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FRATERNAL LEADERSHIP VERSUS TRADITIONAL LEADERSHIP IN BUSINESS ORGANISATIONS

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ABSTRACT

“Fraternal Leadership emphasizes collective growth, collaboration, empathy, and shared influence, while Traditional Leadership is characterized by hierarchical power, top-down decision-making, and a focus on results and performance. Fraternal Leadership builds trust and empowerment by valuing team members' contributions and facilitating their growth, contrasting with Traditional Leadership that often view leadership as a position of authority and control.”¹ Fraternal Leadership is different from Traditional Leadership because it places a huge emphasis on brotherhood, sisterhood, and community.

Keywords: Leadership Styles, Traditional Leadership, Fraternal Leadership, Fraternities, Freemasonry, Knights Templar.

¹ AI Overview

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1. Introduction

“There are nearly as many types of leadership styles as there are individual leaders. Leadership styles refer to the way in which managers, executives, and other professional leaders choose to conduct business. These styles have a significant impact across the workplace, team morale, and company culture. Understanding which style aligns most closely with you is essential to maximizing its effectiveness and your potential as a leader. One of the things effective leaders have in common is a signature leadership style. Developing your signature style is an important part of developing yourself as a leader. It helps those around you know what to expect from you, understand how you work best, and reduce frustration.

There is no one “best” way to be a leader. Each individual — as well as their teams, organisations, and companies — requires a customized approach.

However, there are several broad categories of common leadership styles that many managers and executives will likely fall under. Each has its own strengths and weaknesses and has a variety of nuances.”²

2. Categories of Leadership Styles³

1. “Transformational Leadership

Nelson Mandela: The former President of South Africa, exemplified transformational leadership through his vision of a democratic and all-inclusive South Africa. He demonstrated transformational leadership when he inspired and united millions of South Africans during the anti-apartheid movement, and his emphasis on reconciliation and forgiveness.

Barack Obama: The first black president of the United States, riding on the slogan "Change we can believe in" and "Yes we can" inspired Americans to continue their belief in democracy, bridged the gap among the people of America through promotion of inclusivity and diversity and drove the country to affordable healthcare through the Abama Care initiative.

² How to Determine What My Leadership Style Is - Professional & Executive Development | Harvard DCE

³ Leadership Styles by Arthur Bwalya, Global Scientific Journals: Volume 11, Issue 8, August 2023 ISSN 2320-9186

2. Transactional Leadership

Bill Gates: Gates, the co-founder of the software giant Microsoft, exhibited transactional leadership by setting well defined goals, and rewarding the achievement of these goals.

Angela Merkel: Merkel, the former Chancellor of Germany, is known for her pragmatic leadership style, focusing on achieving specific goals through consensus-building and negotiating with various stakeholders.

3. Autocratic Leadership

Adolf Hitler: Hitler's leadership during the Nazi regime exemplified autocratic leadership, with him holding absolute power, making decisions unilaterally, and demanding unquestioning obedience from his subordinates.

Kim Jong-un: The leader of North Korea, Kim Jong-un, exhibits autocratic leadership, centralizing power and decision-making within his regime, and exerting strict control over all aspects of the country. This is the same approach that Vladimir Putin adopts.

4. Laissez-Faire Leadership

Herbert Hoover: During his presidency, Hoover adopted a laissez-faire approach to the economy, advocating for limited government intervention and allowing the market to self-correct during the Great Depression.

Mahatma Ghandi: Ghandi, a famous leader in India who championed a non-violent resistance against the British colonial rule. Ghandi believed in self-governance as the best governance system.

Steve Jobs: He is cited as a laissez-faire leader who is known for giving instructions to his team about what he would like to see, and then leaving his team to their own devices to innovatively figure out how to meet his expectations.

5. Charismatic Leadership

Martin Luther King Jr.: A prominent civil rights leader in the United States, exemplified charismatic leadership. Through his powerful speeches and non-violent activism, he inspired millions and led the civil rights movement to achieve significant social change.

Frederick J Jacob Titus Chiluba: The second republican president of Zambia is known to have had such a magnetic personality about him. Through his charisma and persuasive speech, he led the country from a one-party state to a multi-party democratic state.

Steve Jobs: Jobs, the co-founder of Apple Inc., was known for his charismatic leadership style. His compelling vision, persuasive communication, and ability to inspire innovation played a crucial role in transforming Apple into a global technology giant.

6. Situational Leadership

Winston Churchill: Churchill, the Prime Minister of the United Kingdom during World War II, is often cited as an example of situational leadership. His ability to adapt his leadership approach based on the changing demands and challenges of the war contributed to the successful mobilization of the British people.

Inonge Wina: The first woman to hold the position of vice president in Zambia, exemplified situational leadership at the time of passing of Zambia's fifth republican president – Micheal Chilufya Sata. When Mr. Sata died, the ruling party then (the Patrotic Front) was rattled with several factions, each led by a different individual – all of whom wanted to become president of the Patrotic Front (so they could go on and be elected president of Zambia). Ms. Inonge Wina showed exceptional situational leadership when she held the party together through that turbulent moment to the point where the Patrotic Front elected a new party president.

7. Servant Leadership

Jack Ma: The CEO of Alibaba comes out as a very good example of servant-leadership, often dedicating time to coaching young executives, prioritizing the needs and concerns of followers alongside achievement of organisational goals.

Pope Francis: Pope Francis, the head of the Catholic Church, is often regarded as a servant leader. He emphasizes humility, empathy, and addressing social injustices, actively engaging with followers and promoting a more inclusive and compassionate Church.

8. Pacesetting Leadership

Elon Musk: Musk, the CEO of Tesla and SpaceX, is associated with pacesetting leadership. He is known for setting aggressive goals and expects his teams to achieve extraordinary results in the areas of electric vehicles and space exploration.

Jeff Bezos: Bezos, the founder and former CEO of Amazon, demonstrated pacesetting leadership throughout the company's history. He established a culture of high standards, customer obsession, and rapid innovation, driving Amazon's success over his years of managing the business operation

9. Democratic Leadership

Nelson Mandela: As the former President of South Africa, Nelson Mandela exemplified democratic leadership by championing inclusivity, reconciliation, and collaboration in the country's post-apartheid era. He involved various parties in the decision-making process, working towards a unified vision of a democratic and free South Africa.

Jacinda Ardern: As the Prime Minister of New Zealand, Jacinda Ardern is known for her democratic leadership style, which includes empathetic communication, active engagement with citizens, and consensus-building in decision-making.” – (Bwalya, 2023)

10. Fraternal Leadership

“Fraternal Leadership, within the context of fraternities and sororities, refers to the leadership roles and responsibilities assumed by members to guide and develop their organisations. It encompasses various aspects, including formal leadership positions, mentorship, and fostering a positive chapter culture. Effective Fraternal Leadership is crucial for the growth, success, and positive impact of these organisations.”⁴ In Fraternal Leadership, employees are not treated as employees, but rather as brothers and sisters. Examples are⁵:

- Freemasonry: One of the oldest and largest Fraternal Organisations, with various branches like the Scottish Rite and Shriners.
- Independent Order of Odd Fellows: A social and charitable organization with a long history of community involvement.
- Knights Templar: Catholic military order founded in the early 12th century to protect Christian pilgrims traveling to the Holy Land.
- Knights of Columbus: A Catholic fraternal service order known for its charitable works.
- Knights of Pythias: A fraternal order founded on the principles of friendship, charity, and benevolence.
- Fraternal Order of Eagles: A civic organization with a focus on social welfare and community betterment.
- Benevolent and Protective Order of Elks: A fraternal organization with a strong emphasis on community service and charitable activities.
- Loyal Order of the Moose: Another fraternal order known for its charitable work and community involvement.
- Ancient Order of Hibernians: An Irish Catholic fraternal organization.
- Foresters: A fraternal benefit society offering life insurance and other benefits to its members.

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- Kiwanis International: A global organization of volunteers dedicated to improving the lives of children.
- Lions International: A service club focused on community needs and international cooperation.
- Rotary International: A global network of community volunteers focused on humanitarian service.

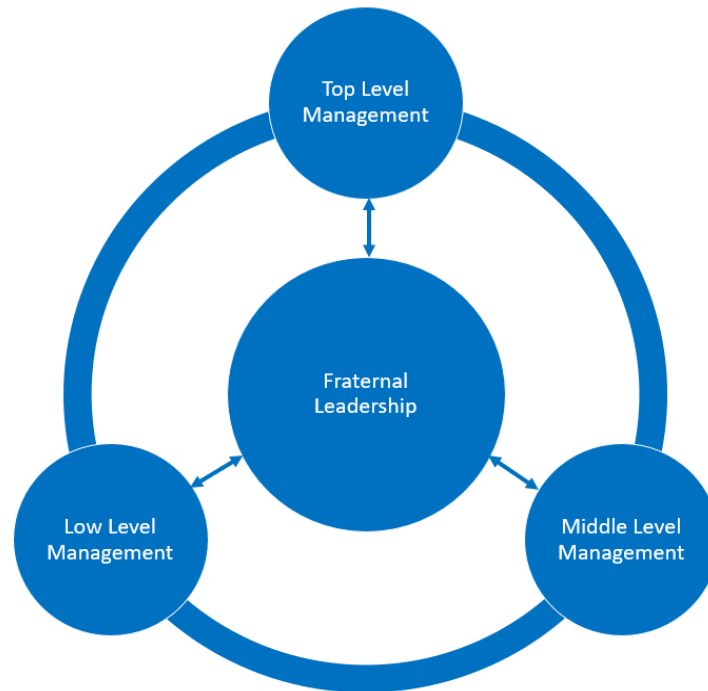
Other notable Fraternal Organisations:

- Veterans of Foreign Wars of the United States: A veterans' organization.
- American Legion: Another prominent veterans' organization.
- AMVETS: A veterans' service organization.
- Patriotic Order of the Sons of America: A fraternal order focused on patriotism and civic engagement.
- Order of the Sons of Italy: An Italian-American fraternal organization.
- Improved Order of Heptasophs: A fraternal order focused on mutual aid and insurance.
- Independent Order of Rechabites: A temperance-based fraternal order.
- International Order of Good Templars: Another temperance-based fraternal order.
- Independent Order of B'nai B'rith: A Jewish fraternal organization.
- Independent Order of B'rith Abraham: Another Jewish fraternal organization.
- Ancient Order of United Workmen: One of the first fraternal benefit societies.

“Several prominent businessmen have been associated with Fraternal Organisations like the Freemasons and fraternities during their college years. Examples include Michael Bloomberg, who was a member of Phi Kappa Psi, and Mark Zuckerberg, who belonged to Alpha Epsilon Pi. Additionally, Steve Wozniak, co-founder of Apple, is a well-known Freemason. As part of the investigation into the education of the Forbes 400, it is found that many of America’s wealthiest people joined fraternities in college. It has been confirmed that at least 30 billionaires were members of at least 16 fraternities while in school.”⁶

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Figure A: Fraternal Leadership Framework (FLF)



Fraternities⁷:

- Michael Bloomberg:

Bloomberg, a successful businessman and former mayor of New York City, was a member of the Freemasons.

- Steve Wozniak:

The Apple co-founder became a Freemason in 1980.

- J. Edgar Hoover:

The long-time FBI director was also a prominent Freemason, holding high-ranking positions within the organization.

- Alexander Fleming:

The discoverer of penicillin was a Freemason and even served as master of his lodge.

- Silvio Berlusconi:

The former Italian Prime Minister was associated with a Masonic lodge called Propaganda Due.

- Jesse Jackson:

The civil rights activist is a Master Mason in the Prince Hall Freemasonry.

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Fraternities:

- **Michael Bloomberg:** In addition to being a Freemason, Bloomberg was also a member of the Phi Kappa Psi fraternity.
- **Mark Zuckerberg:** The Facebook founder belonged to the Alpha Epsilon Pi fraternity.
- **Warren Buffett:** The legendary investor was a member of Alpha Sigma Phi.
- **Charles Koch and David Koch:** The Koch brothers were both members of Beta Theta Pi.
- **Sam Walton:** The founder of Walmart was also a member of Beta Theta Pi.
- **Michael Milken, Les Wexner, Steve Wynn, and Jonathan Gray:** All four billionaires were members of Sigma Alpha Mu.
- **John A. Soprato, Joe Grendys, and C. Dean Metropoulos:** These businessmen were members of Delta Sigma Pi.
- **Paul Tudor Jones II, Rick Caruso, and Edward Johnson III:** All three were members of Sigma Alpha Epsilon.
- **Paul Allen:** A co-founder of Microsoft, Allen was a member of Phi Kappa Theta.
- **Phil Knight:** The founder of Nike was a member of Phi Gamma Delta.

Freemasons⁸:

Here's a more detailed list of famous businessmen who were Freemasons:

- **Henry Ford:** A titan of American industry, Ford's involvement in Freemasonry is well-documented.
- **Walter P. Chrysler:** The founder of Chrysler, Chrysler shared the bonds of Masonic brotherhood with Henry Ford.
- **Nathan Meyer Rothschild:** A member of the prominent Rothschild banking family, he was also a Freemason.
- **John Jacob Astor:** A successful businessman and real estate mogul, Astor was another notable Freemason.
- **Charles Hilton:** Founder of Hilton Hotels, Hilton was also a Freemason.
- **Colonel Harland Sanders:** The founder of KFC, Sanders was a Freemason.
- **J.C. Penney:** The founder of the J.C. Penney department store chain, Penney was also a Freemason.

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- **Dave Thomas:** The founder of Wendy's, Thomas was another notable figure in the world of business who was a Freemason.
- **Forrest Bird:** An inventor and entrepreneur, Bird was also a Freemason.
- **Chuck Williams:** The founder of Williams-Sonoma, Williams was a Freemason.
- **Steve Wozniak:** The co-founder of Apple Computer, Wozniak is also a Freemason.

3. Socialising at workplace⁹

“In today's competitive world, "all work and no play" at workplace has become an obsolete concept. The single most important factor in employee engagement [in an organisation] is an employee's relationship with his or her [CEO] or direct manager. The matter of fact is that the employees don't intend to leave the company; they leave their managers [or CEOs]. And they're willing to do this despite the tough economic [and social] conditions. According to the recent research, engaged employees have 20% superior performance and are 87% less likely to leave an organization. So, [CEOs], managers, and team leaders need to become expert relationship builders and they need to learn how to nurture and sustain these relationships with their subordinates over time. Organisations should create new opportunities for the employee in learning, cooperation, and leadership, and help to break down boundaries. Workplace celebrations, social get-togethers, a bit of humour and gatherings are important reasons and [methods] that bring the staff together, allow them to socialize with one another more informally, and often help build and strengthen relationships. They enhance the culture of a workplace, making it fun and enjoyable. Humour, fun, and social events provide a means of recognizing individual's workplace achievements, milestones and showing appreciation for the employees in a public domain. These events can be for large audiences through conventions and conferences, or smaller events such as retreats, holiday parties, private concerts and team building activities.” – (Jayaradha and Kumar, 2018)

⁹ Y. Jayaradha and V. Prasanth Kumar (2018), ‘*Socialising and Corporate Events a Trend in Employee Engagement at Workplace*’, International Journal of Management Studies, Vol.–V, Issue –2(3), April 2018 [123]

4. Importance of Socialising in Academic Literature¹⁰

“One of the most profound experiences we can have in our lives is the connection we have with other human beings. Positive and supportive relationships will help us to feel healthier, happier, and more satisfied with our lives (Lorri, 2013). Socializing and getting to know people will help you to communicate better, trust each other more and work better together. Also, employees who have positive workplace relationships are happier at work (in fact, good workplace relationships are one of the most important sources of workplace happiness) and we know that people who are happy at work are more productive, more creative and more successful overall (Jacquelyn, 2013) [6]. Collaborating with colleagues socially can be “very politically savvy [in terms of] building trust and support.” It can help team members get to know each other on a personal level, ultimately increasing engagement (Brusman,...). He further says, Socializing can also be a great way to develop empathy and create a high-performance culture among people who are happy to work together on significant goals. Audra Bianca says, Career advancement is easier and you will accomplish more if you can count on the support of co-workers and managers. It's up to you to actively build relationships with others in the workplace. Don't approach relationship-building in a selfish manner. Work at building strong workplace relationships for greater job satisfaction and because you value a healthy workplace culture.

Jacquelyn Smith quotes Alexander Kjerulf, an international author and speaker on happiness at work, that “socializing should happen both inside and outside the office—but it’s most important to be able to socialize in the workplace, since that’s where employees spend the most time with one another”. “There should always be time for a coffee break where you don’t talk about work, or a fun lunch break where you can laugh and relax with co-workers,” he says. “Also, small office celebrations for birthdays or team wins are a great way to socialize.” Lynn Taylor, the author of *Tame Your Terrible Office Tyrant; How to Manage Childish Boss Behaviour and Thrive in Your Job* (2009) [7] says, “Whether it’s a company picnic, outside meeting,

¹⁰ Bilal Ahmad Rather (2016), ‘*Socializing at workplace*’, International Journal of Applied Research, IJAR 2016; 2(3): 656-659
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philanthropic, company-sponsored event or business lunch, all these activities allow you to build ‘smart’ camaraderie. They make your work interactions more enjoyable, which in turn boosts productivity: a win-win for you and the company.”

As a rule of thumb, you should only socialize with co-workers in situations where you are most likely to showcase your best behaviours. “A friend of mine is so passionate about the New York Rangers that he has a hard time controlling his emotions when they play. If they are losing, he can get visibly upset, so he knows he can’t ever attend Rangers games with his co-workers because they might not understand his intense reaction. But he has no trouble attending any other sporting event with his team”, says Cali Williams Yost (2013) [8].

“The modern workplace has become a community centre, or a ‘home away from home’ where people get many of their social needs met. We spend so much of our time at work, that it’s natural that we develop relationships in the workplace”, says Dr. Maynard Brusman, a consulting psychologist and executive coach.” – (Rather, 2016)

5. Social Events as excellent ways to Socialise

It is a truism that Fraternal Organisations whereby Fraternal Leadership is being exerted, do place a huge emphasis upon social events and socializing at workplace. Social events do include functions such as exhibitions, national and international conferences, most devoted employees’ awards ceremonies, Annual General Meetings, public festivals, fundraising for social activities, outdoor concerts, picnics, social get-togethers, office parties, movie outings, sports roundups, and public fairs organized for the employees.

These Social Events do encourage empowerment and engagement that eventually result in improved performance and productivity at the workplace of the Fraternal Organisation.

‘Happy people are productive people’, *Workplace Fun Ideas*, by David Koutsoukis, 2006:



6. Social Events in Academic Literature Review¹¹

“Roberts (2014) found that social events can increase engagement through research conducted at Office suppliers Viking with 50 employees. The research indicated that, there was an overall 22% increase in the employee's performance when the training was combined with social events such as karaoke and bowling. Christine M. Riordan (2013). People in organisations need to work together. So, managers and employees need to foster collaboration, trust, personal relationships, fun, and support A survey by Aon Hewitt (2013) showed that employee engagement had correlation to employee satisfaction or the employees' happy quotient. Employees who were cheerful and content with the organization demonstrated good performance, created value, or had an interest in the ultimate success of their company. Frost (2013) suggested that celebrations gave the employees recognition for their accomplishments at personal level and milestones at a business level. Being recognized for those accomplishments showed employees that companies paid attention to what they were doing at work and valued their contributions. By having celebrations for personal events, or high

¹¹ Y. Jayaradha and V. Prasanth Kumar (2018), ‘*Socialising and Corporate Events a Trend in Employee Engagement at Workplace*’, International Journal of Management Studies, Vol.–V, Issue –2(3), April 2018 [123]

performance or appreciation at the client level, company showed that they took personal interest in their staff. Most people liked to be recognized for their accomplishments, and the workplace celebrations gave them a platform for providing the appreciation. Raghavan (2011) suggested that companies were striving for ways to create an emotional bond to the organization in the employee's mind. However, for the employees every day excitement was getting diminished. For them there was no time to be wasted and were rolling along with the chain of busy life in office by attending the conferences, meeting the targets, convincing the clients etc.

Formal office routines during the day would slump under tremendous work pressure. But companies who had a consistent employee engagement activity kept their workforce incredibly active all the time. It has been a well-accepted fact that an engaged employee is a productive employee. There is a direct relationship between employee engagement and employee motivation, productivity, satisfaction and retention. Hamblett & Kerrigan (2010) stated that employees should attend social gatherings with fellow workers, whether it was a company holiday party or informal get-together. Such gatherings were an opportunity to get to know the fellow workers in a more casual setting. Fluegge ER (2008), fun at work can be described as the involvement of any social, interpersonal, or task activities at work of a playful or humorous nature which provide an individual with amusement, enjoyment, or pleasure. Trulaske (2007) stated that humor -particularly joking around about things associated with the job -actually had a positive impact in the workplace. He also added that occasional humor among colleagues enhanced creativity, department cohesiveness, and overall performance.” – (Jayaradha and Kumar, 2016)

7. Conclusion

To conclude it could be argued that business organisations which promote Fraternal Leadership also promote a shared purpose, brotherhood, sisterhood, and community through social activities, networking, mutual support, charitable work, and philanthropic goals. Unlike Traditional Leadership which treats employees as employees, Fraternal Leadership treats employees as brothers and sisters. This kind of relationship and interaction with employees provide a solid backbone to the business organisation and without any doubt its so-called organisational culture is far more superior than a business organization which is governed through Traditional Leadership.

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