



# A THEORITICAL FRAMEWORK ON LEADERSHIP STYLES

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**ABSTRACT**

Leadership style plays an important role in success of any organization. A leadership style is a leader's style of providing direction, implementing plans, and motivating people to accomplish goals. The term " style" means how a leader influences his followers. Leaders help themselves and others to do the right things. They set direction, build an inspiring vision, and create something new. Leadership is about mapping out where you need to go to "win" as a team or an organization and it is dynamic, exciting, and inspiring. The purpose of this paper is to understand the different leadership styles and its impact on job performance of the employees.

**KEYWORDS**

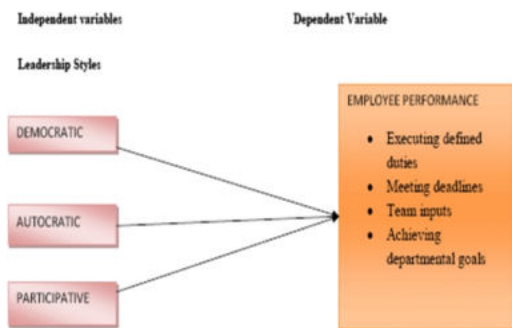
Job performance, motivation, Organization.

**INTRODUCTION**

The basic principle of management is planning, organizing, staffing, directing and controlling. All these five principles must go hand in hand to reach the objective. The three basic styles of leaderships are,

- Autocratic leadership
- Democratic leadership
- Laissez-faire leadership

The leadership styles adapted by the leader is depends on certain variables like employees and leaders skills, behavior and attitude etc.



**THEORIES OF LEADERSHIP**

The Great Man theory evolved around the mid-19th century. The Great Man theory assumes that the traits of leadership are intrinsic. That simply means that great leaders are born they are not made. This theory sees great leaders as those who are destined by birth to become a leader.

The trait leadership theory believes that people are either born or are made with certain qualities that will make them excel in leadership roles. That is, certain qualities such as intelligence, sense of responsibility, creativity and other values puts anyone in the shoes of a good leader. In fact, Gordon Allport, an American psychologist, "...identified almost 18,000 English personality-relevant terms" (Matthews, Deary & Whiteman, 2003, p. 3).

Behavioral theory also incorporates B.F. Skinner's theory of behavior modification, which takes into account the effect of reward and punishment on changing behavior. An example of this theory in action is a manager or leader who motivates desired behavior by scolding employees who arrive late to meetings and showing appreciation when they are early or on time.

Contingency theory, no single psychological profile or set of

enduring traits links directly to effective leadership. Instead, the interaction between those individual traits and the prevailing conditions is what creates effective leadership. In other words, contingency theory proposes that effective leadership is contingent on factors independent of an individual leader. He identified three relevant aspects of the situation: the quality of the leader's relationships with others, how well structured their tasks were, and the leader's amount of formal authority

**1. AUTOCRATIC LEADERSHIP**

Autocratic leadership, also known as authoritarian leadership, is a characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their ideas and judgments and rarely accept advice from followers. Autocratic leadership involves absolute, authoritarian control over a group. Some of the primary characteristics of autocratic leadership include:

- Little or no input from group members
- Leaders make the decisions
- Group leaders dictate all the work methods and processes
- Group members are rarely trusted with decisions or important tasks.

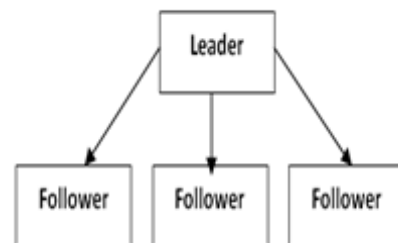


Figure 1: Autocratic leadership

**1.1 Merits of Autocratic Style**

- Good efficiency.
- Provides for quick decision-making.
- Chain of command is clear

**1.2 Demerits of Autocratic Style**

- Subordinates are forced to follow the directions given by the leader blindly.
- Depends entirely upon the efficiency of the leader.
- It does not motivate employees hardly show creativity and judgment.

**2. DEMOCRATIC LEADERSHIP**

Democratic leadership style, participative leadership values the input of team members and peers, but the responsibility of making the final decision rests with the participative leader. Participative leadership boosts employee morale because employees make contributions to the decision-making process. It causes them to feel as if their opinions matter. When a company needs to make changes within the organization, the participative leadership style helps employees accept changes easily because they play a role in the process and the primary characteristics of autocratic leadership include:

- Distribution of Responsibility
- empowering group members
- Group decision-making process

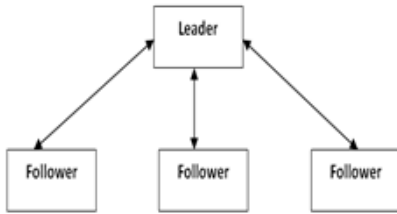


Figure 2: Democratic leadership

**2.1 Merits of Democratic Style**

- Higher employee morale.
- Employee commitment to established goal.
- Peaceful industrial relation.

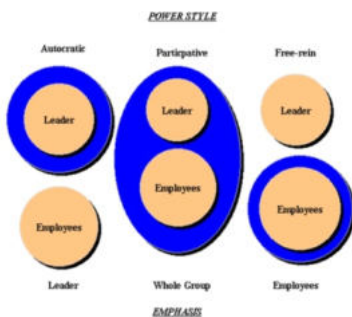
**2.2 Demerits of Democratic Style**

- Time Consuming Process
- Depends entirely upon the efficiency of the leader.
- In case of unskilled workers it is not effective

**3. LAISSE FAIRE LEADERSHIP**

Laissez faire leaders try to give the least possible guidance to subordinates, and try to achieve control through less obvious means. This style of leadership can be effective in situations where staff members are highly capable, skilled and motivated to work on their own. As such, they would be capable of accomplishing tasks with very little guidance. This autonomy can bring about the feeling of freedom among employees, which can help them feel more satisfied with their jobs and the primary characteristics of autocratic leadership include:

- High level of job satisfaction
- Complete freedom to work on own



**3.1 Merits of Democratic style**

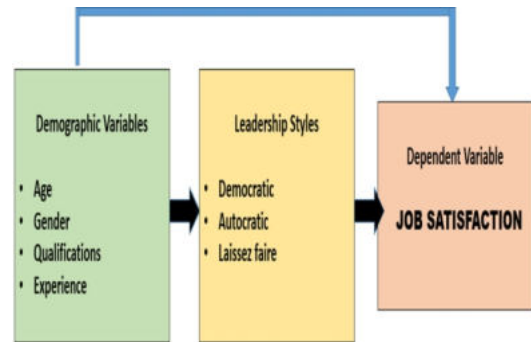
- Promote trust in workers.
- Subordinates have freedom and autonomy so they set their own goals.
- Effective for creative or research oriented job

**3.2 Demerits of Democratic Style**

- Employee is responsible for final outcome.
- Subordinates lack focus towards goal.
- Poor decision making may result.

**THEORETICAL FRAMEWORK**

Theoretical framework will be according to literature review:



**DISCUSSION & CONCLUSIONS**

Now days there are lot of advancement in handling human resources yet leadership is foremost for the progress of any team to be successful. The leadership styles are always influenced by certain variables mentioned in the theoretical framework like age, gender, qualification individual skill, knowledge, problem solving ability etc. so we can conclude that leadership is always situational. All the mentioned styles are important in different scenarios. Autocratic is applicable for underdeveloped or unskilled people whereas democratic and Free-rein suitable for skilled and qualified people. Finally it also up to the leader's ability to run a business in a better way to decide the best style for the individual based on the capabilities.

**SUGGESTION**

- On the basis of above conclusion the suggestions are mentioned,
- Regular training should be provided to the employee on leadership.
  - Employees have to undergo training on technical skill development to handle complex situation.
  - Democratic leadership style is preferable since it appreciates employee empowerment and job satisfaction.
  - Low moral people can be handled by autocratic leadership style.
  - Employee friendly atmosphere should be encouraged to gain more performance from employee.

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