanding of your field and/or research topic.*
2. *Discuss and analyze the literature on two areas of controversy or unanswered questions related to the theory.*

Introduction

 This paper engages the theoretical frameworks for reliability research in my field of specialization. In this paper, the nature and types of theories as well as a comparison and contrasting views of what constitutes theory, including the views common in the field of reliability engineering is introduced. The difference between theory, and related concepts such as hypothesis, paradigm, model, and concepts are assessed. The conception of a theory and its relationship with research are also discussed. Quantitative and qualitative methods of research are explored, and their contributions to theory are assessed. The contributions, controversies, and gaps in the identified theory will also be explored.

**The Nature and Types of Theory**

In a systematic organization of knowledge theory can be applied to solving problems (Stam, 1996, 2007). The outcome or application of theory can indicate methods to measure the statements for formulation of problems. . Theoretical approaches vary. The deductive approach to theory development includes reflections, and presumptions needed for research function. It starts from top to bottom, such as waterfalls that start from mountain to the valley.. (Please add more here… *Compare and contrast at least three views of what constitutes a theory, including the view you will use in Part 3 of this question.*)

**The Relationship between Research and Theory**

Research study depends on the theories and conceptions of theories that are applied by the researcher on the basis of the relationship. According to Gelso (2006), and Harlow (2009), research theories, research approaches, research strategies, and research methodology knowledge is necessary and required for a researcher to successfully conduct research and achieve the reliable outcome of the research study. In the words of Stam (2007, 2010), and Wacker (1999), grounded theory, deductive and inductive are the research approaches that are selected for different purposes (Moustafa, 2014). The selection of research approaches are based on the assumption of the research. In the words of Gioia, Corley and Hamilton (2013), deductive research is generally used in the quantitative research to make a proper structure based on the conceptual framework to confirm the thoughts With this approach, positivism philosophy is said to outline the analysis of the research study (Gioia, Corley, & Hamilton, 2013). Harlow (2009) stated that this is a qualitative research approach that requires inductive research. This approach flows from bottom to top for completion of the target of the research in an effective manner (Thomas, 2013). Thus, it can be said, it is the type of climbing that starts from earth and graduates towards the sky. The well-known, Caveleri, Wisdom, Onwuegbizie and Green (2012) stated similarly that the solution of qualitative research can be attained with the quality through this approach. This method focuses on the collection of data with the flexibility to get both optimistic and pessimistic reactions of the respondents. In the comparison and contrast of grounded theory, deductive approach, inductive approach is appropriate to select for this analysis due to direct relationship of quality research with organizational leadership. In comparison and contrast, quantitative research theory is more comprehensive, and more detailed than the case in qualitative research theory. In qualitative research theory, the literature review is used to provide evidence for the purpose of the study and to identify the underlying problem that will be addressed by the inquiry. In comparison and contrast transactional theory is a theory that has an awareness of a link between the effort and reward of their followers; however, transformational theory is a theory that arouses emotions in their followers by motivating them to act beyond their duties as followers (Creswell & Plano Clark, 2007). It is also important for the finding solution related to leadership strategies that can be helpful to reduce human resource conflicts and improve productivity of manufacturing organizations (Cavaleri, Wisdom, Onwuegbuzie & Green, 2012). The description and understanding of the deductive and inductive research approach, qualitative and quantitative research method, and research philosophies provided the direction of the researcher related to an effective way of conducting research and achieving outcome or objectives of research study.

**Theory Adds to Understanding Research**

According to Gelso (2006), distinguishing theories related to hypothesis are never disproved nor fully confirmed as these theories do not show clear interrelations between variables. Ellis and Levy (2008), expressed that hypothesis developed by the researcher was to evaluate and identify the relationship between the variables with logical explanation. Hypothesis would be more specific than the propositions in this research to describe relationships between variables and achieve the appropriate outcome of the research. Hypothesis based research has not used the statistical and mathematical models, however, it used the dynamic model to dynamics contributed to the theory and practice of relationships in leadership or human relation through theoretical and empirical foundations.

 In the words of Ellis and Levy (2008), constitute theory is more relevant to solving important society problems and it is more appropriate to contribute in theoretical and practical contributions in topic that is a greater opportunity and prospect to influence current and future theory of subject and practices of the organization. Harlow (2009), stated that a paradigm concept is appropriate in human kind and humanity related topics if the research methodology is not mutually executive of quantitative and qualitative. The philosophy of research encompasses some types of paradigm that counts on the outlook of persons. Generally, there are three kinds of study beliefs, which are positivism, interpretive, and realism. Positivism is the philosophy utilized to the human kin and their acts done in humanity. The positivism paradigm study approach is utilized in this study because it is founded on an assumption. In context of this research, interpretive research philosophy is reliable, as it subjectivity in realizing the social world. A model is a tool used to facilitate theory construction, typically a written or graphic representation of a theory or one of its components (Shoemaker, Tankard, & Lasorsa, 2004). Concept refers to how data is interpreted, literally the items being studied, compared, or related to one another (Shoemaker 2004). Clearly, a concept is not a theory, but a method of description used in theoretical work.

 Sandelowski (2014) stated that research is incomplete if it does not consider appropriate strategies that are helpful to obtain credible and accurate information. The important information and data makes more successful research that mainly concentrates on the target of the study. In this research, several strategies are considered that are efficient to make creditworthy research (Sandelowski, 2014). These strategies are critical analysis of research questions by literature review.

 Golicic and Davis (2012), predicted similarly that literature review strategy of the research would be effective in this research examination to conduct research on organizational leadership topic. The research includes a critical analysis of research questions to reach for the solution of the research problems. It is conceptual framework of research questions that includes both positive and negative side of the research problems. The findings of research are discussed in the critical view to reduce the issue of the study. This part also includes different kind of observations of authors of authentic journals and articles (Golicic, & Davis, 2012). These articles are helpful to collect the views and perceptions of the authors and to reach at the final solution. The main aim of use of this strategy is to identify the reasons behind the success of organizations related to leadership.

 Harlow (2009), has examined several leadership theories in relationship to manufacturing organizations. It is described how the leader used the different leadership styles and theories to manage human resources and maintain overall productivity and performances of the team. Therefore, that in this analysis selects literature review strategy, inductive approach, qualitative research and positivism philosophy and Harlow (2009), theory is used to conduct this research.

**Transformational Leadership Theory**

1. *Explain how the theory adds or may add to our understanding of your field and/or research topic.*

**How does the theory add to our understanding of your field and/or research topic . Write this to address the theory more than leader style…..**

Giberson, (2009), credits transformational leadership theory for enhancing the morale and performance of leaders and those they lead in several ways. The transformational leadership theory creates a leaders style that uses leadership behaviors to positively change people and motivate them to perform well. Transformational leaders are generally energetic and passionate for their work and able to achieve its objectives to positive change in their followers. Transformational perceptions help the leaders to focus individual, team and company goals by aligning employee’s goals with these goals (Giberson, 2009). Transformational leaders increase the followers or team members’ values, morale and motivated them to increase their performance to contribute more in collective outcome. At the same time, transformational leaders are inspired followers or team members to change perceptions, values expectations, and motivated them to work towards collective outcomes.

 Vinkenburg Van Engen, Eagly, and Johannesen-Schmidt (2011) depicted that transformational leaders are also encouraging followers to exchange their views and perceptions about them. It also enhances followers to explore new ways of doing things, and opportunities to learn and improve skills that is effective for employees’ as well as leaders satisfaction. This behavior of leader develops more effective relationship with employees and contribute to increase team performances. It also enhances creativity of followers in comparison of other perspectives that increases satisfaction among followers and play important role into the success of the team and organization (Vinkengurg Van Engen, Eagly, & Johannesen-Schmidt, 2011). Leadership style or concepts also builds positive working environment that is effective of an organization to improve its overall performance.

 Similarly, Antonakis and House (2014) described that these characteristics of the transformational leaders create interest followers to perform well and to achieve collective objectives. This type of leader also offers supporting and encouraging environment of the followers and maintain the relationship with its team members and followers. However, transformational leaders focus on and maintain open communication with followers, so they are free to share their views, thoughts, and ideas. It helps leaders to understand the perception of followers. Followers are easily motivated to provide right direction to achieve the collective goal (Antonakis, & House, 2014). It maintains communication among the employees and managers/supervisors to reduce conflict at workplaces and maintain relations among the whole team. In addition, transformational leadership focuses on develop a clear vision together with the followers that are able to help followers experience the same passion and motivated them to achieve these goals.

 Moreover, Clarke (2013) stated that transformational leadership theories create friendly atmosphere and good working environment at workplaces that create interest of followers to perform well. Transformational leaders express confidence and hope about the vision and its followers that they are able to achieve the collective goal of the team. Therefore, due to higher changes requires in today uncertain market, organizations need to transform themselves regularly to stay in the market (Clarke, 2013). Transformational leader able to change visions according to the requirements and motivated to followers to accept these changes for the success of the organization. For example, at the present time, the world most successful business leader Sir Richard Branson of Virgin group uses transformative leadership style to control the situation through assembling a clear vision for the team and make them feel free, recharged and energized.

 Furthermore, Bogler, Caspi and Roccas (2013) stated that followers also interest with transactional leadership style, because transactional leader use an exchange model and use leadership style according to the situation or requirements at the time. Transactional leadership also knows as managerial leadership and transactional leader mainly focuses on performance of group or organization (Bogler, Caspi, & Roccas, 2013). In this leadership style, leader motivates followers through rewards and punishment to perform well. In this style, followers obey the command of leaders to achieve the goals of team and perform well according to the situation requirement.

 In addition, Hamstra, Van Yperen, Wisse and Sassenberg (2015) expressed that transactional leaders are punish and rewarded its followers according to their performance. If followers or employees are successful then they are rewarded, otherwise they fail and are punished by the leader. In transactional leadership, performance of the particular employees or follower is not neglected and leader provides awards. This encourages followers and employees to perform well and improve their performance.

 Moreover, Ewen (2013) stated that rules, regulations, instructions, procedures and standards are playing an important role in effective organizational leadership. Followers are required to follow the rules, regulations and procedures of the leaders to effectively complete the task of doing their jobs. At the same time, transactional leaders focus on the relationship among the managers and subordinates. It focuses on maintain communication among the managers, subordinate or employees, so they properly exchange the information to complete the whole task. Leaders provide proper options of employees or followers to represent its view, so followers interested in this leadership style (Ewen, et al., 2013). However, this type of leadership will be more effective in situations if the problems are clearly-defined and simple to understand of the followers. In transactional leadership leaders clearly defined the problems and role or responsibility of each follower during task, so they perform well and easily achieve the objective of the task. The followers then easily complete the whole task and perform well.

 On the basis of the views of different authors related to organizational leadership and different leadership styles and theories in the literature review, it is the finding that effective leader and leadership styles and approaches contribute to improve morale and motivation of followers. Selection of appropriate leadership styles depend on the leader to leader and individual capability. Each style is effective in different situations. Transformative leaders control followers through defined vision and goals, communication and proper feedback mechanisms to motive and enhance them to perform well (Boies, Lvina & Martens, 2015). On the other prospective, leaders can also follow the transactional leadership approach during crisis and emergency situation to effectively handle and transfer the view and perception of followers.

 Adding, it also finds that some leader uses the transformative leadership style to manage the diversify team. Transformational perceptions help the leader to focus individual teams and corporate goals through developing collective goals by aligning follower’s goals with corporate goals (Brown, Hallenbeck, & Baird, 2009). Leaders responded that they maintain the proper two-way communication with employees to understand the views, perception, and their beliefs. Leaders use transformational leadership style to increase the employees’ values and morals to motivate them to contribute more collective outcome.

 What is more, some leaders also use the participative leadership style which provides opportunities of employees to participate in decision making to effectively control the diverse workforce. On the basis of views of authors, it predicts that some leaders use participative leadership style to manage diversify team. Leaders responded that they consider the view, perception, and ideas of the team members in their day- to- day functioning. Leaders gave the power and the responsibility of the team members in rotation way to develop the team spirit in all members (Antonakis, & House, 2014). It helps them to control the diversify workforce and develop team spirit in all members, so they perform well.

 Therefore, it also identified that some leader responded that they use transactional leadership style to control the culture diversify followers. In similarity, authors describe that leaders’ use transactional leadership style to control a diversified workforce. According to the literature review that transactional leaders use an exchanging model with rewards for good work, or control the diverse group of people. Transactional leader provides options of the employees to lead the team members and exchange roles and responsibility of the employees according to their skills to improve their work spirit and control the diversity at the organization (Williams, 2008). It motivates employees to perform well through the basis of their individual performances.

**Defining Research Problems as it relates to transformational leadership theory**

 In the present global business environment, competition and technology innovation has changed manufacturing scenarios in the worldwide marketplace. Various human resources issues, problems, and incidents have been found by the researcher throughout this chapter that is related with organizational leadership. Several leadership styles and approaches are also described be many authors in related to manufacturing organizations that are used by manager or leader to run its operation effectively. In the manufacturing sector, the reason behind the increases the performance of team and reduce conflicts at workplace the effective organizational leadership needed. To analyze the role or contribution of leader and leadership in the performance and success of manufacturing organization is included under the research problem.

 Organizational leadership means management or leaders’ approach that works towards for what is best of the group or team. Organizational leadership indicates the attitudes and a work ethic of a leader or management that is lead from the top, middle, or bottom of an organization. Leaders must understand their strengths, weakness, and behavior with subordinates and the situation while choosing leadership style. Organizational leaders and senior executive have created realistic vision of business that provides directions of employees, so they perform well and contribute into the success of the organization. Organizational leader’s vision, behaviors and characteristics played major role increase the performance of employees that will help organizations to achieve their organizational goals. On the basis of Boies, Lvina and Martens (2015) article discussion about the leadership and team performance that theory is considered to develop this research topic. This research discusses the leadership theories, concepts, models and the role of these in the success of business. Therefore, it also related these theories, concepts, and models to personal perspectives on leadership.

**Research Title**

 “To Analyze the Role of Leader, and Leadership Style in the Performance of Team and Success and Growth of the Manufacturing Organization.” The main aim of this research study is to evaluate the leader, and leadership style influences on the performance of the team and success of the manufacturing organization. The main objective of this research are as follows:

1. How the leadership styles affect the performance and growth of organizations in the global business environment?
2. How a leader or manager can improve overall performance by effective organizational leadership?

**Significance of the Study**

 In recent times, effective human resource management is the important aspects of the business to maintain productivity in the manufacturing organization. Leader or manager played the major role to manage human resources and maintain performance of the team in the manufacturing organization. Leadership would be valuable and beneficial not only for the business organization but also for the reader/researcher. Because this research paper identifies different kinds of leadership styles and approaches that contribution in the organizational efficiency and productivity (Aarons, 2006). Along with this, this dissertation also suggests different ways to reduce conflicts in the workplace and maintain productive culture in the organization.

**Literature Review**

**2.** *Discuss and analyze the literature on two areas of controversy or unanswered questions related to the theory.*

*. Using at least 10 published, peer-reviewed research articles:*

**You need to approach the literature review from two areas of controversy or unanswered questions related to transformational leadership theory**

 In the view of Jayasingam and Cheng (2009). Leaders and managers played the major role into resolve conflicts and maintain human resources effective to maintain productivity of manufacturing firms. Effective leaders defined the vision and mission of the organization and explain the employees’ organization’s vision or mission. Effective organizational leadership means those ensuring that vision and mission of organizational aligned with the everyday activities of the business, so that they are able to achieve them. Moreover, effective leaders create organizational culture through guide employees every day and communicate with employees regarding their everyday vision, mission, and goal (Jayasingam & Cheng, 2009). Effective leaders maintain proper two-way communication to create a supporting working culture in the workplace focused on creating value for their customers.

 In addition, Aarons (2006) depicted that supporting working culture in the workplace and effective organizational leadership encourages employees to perform well and delivering quality products and services that create value for their customers. In addition, leader approach of proper communication and guideline helps employees to understand their responsibility and expectation, so they encourage performing well and providing best services of the customers. Therefore, it is necessary for the effective leaders to behave ethically and behave as a good citizen through consider the interest of all stakeholders while taking the business related decision (Aarons, 2006). Effective leader must be ensured that their decisions and activities cannot harm any stakeholders, and protects the interest of all types of stakeholders. It also stated that the effective leadership must be considered the protection of the environment, reduce pollution and recycle wastages while take business decision to protect the interest of stakeholders and behave as a good citizen.

**Conclusion and Recommendations**

It can be concluded that the leader and effective organizational leadership theories played a major role to maintain human resources, reduce issues between employees, and maintain working culture in the manufacturing organization that is beneficial to any organization to maintain their productivity and performance in the global competitive market. In recent times, leaders use the different leadership style and approach according to the current situation and issues to improve morale, motivation, and performance of the employees for maintain productivity and efficiency of manufacturing organization. Additionally, it also identifies that leaders’ way to control or handle people, is the way communication and their leadership style contributes to reduce conflicts in the workplace that contributed to improve performance of the employees and overall organization. Moreover, applications of Harlow (2009) theory, literature review strategy, inductive approach, positivism philosophy, and qualitative research effective for this examination to achieve the outcome and maintain reliability of this research study.

 In this part, the recommendations are identified that are based upon the literature reviews and findings of this research. On the basis of these, it can be recommended that transformative, participative, and transactional are the mostly used leadership styles by the leaders to handle any situations, reduce conflicts in team members, maintain human resources, improve morale, and motivate employees, and maintain working culture that contributed into the improve productivity, and performance of the manufacturing organization. For this, study of single manufacturing organizations limits the research ability to generate appropriate and reliable results due to differences in the characteristics of all manufacturing firms. Moreover, the researcher also needs to add particular country related aspects of manufacturing firms to generalize the results of research.

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