



Review of Literature on Leadership and Leadership Qualities

KEYWORDS

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ABSTRACT *In this article a comprehensive review of literature on leadership and leadership qualities is mentioned below. Leadership is one of quality of a good and effective leader. A leader plays several roles as to develop confidence and morale in the employees. Leadership should deal with the human psychology. Moreover he should see things from workers point of view. It is a process that helps individuals, employees and groups to accomplish and achieve the goals. Leadership qualities acquire a significant place in an individual's life especially in life of leader's who have to utilize it for the betterment of the people and for the sake of organization. Traits are very important for a leader, because when managers are assessed in terms of their effectiveness, by others or their followers, their traits and personal characteristics are observed. Many authors have stated their own views regarding leadership and leadership qualities and also mentioned about the effectiveness of leadership.*

INTRODUCTION

A person should possess leadership qualities that help him to be distinguished from others. The process of leadership influences the behaviour of others in a particular situation. Leaders should possess qualities because they require courage to face any type of challenges of which they should be able to take maximum risk in accomplishing the tasks and in motivating others to do the work with responsibility and commitment.

George R. Terry (1977) has dealt with the concept of leadership and stated the willingness and desires of the leader. Leadership is a kind of relationship wherein one person that is a leader desires to accomplish the objectives of the organization. He also influences others to work together willingly.

Bennis Warren G, (vol.4, 1959) Leadership is important process to make others to behave in a proper and desired manner.

Tannenbaum, R. and Massarik, F., (1972) Leadership highly depends upon situation it arises as situation demands. In this process leader influences the behaviour of his followers in a situation.

According to Viscount Slim (1962), has mentioned six important traits they are;

- Courage
- Will power
- Judgment
- Flexibility
- Knowledge and
- Integrity.

As per Ordway Tead, (1935) there are nine leadership qualities which are follows;

- Physical and nervous energy
- Enthusiasm; sense of purpose and direction
- Technical mastery; friendliness and affection
- Decisiveness; integrity; intelligence and lastly
- Faith.

Chester Barnard (1938) believes that one who becomes a leader should have the following qualities;

- Vitality and endurance
- Decisiveness
- Persuasiveness

- Stability in behaviour
- Intellectual ability and
- Knowledge.

Hill (1963) has given the following ten important traits that a leader should possess;

- Courage
- Self-confidence
- Moral qualities
- Self sacrifice
- Paternalism
- Fairness
- Initiative
- Decisiveness
- Dignity and
- Knowledge of men.

The traits or qualities mentioned by George Terry (1960) are stated as follows; Energy; emotional stability; knowledge of human relations; personal motivation; communication; technical ability; social skill; and technical competence.

According to some of the authors there are most important traits that successful leader possess they are; above- average education, active participation in social organization, high morale, and ethical standards. (Wald, R.M. and Dady, R.A., vol.32. 1954).

Andrew, J. DuBrin. (2008): There are major characteristics of leadership which are closely related for the effectiveness of leadership. Those are: Personality Traits which includes General personality traits and Task- related traits. These traits make a leader to be effective and develop confidence in him and even in whatever he does.

General personality traits helps a leader in many ways, are observable both within and outside the milieu workplace and further these traits brings satisfaction in their personal life and work life. The second task-related traits are closely related with the accomplishment of goals and tasks or in achieving the defined tasks.

- Humility, self-confidence, trustworthiness, high-tolerance for frustration, warmth, sense of humor, enthusiasm, extroversion, assertiveness, and emotional stability.
- Emotional Intelligence (further consists of Self-awareness, social-awareness, Self-management and relationship management), Passion for the work and the people,

Flexibility and adaptability, Internal locus of control and courage.

Courage: Leaders should possess this quality because leaders require courage to face any type of

challenges of which they should be able to take maximum risk in accomplishing the tasks and in motivating others to do the work with responsibility and commitment. Courage is needed for leaders either to recommend a new event or work and if that fails then at that movement he should be in a position to face it as it comes to him. And this is possible if a leader has courageous character in him.

• According to Samson Itoje (August 17, 2008) defined effective leadership qualities are: apart from the common leadership qualities she has stated 4 major and uncompromising leadership qualities which according to him a leader should possess and they are:

1. Surround your self with people smarter than you
2. Admit mistakes when you make them. Take corrective and remedial actions, learn from them, and move on.
3. make the most use of the potential of your people and
4. Be unselfish. Serve your people and your organization. Detest personal gain.

Further he also mentioned that, if a leader desires for personal gain will depict his true colour of paying more attention to oneself and his judgment and that ultimately leads him to the path of disappointment and failure.

According to Kashmira Lad; 2008: In her article Effective Leadership Qualities and skills has explained that both qualities and skills to handle or tackle various situations and just be good at his or her job for a leader is not enough but they must develop important skills which helps them to manage people.

Author has mentioned some of the leadership qualities that help leaders handle various situations.

Effective Leadership Qualities and Skills

1. Having the Right Perspective: A leader should make use of his or her skills, knowledge and traits in planning things correctly. A leader should have the right perspectives about work-related matters, analyze and implement things in appropriate ways. Effective leader would be able to envisage goals and plan things accordingly. This would make possible for the proper allocation of tasks and ensure better productive results.
2. Constructive Feedback: Effective leadership skills does not mean just carrying out with their work or presenting their superiority over their subordinates or in things but rather, it would be a prudent thought for leaders to offer regular feedback to his or her colleagues or subordinates. Being very particular about their approach would help the leader to reach their targets with easiness.
3. Possess the Right Spirit: An effective leader must be a role model to others who should guide them by example and also make many to follow. By having the right approach, thought and spirit or determination towards the work, then you can motivate others to be equally determined about their work. Effective leadership skills are also aimed at providing good atmosphere to the workers at the workplace by this they feel happy and express their eagerness for their work. Then there would better working conditions. If such is a thing at the work place then naturally a leader not only be respected by many but even workers provide better productive results.
4. Setting Goals: leader must always set goals for him and his subordinates. This would make things simpler at the workplace.
5. Delegation of Responsibilities: An effective leader is one who can allot responsibilities to the right people by knowing, understanding and recognizing their strength,

intensity and drawback which would further help a leader to handle things well. Leader must notice the potential skills and hand out tasks accordingly. Giving rights to commendable people and making sure that they help their colleagues to perform better.

6. Creating an Enjoyable Atmosphere: Effective leadership qualities are not only about fulfilling the organizational goals and setting an example for others or handling responsibilities at work. He should be skilled enough to identify work related problems and try to find some solutions to them. Thus a pleasant atmosphere will be found that would be favorable for workers to continue with their work.

It becomes an essential matter for a leader to develop such skills which will develop the right skills and traits that are required for effective working of organizations and even helps to maintain a healthy and enjoyable atmosphere at work. Therefore by implementing all these qualities at work, the leader can desire to get fruitful results or outcomes.

According to Dr. Varma and Agarwal (1986) stated that there are certain characteristics which are said to be important for a leader. Those are stated below as follows:

A person as a leader should be confident enough to exercise his authority which helps him to motivate and lead the group of followers for the attainment of determined goals. Leadership signifies a personal character of a man or it states an individual's behavior which makes leader to use his ability or power on his followers and make them to get satisfaction through their work and even aid them in forming good and friendly relationship among themselves and between a leader and themselves or group. And lastly mentioned that, it is an activity of influencing, guiding, motivating, managing, and directing people to work hard and making them to utilize their skills and talents to maximum extent for the achievement of definite objectives.

Moorthy (1992) explained about the characteristics of mainly three types of leader. But here one important thing that is noticed is the author has defined 3 types of leaders as characteristics of a leader. He has said that, in an industrial setting we can notice three major types of leadership characteristics. These are the characters or types of a leader which can be observed in any circumstances and they are: Authoritative is also known as autocratic leader, permissive or lenient leader and lastly democratic leader is called as cooperative leader these are three types of leaders. Each character or leadership type is been decided by his personal behavior towards his group or believers. The first type of leadership attitude that is autocratic type is not a good one because the person who holds this attitude is absolutely an impossible, impatient, insupportable, egoistic, over confident, almost have a low attitude towards his followers. In the second type of a leader we can notice a very much lenient, lazy, pathetic, uncaring, and vague etc, lastly the third type which comprises of democratic leader who is an understandable person, alert, attentive, observant, open minded, supportive, motivating, encouraging, enthusiastic, and knowledgeable person. However as we notice that a leader is known by several characteristic features which distinguishes him from others and it seems illogical to view one character or type of a leader as a strong one because leadership is concerned with a human relations element.

As per Tripathi (2004): in his book has mentioned about the qualities of a leader. He has said that some persons are regarded as leaders, having god-like traits and these are not learnt but somewhat seem to be gifted to them, and this approach or style is known as Traits approach. Thus according to this approach a leader is said to own three major qualities, those are; physical, moral, and mental qualities.

Physical qualities of a leader can be defined as his physical capacity to handle with the things and reflect his sound

behavioural quality to overcome the stress and strain at the work place. . A leader must be fair enough and also have integrity that must be able to motivate his men and help in the achievement of goals. The most important thing for a leader is to have integrity, if a leader lacks integrity then his behaviour and followers of his behaviour also decays. There is a saying that "Trees die from the Top".

He has mentioned that the leader should be social mature so that he should not be moved by success and get frustrated by any kind of failures. The traits that a leader must possess as per the author are: Knowledge, initiative, decisiveness, empathy and social sensitivity.

Here author has clearly mentioned about the understanding the human psychology that a leader must be able to understand the human nature. A leader while taking the decision should not act as autocrat. A leader as per the author must have patience, provide direction and guidance. The most important thing for a leader is to look at the things from the workers perspective.

Conclusion

Researcher has observed that many authors have defined the concept of leadership and leadership traits in their own ways and each one has dealt with the concepts in their own perspectives. All agree that leadership is important aspect and a leader should possess qualities to influence the behaviour of others. As we all know that there is a comprehensive literature available on leadership and traits of a leader. Leadership is an outstanding aspect of management that influences the behaviour of followers, mould, initiate, guide and direct their activities to meet the organizational goals. The leader should be strong enough because once the leader expresses his weakness he is dead. It depends upon situation.

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