

Leadership

Leadership is the art of influencing people to attain group objectives willingly. What a minister does in his State, a captain does on the playground, the manager has to do in his organisation. Leaders in all walks of life should have some basic qualities. They should be able to establish contact with their equals, deal with their subordinates and guide them, mediate in conflicts, resolve issues by weighing various alternatives, allocate scarce resources properly and take risks and initiatives.

The environment in which a leader is placed is important. The organisational culture, the economic and social set-up, the extent of unionisation and other factors may demand different types of leaders in different situations. A task-oriented leader, for instance, may be more successful in situations which are either very favourable or very unfavourable to him, while a relations-oriented leader may be more effective in intermediate situations.

Definitions

According to Livingston –

‘Leadership is the ability to awaken the desire to follow a common objective’.

According to C.I. Bernard –

‘Leadership is the quality of behaviour of the individuals whereby they guide people or their activities in organised efforts’.

According to Bernard Keys and Thomas –

‘Leadership is the process of influencing and supporting others to work enthusiastically towards achieving objectives’.

Leadership is essentially a continuous process of influencing behaviour. It may be considered in context of mutual relations between a leader and his followers. The leader tries to influence the behaviour of individuals or group of individuals around him to achieve desired goals.

Keith Davis, “Leadership is the process of encouraging and helping others to work enthusiastically towards their objectives. Leadership must extract cooperation and willingness of the individuals and groups to attain the organisational objectives.”

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 exists both in formal and informal organisations.

2. 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 behaviour 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 the leader. The willingness of both the leader and the followers is responsible for the influence and no enforcement is adopted.

5. Community of Interests:

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 objectives and compromise the individual interests with organisation interests.

6. Guidance:

A leader guides his followers to achieve the goals of the organisation. A leader should take steps to motivate his followers for this purpose.

7. Related to a Particular Situation:

Leadership is applicable to a particular situation at a given point of time. It varies from time to time.

8. Shared Function:

Leadership is a shared function. A leader is also working along with his followers to achieve the objectives of the organisation. 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 from the organisation hierarchy, superior know-ledge, experience and the like.

Leadership styles:

- 1) Authoritarian Leadership
- 2) Democratic leadership
- 3) Participative Leadership
- 4) Laissez Faire leadership style
- 5) Transition leadership
- 6) Charismatic leadership style

1. Authoritarian Leadership

Authoritarian leadership styles allow a leader to impose expectations and define outcomes. A one-person show can turn out to be successful in situations when a leader is the most knowledgeable in the team. Although this is an efficient

strategy in time-constrained periods, creativity will be sacrificed since input from the team is limited. The authoritarian leadership style is also used when team members need clear guidelines.

Advantages:

- Time spent on making crucial decisions can be reduced.
- Chain of command can be clearly emphasized.
- Mistakes in the implementation of plans can be reduced.
- Using authoritarian leadership style creates consistent results.

Disadvantages:

- A very strict leadership style can sometimes lead to employee rebellion.
- It kills employee creativity and innovation.
- It reduces group synergy & collaboration.
- Group input is reduced dramatically.
- Authoritarian leadership increases employee turnover rate.

2. Democratic Leadership

Democratic leadership is exactly what it sounds like – the leader makes decisions based on the input of each team member. Although he or she makes the final call, each employee has an equal say on a project's direction.

Democratic leadership is one of the most effective leadership styles because it allows lower-level employees to exercise authority they'll need to use wisely in future positions they might hold. It also resembles how decisions can be made in company board meetings.

For example, in a company board meeting, a democratic leader might give the team a few decision-related options. They could then open a discussion about each option. After a discussion, this leader might take the board's thoughts and feedback into consideration, or they might open this decision up to a vote.

3. Participative Leadership

Participative leadership styles are rooted in democratic theory. The essence is to involve team members in the decision making process. Team members thus feel included, engaged and motivated to contribute. The leader will normally have the last word in the decision-making processes. However, if there are disagreements within a group, it can be a time-consuming process to reach a consensus.

Advantages:

1. It increases employee motivation and job satisfaction.
2. It encourages use of employee creativity.
3. A participative leadership style helps in the creation of a strong team.
4. High level of productivity can be achieved.

Disadvantages:

1. Decision-making processes become time-consuming.
2. Leaders have a high probability of being apologetic to employees.
3. Communication failures can sometimes happen.
4. Security issues can arise because of transparency in information sharing.
5. Poor decisions can be made if the employees are unskilled.

4. Laissez-Faire Leadership

If you remember your high-school French, you'll accurately assume that laissez-faire leadership is the least intrusive form of leadership. The French term "laissez-faire" literally translates to "let them do," and leaders who embrace it afford nearly all authority to their employees.

In a young startup, for example, you might see a laissez-faire company founder who makes no major office policies around work hours or deadlines. They might put full trust into their employees while they focus on the overall workings of running the company.

Although laissez-faire leadership can empower employees by trusting them to work however they'd like, it can limit their development and overlook critical company growth opportunities. Therefore, it's important that this leadership style is kept in check.

5. A transitional leadership

A transitional leadership is a board- or executive-level individual brought in to tackle a corporate challenge with a defined purpose and direction. They are typically hired to lead a major transformation, such as a company restructuring,

sale or turnaround, integration of an acquisition or the start-up of a new division.

6.Charismatic Leadership

The Definition

Charismatic leadership is defined by a leader who uses his or her communication skills, persuasiveness, and charm to influence others. Charismatic leaders, given their ability to connect with people on a deep level, are especially valuable within organizations that are facing a crisis or are struggling to move forward.

The Characteristics

Every charismatic leader looks a little bit different. However, there are many key characteristics that most charismatic leaders share:

- Strong communicator
- Empathetic and relatable
- Confident
- Motivational
- Engaging and charming
- Optimistic

Advantages

- Highly inspirational and motivating
- Encourages a sense of camaraderie, collaboration, and union
- Makes followers feel heard and understood
- Creates movement toward positive change

Disadvantages

- Can become more focused on themselves than their people

- Has the potential to become self serving
- Frequently viewed as shallow or disingenuous

Motivation

The term 'motivation' has been derived from the word 'motive'. Motive may be defined as an inner state of our mind that activates and directs our behaviour. It makes us move to act. It is always internal to us and is externalized via our behaviour. Motivation is one's willingness to exert efforts towards the accomplishment of his/her goal. Let us consider a few important definitions on motivation that will help us understand the meaning of motivation more clearly.

Fred Luthans defined motivation as a "process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive".

According to Stephen P. Robbins "motivation is the willingness to exert high levels of efforts toward organisational goals, conditioned by the effort ability to satisfy some individual need".

Maslow's hierarchy of needs

Maslow (1943) initially stated that individuals must satisfy lower level deficit needs before progressing on to meet higher level growth needs. However, he later clarified that satisfaction of a needs is not an "all-or-none" phenomenon, admitting that his earlier statements may have given "the false impression that a need must be satisfied 100 percent before the next need emerges".

When a deficit need has been 'more or less' satisfied it will go away, and our activities become habitually directed towards meeting the next set of needs that we have yet to satisfy. These then become our salient needs. However, growth needs continue to be felt and may even become stronger once they have been engaged.

Maslow's theory presents his hierarchy of needs in a pyramid shape, with basic needs at the bottom of the pyramid and more high-level, intangible needs at the top. A person can only move on to addressing the higher-level needs when their basic needs are adequately fulfilled.

1. **Physiological needs** - these are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sex, sleep.

If these needs are not satisfied the human body cannot function optimally. Maslow considered physiological needs the most important as all the other needs become secondary until these needs are met.

2. **Safety needs** - once an individual's physiological needs are satisfied, the needs

for security and safety become salient. People want to experience order, predictability and control in their lives. These needs can be fulfilled by the family and society (e.g. police, schools, business and medical care).

For example, emotional security, financial security (e.g. employment, social welfare), law and order, freedom from fear, social stability, property, health and wellbeing (e.g. safety against accidents and injury).

3. **Love and belongingness needs** - after physiological and safety needs have been fulfilled, the third level of human needs is social and involves feelings of belongingness. Belongingness, refers to a human emotional need for interpersonal relationships, affiliating, connectedness, and being part of a group.

Examples of belongingness needs include friendship, intimacy, trust, and acceptance, receiving and giving affection, and love.

4. **Esteem needs** are the fourth level in Maslow's hierarchy and include self-worth, accomplishment and respect. Maslow classified esteem needs into two categories: (i) esteem for oneself (dignity, achievement, mastery, independence) and (ii) the desire for reputation or respect from others (e.g., status, prestige).

Maslow indicated that the need for respect or reputation is most important for children and adolescents and precedes real self-esteem or dignity.

5. **Self-actualization needs** are the highest level in Maslow's hierarchy, and refer to the realization of a person's potential, self-fulfillment, seeking personal growth and peak experiences. Maslow (1943) describes this level as the desire to accomplish everything that one can, to become the most that one can be.

Herzberg's Motivation Theory – Two Factor Theory

Herzberg's Motivation Theory model, or Two Factor Theory, argues that there are two factors that an organization can adjust to influence motivation in the workplace.

These factors are:

- **Motivators:** Which can encourage employees to work harder.
 - **Hygiene factors:** These won't encourage employees to work harder but they will cause them to become unmotivated if they are not present.
- Herzberg's Motivation Theory model, or Two Factor Theory, argues that there are two factors that an organization can adjust to influence motivation in the workplace.

Herzberg's Motivation Theory model goes by a number of different names,

including Two Factor Theory, Herzberg's Motivation-Hygiene Theory, and Dual Structure Theory. We will use these terms interchangeably in this article.

Frederick Herzberg developed the model in 1959. He did this by interviewing over 200 professionals. The interviews delved into when the interviewees were at their most and least happiest with their jobs.

Two Factor Theory

Herzberg's Theory of Motivation tries to get to the root of motivation in the workplace. You can leverage this theory to help you get the best performance from your team.

The two factors identified by Herzberg are motivators and hygiene factors.

1. Motivating Factors

The presence of motivators causes employees to work harder. They are found within the actual job itself.

2. Hygiene Factors

The absence of hygiene factors will cause employees to work less hard. Hygiene factors are not present in the actual job itself but surround the job.

The impact of motivating and hygiene factors is summarized in the following diagram. Note that you will often see motivators referred to as factors for satisfaction, and hygiene factors referred to as factors for dissatisfaction.

Motivating factors include:

- **Achievement:** A job must give an employee a sense of achievement. This will provide a proud feeling of having done something difficult but worthwhile.
- **Recognition:** A job must provide an employee with praise and recognition of their successes. This recognition should come from both their superiors and their peers.
- **The work itself:** The job itself must be interesting, varied, and provide enough of a challenge to keep employees motivated.
- **Responsibility:** Employees should "own" their work. They should hold themselves responsible for this completion and not feel as though they are being micromanaged.
- **Advancement:** Promotion opportunities should exist for the employee.
- **Growth:** The job should give employees the opportunity to learn new skills. This can happen either on the job or through more formal training.

Hygiene factors include:

- **Company policies:** These should be fair and clear to every employee. They must also be equivalent to those of competitors.
- **Supervision:** Supervision must be fair and appropriate. The employee should be given as much autonomy as is reasonable.
- **Relationships:** There should be no tolerance for bullying or cliques. A healthy, amiable, and appropriate relationship should exist between peers, superiors, and subordinates.
- **Work conditions:** Equipment and the working environment should be safe, fit for purpose, and hygienic.
- **Salary:** The pay structure should be fair and reasonable. It should also be competitive with other organizations in the same industry.
- **Status:** The organization should maintain the status of all employees within the organization. Performing meaningful work can provide a sense of status.
- **Security:** It is important that employees feel that their job is secure and they are not under the constant threat of being laid-off.

Douglas McGregor Theory X and Theory Y

In 1960, Douglas McGregor formulated Theory X and Theory Y suggesting two aspects of human behaviour at work, or in other words, two different views of individuals (employees): one of which is negative, called as Theory X and the other is positive, so called as Theory Y. According to McGregor, the perception of managers on the nature of individuals is based on various assumptions.

Assumptions of Theory X

- An average employee intrinsically does not like work and tries to escape it whenever possible.
- Since the employee does not want to work, he must be persuaded, compelled, or warned with punishment so as to achieve organizational goals. A close supervision is required on part of managers. The managers adopt a more dictatorial style.
- Many employees rank job security on top, and they have little or no aspiration/ ambition.
- Employees generally dislike responsibilities.
- Employees resist change.
- An average employee needs formal direction.

Assumptions of Theory Y

- Employees can perceive their job as relaxing and normal. They exercise their physical and mental efforts in an inherent manner in their jobs.

- Employees may not require only threat, external control and coercion to work, but they can use self-direction and self-control if they are dedicated and sincere to achieve the organizational objectives.
- If the job is rewarding and satisfying, then it will result in employees' loyalty and commitment to organization.
- An average employee can learn to admit and recognize the responsibility. In fact, he can even learn to obtain responsibility.
- The employees have skills and capabilities. Their logical capabilities should be fully utilized. In other words, the creativity, resourcefulness and innovative potentiality of the employees can be utilized to solve organizational problems.

Thus, we can say that Theory X presents a pessimistic view of employees' nature and behaviour at work, while Theory Y presents an optimistic view of the employees' nature and behaviour at work. If correlate it with Maslow's theory, we can say that Theory X is based on the assumption that the employees emphasize on the physiological needs and the safety needs; while Theory Y is based on the assumption that the social needs, esteem needs and the self-actualization needs dominate the employees.

McGregor views Theory Y to be more valid and reasonable than Theory X. Thus, he encouraged cordial team relations, responsible and stimulating jobs, and participation of all in decision-making process.
