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Research Paper Management

Leadership Approaches

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ABSTRACT

Leadership is not a new concept. It is most frequently discussed topics in the organizational sciences. The concept of leadership can be better understood when we try to be familiar with the leader and follower relationship and its effectiveness. Leader is a part of the group. Leader's role is central and his presence in the group is significant .He is one who directly or indirectly influences on the activity of the group. Researcher has taken to study leadership in terms of three major approaches (Traditional, Situational and Behavioural). The present is based on secondary data collection. Here the researcher has made an attempt to know the similarities and difference between three leadership approaches. A leader may not always be successful and effective it mainly depends upon the situations. Leadership deals with influence and it should be distinguished from management.

KEYWORDS : Leadership, leader and the three approaches (Traditional, Behavioural and Situational)

Introduction

Leadership is frequently discussed concept and vague term. Leadership cannot exist without followers. Leadership is more concerned to the people than to the management. It can be defined as a dynamic process, where one individual exercises his/ her power or influence over the others to meet the organizational goals and objectives. Leader represents the group, supports, motivates and acts as a communication between the management and workers. It is also called as a social-influence process. Leader is an outstanding person because he has some special and unique qualities and knowledge that help him to stand different from others. He is even recognized as the head of group. There are some examples of traits possessed by the leader that helps him to be different from non-leaders. Traits are: well educated, respected, open minded, good communicator, enthusiastic, solving the conflicts, initiative, consistent, always open to changes and achieving the goals of organization.

Objectives:

To study the three approaches of leadership

To understand the difference between the three approaches.

Methodology

The study is based on the secondary data collection. The main intention of this study is to understand the three approaches of leadership. These are three different approaches.

Approaches

Traditional Approach:

Here the leader seems to be better than his followers. This suggest that a leader posses unique qualities that makes a leader to stand different from his followers. Leadership is like an art. Whereas in this regard, it appears as the art of imposing one's will upon others in such a manner so as to command their obedience, their respect, and their loyal cooperation. In this type of leadership approach, a manager is placed at the top and the workers at the bottom level. Manager takes decisions and issues directions for the accomplishment of organizational goals. It is based on charismatic leadership; a leader creates his own authority. Leadership style is based on the principle that the power and authority is bestowed on the leader.

Behavioural Approach

It is very much similar to situational approach. It is more concerned to the human behaviour in the organization (social and psychological) behaviour. In this regard, behavioral researchers have proved and stated that, employees are the pillars of the organization and success depends on them. Therefore human element or human resource is the key factor for success and failure of an organization. When we see the trait and behavioural approaches, unlike the trait theory that concentrated on what leaders 'are' and concentrates more on qualities possesed by a leader, the behavioural theory concentrates on what leaders 'do'. Behavioural approach concentrates mainly on the leader's functions and work. The behavioural researchers sought to find out what the leaders do, how they lead, how they behave, how they motivate subordinates, how they communicate, and so on. They concentrated on leadership functions and styles.

Situational Approach: This approach refers to that, different situations require different styles of leadership. Effectiveness of leadership, that is said, to be effective in leadership requires the ability to adapt or adjust, to modify one's style and behaviour to the situation. The primary factors that determine how to adapt himself is that, a leader should use the supportive style.

Both traditional and behavioural theories or approaches failed to provide an overall and satisfactory theory of leadership as they ignored the situational factors in determining the effectiveness of the leadership. Hence, research scholars turned their attention to the situational dimension of leadership. They asserted that leadership effectiveness is determined by the various situational factors in addition to the traits and behaviour of the leader himself. This approach believes that the leadership is influenced by situational variables and thus differs from situation to situation. It views leadership in terms of dynamic interaction between a number of situational variables like the leader, followers, the task situation, the environment and so on. Thus, leadership, according to this approach is multi-dimensional.

Conclusion

Leadership is very important element of human resource development. A manager palys a key role in the organisation. He bridges the gap between the management and workers. Researcher has made an attempt to mention three approaches of leadership.

By seeing the approaches as stated by the researcher from the overall findings it can be said that, in the traditional approach, manager is the main person. He takes the decisions, and issues orders to his followers. Behavioural Approach: Scientific tests cannot be applied in studies. The behavioural approach is very complex.. Because leadership takes situational conclusions. Situational Approach: It focuses on the situational aspect of leadership. Paul Hersey and Ken Blanchard have developed a situational style which depends on the followers' acceptance, readiness, maturity and willingness. They emphasized on competence and commitment, which are respectively known as ability and willingness. (Mishra M. N, 2006).

It has observed from the above mentioned three approaches that, traditional, behavioural and situational are important. Researcher is of the opinion that, the qualities, and skills required in a leader are determined to a large extent by the demands of the situation in which he is to function as a leader. Leadership effectiveness is determined by the situation. For example: a leader successful in one situation may not be successful in another situation. It highly depends on the situation

element that is supported by his traits. Researcher is of the opinion that every theory or approach has its own weakness and limitations and stated no approach is free from limitations and weakness.

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