

# **Leadership**

**Dr. Amardeep B. Bajpai**

Amolakchand Mahavidyalaya, Yavatmal, Maharashtra, India  
amardeepbbajpai@gmail.com

**Abstract:** *Leadership and the different associated styles have an immense impact on how employee perform and grow to lead positive organizational outcomes. The purpose of this study would be to investigate the impact of leadership styles on motivation and commitment as on predictor of group of organizational performance. Leadership and management must go hand in hand. They are not the same thing. Through they are different, they are necessarily linked, and complementary. Leadership is an important aspect of managing. As leaders, they are not only the responsible for directing their followers but also responsible for the attainment of goals of the organizations. It is believed that leaders are born not made. At the same time, a few people also believe that leaders are not born but made. But generally leaders are born and also made. Leadership is the process of influencing the activities of an individual or a group towards the achievement of a goal in a given situation. Leadership process is a function of the leader, the follower and other situational variable. Coming to the business organizations, people working there need leaders-individuals who could be instrumental in guiding the efforts of groups of workers to the achievement of goals and objectives both the individuals and the organizations. The objectives may not be very far reaching and the actions of the leader may not be so dramatic, but the successful performance of the leadership role is essential to the survival of the business enterprise.*

**Keywords:** Leadership, Management, Organizations, Individuals

## **I. INTRODUCTION**

Leadership is a dynamic force essential for success in any human group. Effort without leadership no organization or enterprise can flourish. In fact it is vital to the survival of a business. Leadership is an important aspect of a managing it can be said that management works when the manager lives up to his role as a leader leadership is the process of influencing the behavior of others to work willingly and enthusiastically for achieving predetermined goals. Success of business concern is dependent upon the ability of its leadership. Leadership exists in any type of organization. Whenever and in whatever situation if someone tries to influence the behavior of another individual or a group there is leadership.

In an organization wherever an individual has subordinates, he may act as a leader. The efforts of subordinates (followers) are to be channelized in the right direction. As leaders they are not only the responsible for directing their followers but also responsible for the attainment of goals of the organizations. Effective leadership is one of the most essential parts of the overall method for an organization. To sustain their business in the face of problems caused by the rapid growth of the economic environment. [Cabeza-Erikson, Edwards and van Brabant 2008].

Intelligent leaders also have the responsibility to use their skills and knowledge to effectively and efficiently guide their business forward in the face of an uncertain future and also to decrease the feelings of insecurity in their employees caused by that uncertainty leadership is a kind of power where one person has the ability to influence or change the values, beliefs, behaviors and attitudes of another person. [Ganta and Manukonda 2014] A person with strong leadership ability will be a good example or role model to their employees, because the leader who is able to effectively achieve some good result or achievement gains the trust and admiration of their employees and inadvertently changes their values, beliefs, behavior and attitudes, for mimicry is the sincerest form of flattery.

## **II. DEFINITION OF LEADERSHIP**

'Leadership is taking risk to do what others are not willing to do it's not about age or experience it's about the will to change the situation.'

1. “Leadership in group discussion, is the assumption of the tasks of initiating, organizing, clarifying, questioning motivating, summarizing and formulating conclusions hence, the leader is the person who spends the most time talking to the groups, since he carries out more of these verbal tasks.” B.M.BASS.
2. “Leadership is the rifting of man’s visions to higher rights, the raising of man’s performance to higher standards, the building of man’s personality beyond its normal limitations” - Peter F. drunker.
3. According to Jackson and parry (2008)” leadership is a process where leaders use their skills and knowledge to lead and bring a group of employees in the desired direction that is relevant to their organization goals and objectives. Additionally an effective leader that has strong leadership skills should also be in possession of certain characteristics, such as passion, consistency, trust and vision, for only leaders who own these characteristics are able to build trust in employees.
4. “Leadership is the initiation of acts which result in a consistent pattern of group interaction directed towards the solution of mutual problem” J.K. Hemphill

Thus leadership may be defined as an humanized activity or activities influencing group people to act achievement common specified goal or goals.

### **2.1 Features of Leadership**

1. Leadership is dynamic force and essential for success in any human group effort.
2. Leadership presupposes the existence of a class of followers.
3. A leader without followers in an absurdity
4. Leadership is an influential process whereby the leader shapes, regulates, modifies, controls, and directs the behavior of the workers/followers as to work in the direction of achieving pre determined objective.
5. Existence of leader is justified in terms of his followers.
6. Leadership is highly situational
7. Leadership is power based.
8. Leadership is a continuous process of behavior, it is not one-shot activity.
9. Leadership may be seen in terms of relationship between a leader and his followers (Individuals or groups) which arises out of their functioning for common goals.
10. Leadership gives an experience of help to followers to attain common goals. It happens when the leader feels the importance of individuals gives them recognition and conveys them about the importance of activities performed by them.
11. Leadership is exercised in a particular situation, at a given point of time, and under specific set of circumstances. It implies that leadership styles may be different under different situations.

### **2.2 Need or Importance of Leadership**

1. **Perfect organization structure:** An organization structure cannot provide for all kinds of relationships. This is why, informal relationship are made to exist within the frameworks or formal organization structure. But the organization structure is complete or perfect with the help of effective leadership.
2. **Directing group activities:** The personal conduct and behavior of a leader can direct others to achieve organizational goals. The main responsibility of a leader is to get the work done effectively by the followers. The followers cannot work hard and effectively without leadership. A leader alone can consolidate the efforts and direct them towards the goal.
3. **Technological, economic and social changes:** There is frequent change in technological, economic and social structure in the present computer world. So, the organization should change its operation and style. This is possible only with the help of effective leadership. If the changes do not take place, the organization cannot survive.
4. **Better utilization of manpower:** A leader treats with equal importance, plans policies and programmers of an organization. The plans, policies and programs do not work themselves. There is a need for a leader, the leader

implements the plans, policies and programmes to utilize the available manpower effectively and get highest production with minimum human cost.

5. **Avoiding imbalances:** An organization grows in size and complexity with the imbalances. Complexity arises due to the introduction of new functions. The reason is that a problem of command, co-ordination and control. A leader can tackle these problems and maintain balance.
6. **Source of motivation:** Simply, the existence of leadership does not motivate the workers. The leadership style should be utilized to motivate the workers according to the situations prevailing. The achievement of goals is doubtful in the absence of leadership.
7. **Reconciliation of goals:** An organization has its own goals. The employees of the organization have their own goals. They are working mainly for achieving their goals instead of achieving organizational goals. An effective leadership can reconcile the goals of organizations and employees. It is necessary for the success of an organization.
8. **Developing good human relations:** Human relations represent the relations between the leader and the followers (subordinates). An efficient leader can develop the skill of the followers and promote self-confidence apart from motivation. Next, the leader creates opportunity to show their abilities and induces the followers to work towards the accomplishment of goals. In this way, the leader promotes the co-operative attitude of workers and maintains better relations with them.
9. **Promoting the spirit of co-ordination:** A dynamic leader can co-ordinate the activities of the subordinate. In an organization, workers are working in groups, so there is a need for co-ordination among the group members. A leader promotes the spirit of co-ordination among the workers.
10. **Fulfilling social responsibilities;** Social responsibilities refer to the high standard of living to workers, reasonable price to consumers and for return on investment to the investors. These could be achieved with the help of effective leadership. Only an efficient leader can get work done to fulfill social responsibilities.

### 2.3 Principles of Leadership

To help you be, know, and do, follow these eleven principles of leadership (U.S Army, 1983). The later chapters in this leadership guide expand on these principles and provide tools implementing them:

1. Know yourself and seek self-improvement- In order to know yourself, you have to understand your be, know and do, attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self- study, formal classes, reflection, and interacting with others.
2. Be technically proficient- As a leader, you must know your job and have a solid familiarity with your employees' tasks.
3. Seek responsibility and take responsibility for your action- Search for ways to guide your organization to new heights. And when things go wrong, as they often tend to do sooner or later- do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.
4. Make sound and timely decisions- use good problem solving decision making, and planning tools.
5. Set the example- Be a good role model for your employees. They must not only hear what they are expected to do, but also see. We must become the change we want to see- Mahatma Gandhi.
6. Know your people and look out for their well-being-Know human nature and the importance of sincerely caring for your workers.
7. Keep your workers informed- Know how to communicate with not only them, but also seniors and other key people.
8. Develop a sense of responsibility In your workers- Help to develop good character traits that will help them carry out their professional responsibilities.
9. Ensure that tasks are understood, supervised, and accomplished communication is the key to this responsibility.

#### **2.4 Qualities of Leadership**

A leader should have some leadership qualities in order to provide effective leadership According to Henry Fayol, a leader should have the qualities of : (i) health and physical fitness, (ii) mental vigour and energy, (iii) courage to accept responsibility, (iv) steady, persistent thoughtful determination, (v) sound general education, and (vi) management ability embracing foresight and the art of handling men. The importance qualities of a leader are discussed below:

1. **Physical appearance and strength:** The leader has to put in hard work physically. He should have a capacity to work for long hours than others. It proves the diligence of the leader to his followers easily.
2. **Mental Vigour:** The leader is also strong mentally. It means that the leader is expected to withstand strain in finishing the work properly.
3. **Emotional stability;** The leader should not be moved by emotion or sentiment. He should analyze the problem rationally and take a decision without bias. The leader should not have short temper. Besides, he should show firmness in his decision and not show despair or indecision on his face.
4. **Sense of judgments;** A leader should know the human psychology. he should understand the behavior, needs, thoughts, motives etc, of his followers. This will help him to take a strategic decision and get it recognized by his followers. Besides, he can set right his actions.
5. **Goodwill:** A leader should be able to understand the feelings of others. He takes decision on the basis of expectations of his followers. If he does not do so, he will not win the goodwill of his followers.
6. **Motivation:** A leader should know the motivation techniques and how to use them if a person is forced to do his job under the threat of getting punishment, he will not perform his work properly. At the same time, if the same person is motivated, he will perform his job more than the expectations of his leader.
7. **Communication Skill:** Whatever the information needed to workers it should be passed through the leader so the leader should communicate the information to the workers. Now the leader is acting as an effective speaker and writes. if the leader has communication skills, he will direct his followers effectively
8. **Guiding Ability:** The leader acts as a teacher to new workers. so the leader helps his followers to learn their work. He should train the workers by work and deed to complete the job effectively.
9. **Sociability:** An able leader can easily mingle with the workers. The workers should be encouraged to discuss their problems and difficulties with their boss. The leader should also meet the workers frequently. The leader should show his keen interest to develop the ability of workers.
10. **Technical Knowledge:** A leader should possess a thorough knowledge of the theory and practice of his job. Besides, he should know the current developments in his job along with technical knowledge. for example, a computer department manager should know all the latest developments in computer.

These are some qualities of a leader. Besides, he should be honest, sincere and fair. Sincere, fair and honest people are mostly liked by others and their leadership is accepted by one and all.

#### **2.4 Technique of Leadership**

A leader can use a number of techniques to extract work from his followers. Some of the techniques are discussed below:

1. **Securing co-operation:** A leader should get co-operation from his followers. Unless he enlists their co-operation, he cannot succeed. There must be willingness on the part of both parties. The leader must convince each follower to extend co-operation. Both leaders and their followers must have interest in the growth of an enterprise. First, the leader himself extends his co-operation to his followers. The leader must treat his followers as co-workers and not as followers.
2. **The Use of power:** Leadership goes with power. It cannot exist without power. So the leader must use his power which subsequently results in getting things done by others. At the same time, the leader should use power only to safeguard the interest of the enterprise. Some leaders expect more powers than required. It is not advisable. On the other hand, a leader can achieve the goals with the available power.
3. **Co-ordination:** A leader can co-ordinate the activities of his followers through orders or commands. Definite, flexible and orders alone co-ordinate the activities. Definite order means that an order is not oral and the terms

used in definite order have unequivocal meaning. In the case of flexible order, only goals are communicated. Next, the followers achieve the goals by using the pre-determined time. A leader specifies the goals and leaves the other details to his followers in open order.

4. **Discipline:** Discipline is nothing but the adherence to rules, regulations and procedures. Discipline should be maintained to achieve the objective. Individuals are restricted from doing things which are detrimental to the group interest. If a particular follower is violating the rules, he may be penalized. The very success of leadership and organization depend upon the maintenance of discipline.
5. **Morale:** Leighton has defined morale, as the capacity of a group to pull together persistently and consistently for a common goal.” Morale is the attitude of an individual and group growing out of the condition under which he or they complete the job effectively.” The leader should create confidence in the minds of his followers. Here, confidence is necessary to both the leader and the followers. A leader has confidence in his followers and vice versa. Mental maturity plays an important role in creating confidence. Having confidence ensures effective performance of a job.

### **III. CHARACTERISTICS OF LEADERSHIP**

Following are some of the characteristics of leadership.

1. **There must be followers:** A leadership cannot exist without followers. If a leader does not have followers, he cannot exercise his authority. Leadership exist both in formal and informal organizations.
2. **Working relationship between leader and followers:** There must be a working relationship between leader and followers: There must be a working relationship between the leader and his followers. It means that the leader should present himself in a place where the work is actually going on. Besides, the leader should be a dynamic person of the concerned group. If he is not so, he cannot get things done.
3. **Personal quality:** The character and behavior of a man influence the works of others.
4. **Reciprocal relationship:** Leadership kindles a reciprocal relationship between the leader and his followers. A leader can influence his followers and, in turn the followers can influence and no enforcement is adopted.
5. **Community of interested:** There must be community of interests between the leader and his followers. A leader has his own objectives. The followers have their own objectives. They are moving in different directions in the absence of community of interests. It is not advisable. It is the leader who should try to reconcile the different objective and compromise the individual interests with organization interests.
6. **Guidance:** A leader guides his followers to achieve the goals of the organization. A leader should take steps to motivate his followers for this purpose.
7. **Related to a particular situation:** Leadership is applicable to organization. A leader should take steps to motivate his followers for this purpose.
8. **Shared Function:** Leadership is a shared function. A leader is also working along with his followers to achieve the objectives of the organization. Besides, the leader shares his experience, ideas and views with his followers.
9. **Power Relationship:** A leader has powers to exercise over his followers. The leader derives these powers form the organization hierarchy, superior know-ledge, experience and the like.

### **IV. LEADERSHIP STYLES**

The success of a business unit depends upon the leadership styles followed by the leaders. Leadership style describes how a leader has relationship with his group. Some of the leadership styles are discussed below:

1. **Positive style:** A leader motivates his followers to work hard by offering them rewards. A rule is framed in such a way that a reward will be ensured to those who show high efficiency. Positive leaders promote industrial peace. For example, higher bonus (bonus linked with wages) will certainly increased efficiency of the workers. Wages are payable under piece rate system.
2. **Negative style:** A leader forces his followers to work hard and penalizes them if the work is not up to the organization’s standard. The penalty is given according to the performance. The penalty will be severe one if the performance has more short comings. For example, if the manager gives ousting order for continuous

absence from duty for ten days even though the worker is absent due to unavoidable circumstances. It is a negative style. Negative style has high human cost. But, it is necessary in some circumstances. Under negative style, everybody tries to shift his responsibility over to others. Negative style leaders act more as bosses than leaders.

3. **Autocratic or authoritarian style:** Under this leadership style, the leaders have full power or authority to take a decision. The leaders create a work situation under which the subordinates are expected to work. They will work no more or less than the instruction of the leader. So, the leaders have full responsibility.

The followers are not aware of organization goals. Besides, the followers feel insecure and are afraid of the authority of the leaders. The reason is that these leaders have the desire to wield more powers. The leader uses his power for the interest of his group and motivates his followers. Then the productivity is increased and the followers get full satisfaction from their job.

#### **A. Advantages**

1. This leadership style provides strong motivation to the followers.
2. Quick decision is possible. The reason is that the leader himself takes decision for the whole group.
3. Less talented followers can perform their job effectively.
4. Followers need not take any decision.
5. Decision-making, planning or organizing need no initiative.

#### **B. Disadvantages**

The autocratic leadership style has some disadvantages. They are given below:

1. Most of the people dislike this style. The reason is that this style has a negative motivation approach.
2. Frustration, low, morale and conflict develop easily under autocratic leadership.
3. New ideas or creative ideas if the followers will not have a scope to be applied and benefits of these could not be obtained under autocratic style.
4. The followers have no opportunity for development.

#### **C. Suitability**

Autocratic style is not suitable to all business organizations. It is suitable to those organizations in which the followers are uneducated and unskilled. The reason is that they are unable to take decisions. If the organization follows the punishment principle, this leadership style may be suitable.

4. **Democratic Style:** It is otherwise called as participative style. It is just opposite to autocratic style. The authority is decentralized. So, the followers are permitted to take decisions under this style. The decisions are taken wholeheartedly. The reason is that the superior has consultation with his subordinates before taking a decision. The subordinates know the goals of the organization, so, they offer fruitful ideas during discussion. If a leader follows this style, he can use the force to control his followers instead of using authority. Generally, most of the leaders follow this style. At present the worker's participation in management is gaining popularity.

#### **A. Advantages**

1. Consultation gives satisfaction to the followers. Followers are consulted before taking a decision.
2. Due recognition is given to the followers. So, they show more interest in increasing the company productivity.
3. Followers are aware of the activities in the organization.
4. A leader can improve his decision-making ability through consultation with his followers while taking a decision
5. Followers get opportunity to show their ability or talent.

**B. Disadvantages**

1. Decentralization of power is used only when consultation is made for taking a decision. Nothing more than that is done.
  2. Taking a decision and the implementation of it require more time, The reason is that several members are involved in taking a decision.
  3. Followers can dominate the leader.
  4. A leader can easily shift the responsibility to his followers for failure in taking and implementing a decision.
  5. It requires communication skill on the part of the leader. If does not have it, unfavorable things may happen in an organization and the organization may be financially and status-wise ruined.
- 
5. Free-rein style: The leaders have no authority and responsibility under this style so the followers themselves take decisions for which they get authority. This style is employee-center. Employees (followers) are free to establish their own goals and chart out the course of action. The employees train themselves and they are self-motivated.

The leader acts as a liaison officer between the employees and the outside world. He brings the information which is needed to the employees. The information is utilized by the employees to do their job. Here, the leader fails to motivate his followers (Employees).

**A. Advantages**

1. Morale and job satisfaction of the followers are increased some extent.
2. The talent of the followers is properly utilized.
3. The followers get full opportunity to develop their talents.

**B. Disadvantages**

1. The leader does not care to motivate his followers.
2. The contribution of a leader is nothing.
3. The leader does not support the follower and no guidance is available to the former.

**4.1 Importance of Leadership**

Leadership is an important factor for making any type of organization successful. Throughout the history, it has been recognized that the difference between success and failure, whether in a war, a political movement, a business, or a team game can be attributed largely to leadership. The importance of good leadership can be discussed as follows.

1. **Motivating employees:** A good leader by exercising, his leadership, motivates the employees for high performance. Good leadership in the organization itself is a motivating factor for the individuals.
2. **Creating Confidence:** A good leader may create confidence in his followers by directing them, giving them advice are getting through them good results in the organization.
3. **Building morale:** Morale is expressed as attitudes of employees towards organization, management and voluntary co-operation to offer their ability to the organization. High morale leads to high productivity and organizational stability.

**V. DISCUSSION**

Effective leadership plays an importance in managing a business in the current business environment, for the old ways of business management are not enough to sustain a company in the modern market. Under leadership, the boss guides and works together with their employees to produce their desired outcome, while old style management orders employees to follow directives while upper management is focused on planning and both are separate and do not work together. Although leadership can bring lots of changes and increase the organization's performance, but in reality there are more factors to consider that might affect the possibility of the changes to occur.

**VI. CONCLUSION**

Assuming the essence of leadership is influence, of leadership could broadly be defined as the art of mobilizing others to want to struggle of shared aspirations. Effective leadership skills can help leaders to gain the trust of employees, making other tasks easier to operate exclude the employees trust their leaders.

Effective leadership is essential in managing charger to sustain the organization in the current business environment. Leadership skill also enable the leaders to lead their employees in to the correct direction, in accordance to the organization's leader leads the employees in the correct direction and motivates them to continuously improve and innovate, the organization performance will Surely increase and be able to sustain the organization in the current complex business environment. Hence, effective leadership is the main factor that bring change to the organization, if there is no leadership in the organization there will be no chance at all(Atkinson,2015)

**REFERENCES**

- [1]. Atkinson P & Mackenzie R.(2015) without leadership there is no charge , Management Services 59 (2) 42-47
- [2]. Personnel Management - C. B. Mamoria & S.V. Gankar(2007) Himalaya Publishing House Mumbai
- [3]. Cabeza-Erikson I Edwards K & van Brabant T (2008) Development of Leadership capacities as a strategic factor for sustainability. karlskrona balking Tenaska hoogskola.
- [4]. Ganta V.C.& Manu Konda J.K. (2014) - Leadership during change and uncertainty in organizations & management perspectives 3(3) 1183
- [5]. Grint K.(2007) What is leadership ? Form Hydra to hybrid. Working paper said business school and Templeton college. Oxford university
- [6]. Jackson and Parry (2008) A very short interesting and reasonably cheap book about studying leadership London. SAGE Publication 208(2) 25
- [7]. Principles and Practice of Management L.M. Prasad (2007) Sultan Chand & Sons New Delhi
- [8]. North House P.G (2004) Leadership : Theory and practice (3rd edition) Lodon SAGE Publication
- [9]. T. Ramasamy Principles of Management Himalaya Publishing House Mumbai
- [10]. U.S. Army (october1983). Military Leadership (FM 22-100) Washington D.C., U.S. Government Printing Office.
- [11]. Journal of Commerce
- [12]. Journal of Management
- [13]. Journal of Economics
- [14]. The Times of India
- [15]. The Economic Times