

FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR- LEADERSHIP

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Leaders and their leadership skills play an important role in the growth of any organization. Leadership refers to the process of influencing the behaviour of people in a manner that they strive willingly and enthusiastically towards the achievement of group objectives.

A leader should have the ability to maintain good interpersonal relations with the followers or subordinates and motivate them to help in achieving the organizational objectives.

Definition:-

Keith Devis said that leadership is the process of encouraging and helping others to work enthusiastically toward objectives.

According to Koontz and Donnell, the act of leadership is the process of influencing people so that they will strive willingly and enthusiastically toward the achievement of the group goal.

FEATURES OF LEADERSHIP

1. **Influence the behaviour of others:** Leadership is an ability of an individual to influence the behaviour of other employees in the organization to achieve a common purpose or goal so that they are willingly co-operating with each other for the fulfilment of the same.
2. **Inter-personal process:** It is an interpersonal process between the leader and the followers. The relationship between the leader and the followers decides how efficiently and effectively the targets of the organization would be met.

3. **Attainment of common organizational goals:** The purpose of leadership is to guide the people in an organization to work towards the attainment of common organizational goals. The leader brings the people and their efforts together to achieve common goals.

4. **Continuous process:** Leadership is a continuous process. A leader has to guide his employees every time and also monitor them in order to make sure that their efforts are going in the same direction and that they are not deviating from their goals.

5. **Group process:** It is a group process that involves two or more people together interacting with each other. A leader cannot lead without the followers.

6. **Dependent on the situation:** It is situation bound as it all depends upon tackling the situations present. Thus, there is no single best style of leadership



Leaders Vs. Managers

Leaders

- **Innovate**
- **Develop**
- **Inspire**
- **Long-term view**
- **Ask what and why**
- **Originate**
- **Challenge the status quo**
- **Do the right thing**

Managers

- **Administer**
- **Maintain**
- **Control**
- **Short-term view**
- **Ask how and when**
- **Initiate**
- **Accept the status quo**
- **Do things right**

IMPORTANCE OF LEADERSHIP:

- 1. Initiating Action:* Leadership starts from the very beginning, even before the work actually starts. A leader is a person who communicates the policies and plans to the subordinates to start the work.
- 2. Providing Motivation:* A leader motivates the employees by giving them financial and non-financial incentives and gets the work done efficiently. Motivation is the driving force in an individual's life.

Providing guidance: A leader not only supervises the employees but also guides them in their work. He instructs the subordinates on how to perform their work effectively so that their efforts don't get wasted.

Creating confidence: A leader acknowledges the efforts of the employees, explains to them their role clearly and guides them to achieve their goals. He also resolves the complaints and problems of the employees, thereby building confidence in them regarding the organization.

Building work environment: A good leader should maintain personal contacts with the employees and should hear their problems and solve them. He always listens to the point of view of the employees and in case of disagreement persuades them to agree with him by giving suitable clarifications. In case of conflicts, he handles them carefully and does not allow it to adversely affect the entity. A positive and efficient work environment helps in stable growth of the organization.

Co-ordination: A leader reconciles the personal interests of the employees with the organizational goals and achieves co-ordination in the entity.

Creating Successors: A leader trains his subordinates in such a manner that they can succeed him in future easily in his absence. He creates more leaders.

Induces change: A leader persuades, clarifies and inspires employees to accept any change in the organization without much resistance and discontentment. He makes sure that employees don't feel insecure about the changes.

Often, the success of an organization is attributed to its leaders. But, one must not forget that it's the followers who make a leader successful by accepting his leadership. Thus, leaders and followers collectively play a key role to make leadership successful.

Qualities of a Leader

Personality: A pleasing personality always attracts people. A leader should also be friendly and yet authoritative so that he inspires people to work hard like him.

Knowledge: A subordinate looks up to his leader for any suggestion that he needs. A good leader should thus possess adequate knowledge and competence in order to influence the subordinates.

Integrity: A leader needs to possess a high level of integrity and honesty. He should have a fair outlook and should base his judgment on the facts and logic. He should be objective and not biased.

Initiative: A good leader takes initiative to grab the opportunities and not wait for them and use them to the advantage of the organization.

Communication skills: A leader needs to be a good communicator so that he can explain his ideas, policies, and procedures clearly to the people. He not only needs to be a good speaker but also a good listener, counsellor, and persuader.

Motivation skills: A leader needs to be an effective motivator who understands the needs of the people and motivates them by satisfying those needs.

Self-confidence and Will Power: A leader needs to have a high level of self-confidence and immense will-power and should not lose it even in the worst situations, else employees will not believe in him.

Intelligence: A leader needs to be intelligent enough to analyze the pros and cons of a situation and take a decision accordingly. He also needs to have a vision and fore-sightedness so that he can predict the future impact of the decisions taken by him.

Decisiveness: A leader has to be decisive in managing his work and should be firm on the decisions are taken by him.

Social skills: A leader should possess empathy towards others. He should also be a humanist who also helps the people with their personal problems. He also needs to possess a sense of responsibility and accountability because with great authority comes great responsibility

Leadership Styles

Leadership styles refer to a leader's behaviour toward group members. The behaviour pattern is that the leader reflects his role as a leader is described as style.

Leadership style is the results of a leader's philosophy, personality, and experience and value system.

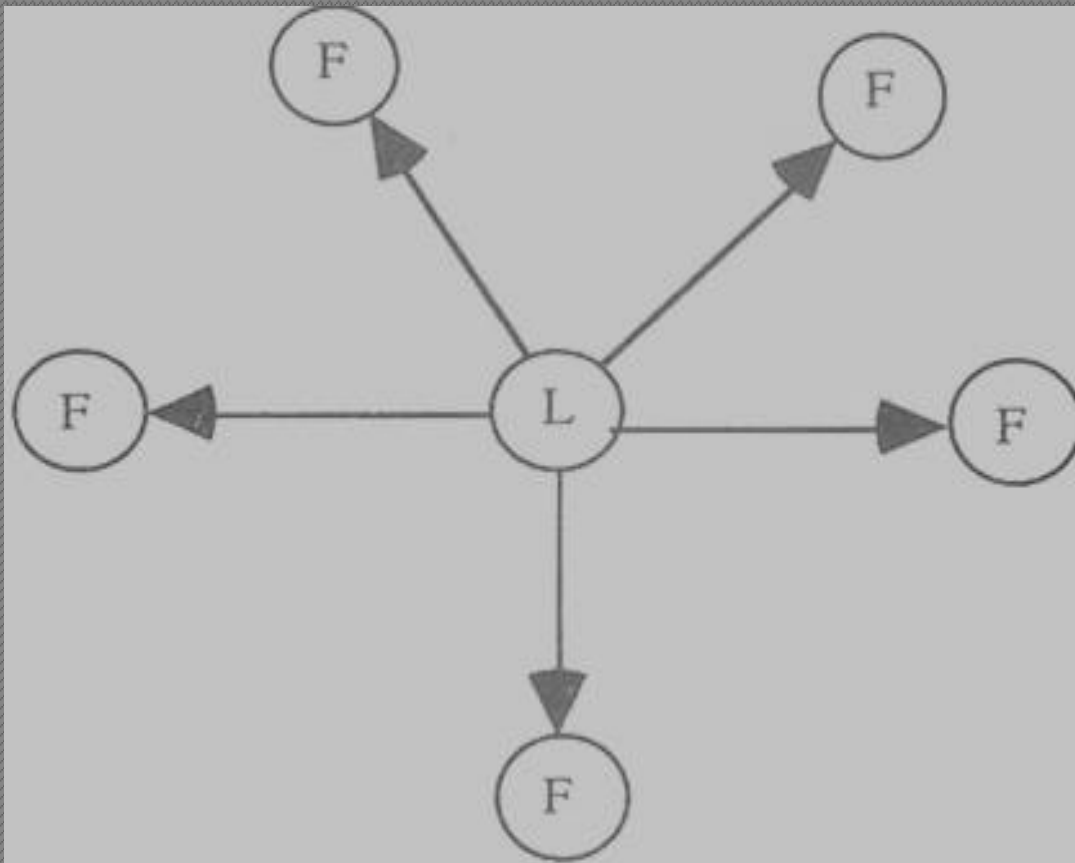
Leadership styles based on authority can be 4 types:-

1. Autocratic Leadership,
2. Democratic or Participative Leadership,
3. Free-Rein or Laissez-Faire Leadership, and
4. Paternalistic Leadership.

Autocratic Leadership

Autocratic Leadership relies on coercion, and its style is paternalism, arbitrariness, command, and compliance. The autocratic leader gives orders which must be obeyed by the subordinates. He determines policies for the group without consulting them and does not give detailed information about plans, but simply tells the group what immediate steps they must take.

In this style of leadership, a leader has complete command and hold over their employees/team. The team cannot put forward their views even if they are best for the team's or organizational interests. They cannot criticize or question the leader's way of getting things done. The leader himself gets the things done. The advantage of this style is that it leads to speedy decision-making and greater productivity under leader's supervision. Drawbacks of this leadership style are that it leads to greater employee absenteeism and turnover. This leadership style works only when the leader is the best in performing or when the job is monotonous, unskilled and routine in nature or where the project is short-term and risky.



Here,
L = Leader
F = Follower

AUTOCRATIC LEADERSHIP

Advantages of autocratic leadership

It is the speed with which decisions can be made; the leader does not have to obtain group members' approval before deciding.

Disadvantages of autocratic leadership

Autocratic leadership does hurt group morale.

Members may resent how decisions are made and thus support them in only a minimal fashion

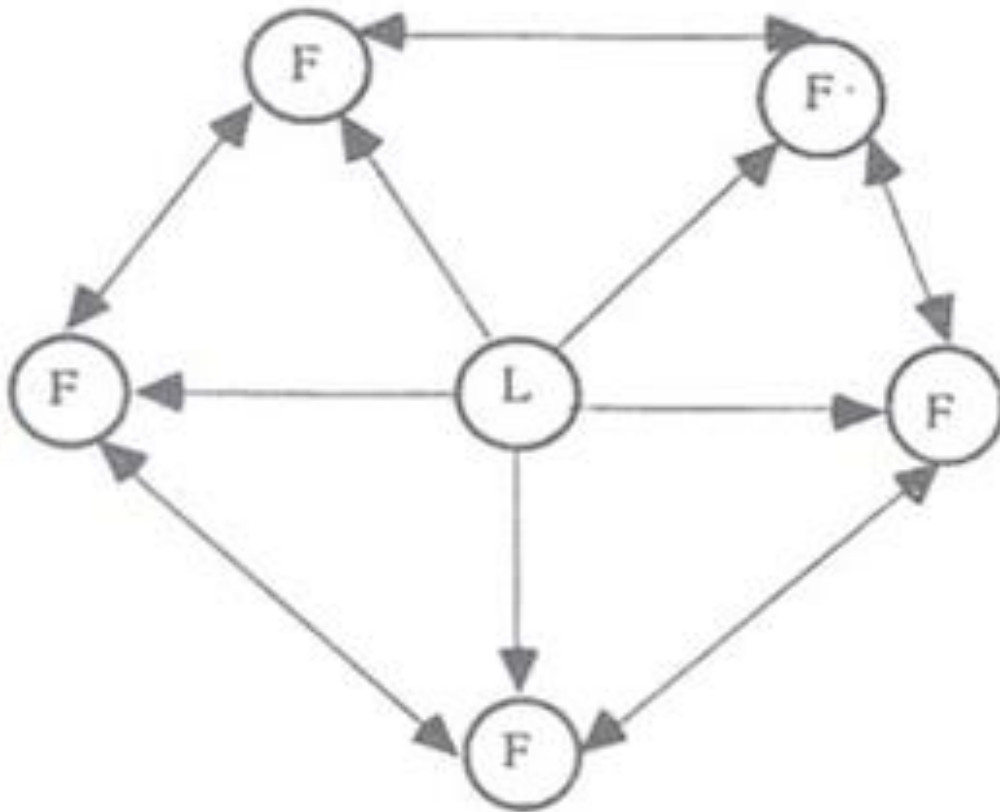
Democratic leadership /Participative leadership style:

The style of leadership that uses legitimate power can be classified as democratic leadership.

A democratic leader usually gives instructions only after consulting with the group. He sees to it that policies are worked out in group discussion and with the acceptance of the group.

That means democratic leadership solicits employees' participation and respects their opinions.

The leaders invite and encourage the team members to play an important role in decision-making process, though the ultimate decision-making power rests with the leader. The leader guides the employees on what to perform and how to perform, while the employees communicate to the leader their experience and the suggestions if any. The advantages of this leadership style are that it leads to satisfied, motivated and more skilled employees. It leads to an optimistic work environment and also encourages creativity. This leadership style has the only drawback that it is time-consuming.



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DEMOCRATIC LEADERSHIP

Advantages of democratic leadership

1. It often enhances the morale of the employees.
2. It increases the acceptance of management's ideas.
3. It increases cooperation between management and employees.
4. It leads to a reduction in the number of complaints and grievances.

Disadvantages of democratic leadership

It accounts for slow decisions, diluted accountability for decisions. There may be possible compromises that are designed to please everyone but does not give the best solution.

Free-Rein Leadership/*Laissez Faire Leadership Style*

The leadership style which allows maximum freedom to followers may be called free-rein leadership. It gives employees a high degree of independence in their operations.

A free rein leader completely abdicates his leadership position, to give all responsibility of most of the work entrusted to him to the group which he is supposed to lead, limiting his authority to maintain the contact of the group with persons outside the group. This is also known as the permissive style of leadership.

Here, the leader totally trusts their employees/team to perform the job themselves. He just concentrates on the intellectual/rational aspect of his work and does not focus on the management aspect of his work. The team/employees are welcomed to share their views and provide suggestions which are best for organizational interests. This leadership style works only when the employees are skilled, loyal, experienced and intellectual.

Advantages of free rein leadership

Opportunity for individual development is offered to group members.

All persons are given a chance to express themselves and to function relatively independently.

Disadvantages of free rein leadership

It may result in a lack of group cohesion and unity toward organizational objectives.

Without a leader, the group may have little direction and a lack of control.

The result can be inefficiency or even worse .

Paternalistic Leadership

Under Paternalistic Leadership, the leader assumes that his function is paternal or fatherly.

His attitude is that of treating the relationship between the leader and the group as that of a family with the leader as the head of the family.

He works to help, guide, protect, and keep his followers happily working together as members of a family.

He provides them with good working conditions and employee services.

This style has been successful, particularly in Japan because of its cultural background. It is said that employees under such leadership will work harder out of gratitude.

This mode of leadership produces good and quick results if the followers are highly educated and brilliant, and have a sincere desire to go ahead and perform with responsibility.

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Thank You

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