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Sub: Organisation behaviour (BCP VIth sem.)

Topic: Leadership

Def. Leadership is the process of influencing the behaviours of others to work willingly for achieving pre-determined goals. It is the quality of behaviour of a person whereby he is able to persuade others to seek group goals enthusiastically. It is that part of manager’s job by which he influences the behaviour of his sub-ordinates towards desired goals.

According to James Gibbin “Leadership is a process of influence in a group at a particular situation at a given point of time in a specific set of circumstances that stimulates people to strive willingly to attain organisational objectives, giving them the experience of helping attain the common objectives and satisfaction with the type of leadership provided”.

Characteristics of leadership

1. It is the process of influencing other people
2. It is related to a particular situation as different situations demand different styles of leadership
3. It is a continuous on-going activity
4. It is goal-oriented
5. It is the personal quality of, manager who leads and directs the group efforts towards common goal

Difference between Leadership & management

Management is required for coordination & results in a predictable environment. Leadership is required to direct and create changes. Leaders have a tendency to praise success and drive people, whereas managers work to find faults. Leaders make a picture of what they see as possible for the company and work to inspire and engage their people in turning that vision into reality. Rather than seeing individuals as just a particular set of skills, they think beyond what they do and activate them to be part of something much bigger for both sides to understand what they have to do and achieve excellence in doing it, they need to comprehend the essence of the difference between them.

Management (Managers)	Leadership (Leaders)
<ul style="list-style-type: none"> • Uses authoritarian style 	<ul style="list-style-type: none"> • Use motivational style
<ul style="list-style-type: none"> • They tell what to do 	<ul style="list-style-type: none"> • They show what to do
<ul style="list-style-type: none"> • They react to change 	<ul style="list-style-type: none"> • They create change
<ul style="list-style-type: none"> • They try to be heroes 	<ul style="list-style-type: none"> • They make heroes of everyone around them
<ul style="list-style-type: none"> • They have subordinates 	<ul style="list-style-type: none"> • They have followers
<ul style="list-style-type: none"> • Directs employees through formal authority 	<ul style="list-style-type: none"> • They exercise influence through informal authority
<ul style="list-style-type: none"> • Responsible for planning, organising, staffing, directing and controlling 	<ul style="list-style-type: none"> • Influencing groups in establishment of goals which will contribute to a higher level of goal attainment

Functions

1. Deciding and fixing goals for his followers
2. Moulds the organisation by assigning roles to individuals as per their abilities
3. Motivate and inspires followers to perform allotted task.
4. Represents his group to his superiors and peers
5. 5 reconciles individual and common objectives.

Importance of leadership

1. Building morale and developing good human relationship among the members of the group.
2. Create strong inspiration among employees for better performance
3. Influences the behaviour of people to work for organisational objectives.
4. Provides conducive environment to the employees to contribute towards achieving the goals.
5. He prepares and supports people for bringing change.

Types of leaders

Autocratic leaders - They dominate group by command and coercion. They do not delegate power because they feel that by delegating authority they may lose authority.

Intellectual leaders - People follow them due to their superior knowledge. They are experts in their respective fields and people seek their advice on several issues related to his field of expertise.

Democratic leaders- Loyalty with his group is the basis of this type of leadership. He takes decision on the basis of majority opinion of his group and is concerned about their interests. works as per the wishes of his followers.

Charismatic leaders- Charisma is a Greek word meaning gift. It's a trait which influence employees to take early and sustainable actions. These leaders have unique qualities like intuition, foresight etc. Such leaders have very high level of referent power. It is a type of interpersonal attraction and personal charisma that attracts others. He is willing to take high personal risk, incurs high costs and engages in self-sacrifice to achieve the vision. He adopts unconventional behaviour and practices that may be contrasting to existing norms.

Transformational leaders- It involves bringing valuable & positive change in the followers and inspiring them to transcend their own self interest for the good of the organisation with this leadership, the transformational leader enhances the motivation and performance of his followers through a variety of mechanisms. These includes connecting the follower's sense of identity to the identity of the organisation, being the role model for the followers that inspires them, challenging them, to take greater ownership of their work, changing followers awareness of issues by helping them to look at old problems in new ways, paying attentions to development need of followers and understanding the strength and weaknesses of the followers so as to align them with tasks that optimises their performance. This style of leadership creates a sense of duty within an organisation, encourages new ways of handling problems and promote learning for all organisation members. This leadership is related to the concepts like charismatic leadership and inspirational leadership.

Such leaders go beyond ordinary expectations by transmitting a sense of mission and inspiring a new way of thinking among the followers. Such leaders have the following characteristics:

1. They work as a role model based on ethical and moral conduct which is worth emulating
2. Such leaders articulate a vision that is appealing and inspiring to followers. Inspirational motivation challenges followers with high work standards, communicates optimism about future goals.
3. He nurtures and develop confidence among the followers to think independently. He stimulates and encourages creativity in his followers, promotes problem solving skills in the followers
4. He attends to each follower needs, acts as a mentor and listens to the followers concerns and needs. The leader adopts empathy, provides support and takes personal interest in his follower's growth.

Transactional leaders

Transactional leaders determine what subordinates need to do to achieve organisational objectives, classify those requirements and help subordinates to achieve the desired objectives. He is one who guides and motivates his followers in the direction of established goals by clarifying role and task requirements. He engages in a bargaining relation with his followers. Such leaders offer reward to those who perform well.

Characteristics of transactional leaders are :

1. They set goals for subordinates and motivate them to achieve the same.
2. They evaluate subordinates' performance on the basis of work standards and take actions when they find deviations from the standards.
3. They offer rewards to subordinates for their good performance and efforts.

Difference between Transformational and transactional leaders

Transformational	Transactional
<ul style="list-style-type: none"> • Based on leader's values, beliefs and needs of followers 	<ul style="list-style-type: none"> • Based on exchange relationship between leader and follower
<ul style="list-style-type: none"> • Leader's charisma and vision is the source of inspiration 	<ul style="list-style-type: none"> • Rewards and recognition is the source of recognition
<ul style="list-style-type: none"> • Based on intellectual stimulation 	<ul style="list-style-type: none"> • Use of structured process
<ul style="list-style-type: none"> • Individualised mentoring & coaching used for development of the follower 	<ul style="list-style-type: none"> • Training & development programmes are organised for all the employees
<ul style="list-style-type: none"> • Active & dynamic approach is used 	<ul style="list-style-type: none"> • Passive & stable approach is used

Styles of leadership

There are three important leadership styles

1. Autocratic or authoritarian
2. Participative
3. Free rein

Autocratic leader gives orders to subordinates and gives orders which must be obeyed by the group members. There are three categories of autocratic leaders which are:

- a. Strict autocrat – He exerts negative influence and gives orders by following a negative motivational style to get the work done. For eg. Criticizing, imposing penalty, pay deduction etc.
- b. Benevolent autocrat- He follows a positive motivational style of using his power to disburse rewards to the subordinates. This leader is effective in getting high productivity and develops effective human relationships.
- c. Manipulative autocrat- This leader provides a feeling of participation in decision making to the subordinates whereas the leader himself takes all the decisions.

Merits of autocratic leadership

- I. Facilitates in quick decision making
- II. Provides motivation to the leader
- III. Good for Less educated and unskilled workers

Demerits

- I. Does not develop future leaders as he does not allow them to give suggestions.
- II. Causes frustration among employees.
- III. No motivation to the employees who actually wants to participate in decision making.
- IV. Employees are supposed to obey the orders of the leader.

Participative leader

He takes decisions after consulting his group. All the policies are first discussed among all the members of the group and then they are finalised i.e. participation of all the group members is there. Therefore less chances of resistance to change and reduction in no. of grievances of the workers.

Merits

- I. Active participation of subordinates in decision making raises the morale of subordinates and better decision making.
- II. Productivity level is high which in turn raises the satisfaction level of employees.
- III. Employees become more committed to work and their self esteem is also very high.
- IV. Such leadership induces more confidence and loyalty among subordinates.
- V. Absenteeism is reduced.

Demerits

- I. This style of leadership requires consulting all the employees for various decisions which causes delays in decision making.
- II. Consultation is sometimes taken as weakness on the part of leader by employees.
- III. There are workers who do not want to interact much, for them this style is discouraging.

Free-rein/Laissez-faire leader

This style of leadership subordinates have complete freedom for taking decisions. Employees approach their leader only in case of emergency. Leaders avoids using power and workers make decisions themselves. It ignores the leader's contribution just as autocratic leadership ignores contribution of the group. This style of leadership is appropriate under following situations:

When employees are highly experienced and qualified.

When subordinates are highly responsible and motivated.

Source(s): 1.Organizational behaviour by T.N chabbra 2.Organisational behaviour by L.M. Prasad 3. Organisational behaviour by Dr. Inderjeet & Dr. Suman Solanki 4. Organisational behaviour by Dr. C.B Gupta