



Study on Leadership Styles and Theories

KEYWORDS

Leader, Leadership, Leadership theories, Leadership styles

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ABSTRACT Every person wants to be the leader but the true leader is that who work for the benefit of the organisation and help the organisation to achieve their objectives. This can only be possible if leader properly guide the persons who work under them and help them to achieve the objectives. Leader is person having Leadership quality. Now Leadership is a process by which one person influence the behaviour, attitude and thought of an individual person or a group of persons. It is the important part of the manager's job. The work of a manager is to guide their subordinate, provide direction to their subordinate for working properly, asses their work time to time so that less mistake are done by them also guide them to improve their mistakes. Leadership is the ability of a manager to induce subordinate to work with confidence. Motivation, guidance is the important function of the leadership. Leadership is not the power to dominate their subordinate it is for guidance so that the employees properly work in the organisation and help the organisation to achieve the objectives. An employee cannot work without proper guidance so leadership is the important part of the organisation. The main objective of the paper is to study the Styles and theories of leadership.

INTRODUCTION

Every person wants some guidance and direction so that work done by them is free of error. Leader is a person who guides and directs other people providing them direction to achieve the organisational goals clear every doubts of the subordinates if he/she has during the work. According to Louis A. Allen "A leader is one who guides and directs other people. He gives efforts of his followers a direction and purpose by influencing their behaviour. Leader always represent their group in front of the higher authority if group members have any problem related to management then leader interact with the management and tell them the problem of their group members. A class representative is also a leader who represents their class in front of the higher authority like principal, teacher etc. Leader is a person having the leadership quality.

Leadership is the driving force which gets things done by others. A good leader achieves maximum cooperation from the group members by providing two way communications and by motivation. It is process of influencing a group of people for carrying out a common task or working towards common objectives through voluntary efforts. Leadership is a process of influencing the subordinates so that they cooperate enthusiastically in the achievement of group goals. According to Theo Haimann "Leadership is the process by which an executive imaginatively directs, guides and influences the work of others in selecting and attaining specific goals by mediating between the individuals and the organisation in such a manner that both will obtain maximum satisfaction".

Characteristics of a Leadership

- Leadership is a personal quality.
- It exists only with followers. If there are no followers, there is no leadership.
- Leadership is related to situation. It means leadership styles will be different under different circumstances.
- Leadership is the function of motivating people to strive willingly to attain organisational objectives.
- Leadership gives an experience of helping attain the common objectives.

REVIEW OF LITERATURE

According to Chester Bernard, Leadership is the ability of a superior which influence the subordinate or group behaviour and provide them direction to follow a particular course of action. John Maxwell (1998) Leadership is influence-nothing more nothing less. Buchannan and Huczynski (1997) leadership

is a social process by which one person individually influences the behaviour of other without using any kind of violence and threat. Zalenik (1992) said that leadership is a power to influence the thoughts and action of other people. Grace Hopper (1986) said that You cannot manage men into battle. You can manage things, you lead people. Dwight D Eisenhower (1969) said that leadership is the art of getting things done from other people. Fielder (1967) said that leader is a person in a group who directs and coordinate task oriented group activities. Jermy Tozzer said that leader is a person who is responsible for achieving objectives or goals with the help of other person by creating conditions in which they may be successful. Peter Drucker said that leader is someone who has followers. According to Warren Bennis, Leadership is a function of knowing yourself, building trust among colleagues or followers, having vision which is properly communicated and taking effective action according to the situation. Kenneth Blanchard said that key to successful leadership is influence not authority. According to Harvey S Firestone Growth and Development is the highest calling of leadership. Ralph Nadar said that the function of leadership is to produce more and more leaders not followers. Warren G. Bannis said that leadership is the capacity to translate the vision into reality.

OBJECTIVES

The main objective of the paper is to study the styles and theories of leadership.

STYLES OF LEADERSHIP

Leadership style refers to behaviour of a leader that how a leader behaves in a particular situation. Leader behaviour depends upon the situation arises. Leadership style is the result of leader's personality, philosophy, and experience and value system. There are different types of leadership styles which a leader uses according to the situation these styles are:

- Authoritarian or autocratic Style Leader: Under this style the leader expects complete obedience from his followers and all the decision making power is in the hands of leader. No suggestion from subordinates is entertained. The leader force subordinates to obey him without any questioning. In fact such leader is no leader, he is a formal head of the organisation and generally disliked by the subordinates. These types of leaders are not the true leaders.
- Participative or democratic Style leader: In this type of leadership style leader gives instruction only after con-

sulting with the group. He /she see that policies are worked out in group discussions and with the acceptance of the group. The decisions are not unilateral like that of the autocrat because there is proper consultation with the group members after their participation the decision is taken. These leaders improve the attitude of employees towards the jobs and the organisation. The adaptation of this style by the leader increases the morale of the employees, leads to reduction in number of complaints and grievances, increases the cooperation between management and employees.

- Free Rein or Laissez Faire Leader: A free rein does not lead, but leaves the group entirely to itself. Here maximum freedom is allowed to subordinates. The leader depends completely upon the group to establish its own goals and work out its problems, group members work themselves and provide their own motivation. The leader provides help only when required by his subordinates. Such a style creates self-confidence and provides subordinates with an opportunity to develop their talents.
- Paternalistic Style leader: This style is based upon sentiment and emotions of people. Such a leader is like a father to his subordinates. This type of leader helps, guides and protects all of his subordinates but the main disadvantage of this style is that subordinates completely depends upon the leader and under this type of leader no one grows.

THEORIES OF LEADERSHIP

There are various theories of leadership that theories are:

- Great Man Theory of Leadership/ Charismatic Theory: This theory assumes that the capacity for leadership is inherent- that great leaders are born not made. They have certain in born leadership qualities. According to this theory leaders are heroic, mythic and destined to rise to leadership when needed. Great man approach actually emphasis "charismatic" leadership, charisma being the Greek work Gift. Such a natural leader will always be recognised for what he / she is.
- Trait Theory of Leadership: This theory assumes that people inherit certain qualities and traits that make them an effective leader. this theory often identify particular personality or behavioural characteristics shared by leaders. Some of the important traits of an effective leader are intelligence, physical features like height, weight, physique, health and appearance, inner motivation drive, maturity level, vision foresight, acceptance of responsibility, open mind and adaptability, self-confidence, human relations attitude, fairness and objectivity.
- Behavioural Theory of Leadership: This theory believes that great leaders are made not born. This theory focuses on the actions of leaders not on mental qualities or internal states. According to this theory, people can learn to become leader through teaching and observation. Success in leadership depends more on what the

leaders does than on his traits. A leader uses conceptual, human and technical skills to influence the behaviour of his subordinates. There is a dynamic interaction between the leaders and the followers and leaders produce different styles while dealing with the workers.

- Contingency Theory of Leadership: This theory focus on particular variables related to the environment that might determine which particular style of leadership is best suited for the situation. According to this theory, no leadership style is best in all situations. Success depends upon a number of variables, including the leadership style, qualities of the followers and aspects of the situation.
- Situational Theory of Leadership: This theory proposes that leaders choose the best course of action based upon situational variable. This theory says that leadership is strongly affected by the situation from which a leader emerges and in which he works. A person becomes a leader not only because of his personal attributes, but also because of various situational factors and the interactions between the leader and the group members.
- Participative Theory of Leadership: This theory suggests that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contribution from group members and help them feel more relevant and committed to the decision making process.
- Management Theory of Leadership: This theory focus on the role of supervision, organisation and group performance. This theory base leadership on a system of reward and punishment. Managerial theories are often used in business when employees are successful, they are rewarded and when they fail, they are punished
- Relationship Theory of Leadership: This theory focus upon the connection formed between leaders and followers. These leaders motivate and inspire people by helping group members see the importance of the task. These leaders often have high ethical and moral standards.

CONCLUSION

The study concludes that Leadership is that quality which every person does not have. It is that quality of a person which makes him/her a leader. It completely depends upon the skills and the environment of a person. There are various leadership styles it depend upon a person which style they use or which type of leader he/she is. Some leaders always dominate their followers so that they always be the leader of the group that are not the true leaders. The true leaders are those who increase leaders not followers, motivate or encourage the followers helps them in problem, helps the organisation to achieve the goals through their followers. Followers learn from their leader and want to become like their leader. That is the great achievement of the leader when their followers want to become like that.

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