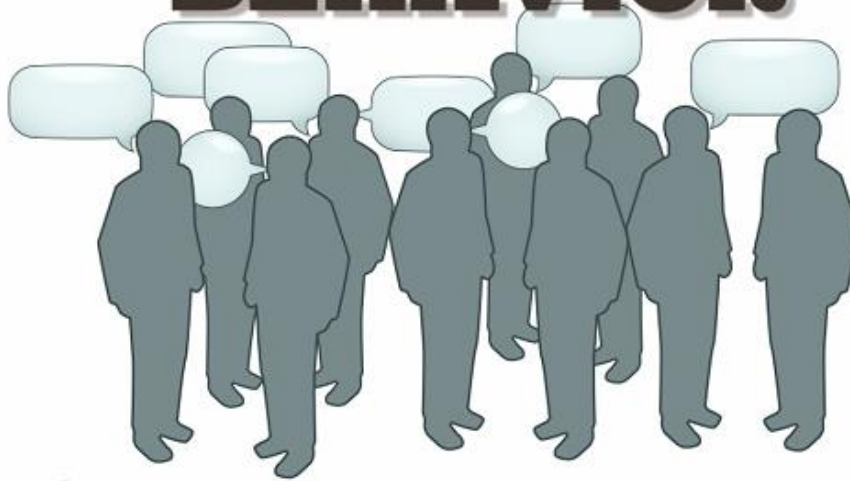# (OB)
ORGANIZATIONAL BEHAVIOR

"Nature of Leadership"

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Abstract

An organization runs efficiently by the working of leaders or managers with great honesty and hard work. The strength of the organization is based only on the working of the organization so that they can achieve all their organizational goals and can set better targets with great efficiency in achieving them. The leaders have to follow the essential stages or steps that make them true leaders and by following them they can increase their working efficiency in the organization as a leader. The leaders have to manage a team which if work efficiently then only be that organization can get great success.

In the organizational behavior there are some theories that need to be considered properly so that the cause of real success can be fulfilled and organization grows well. First one is self-determination theory which deals with the self-development and self-control of the leader itself. It is very important for the leader to control them in order to control their team. If leaders have no control on them then they cannot manage their teams properly. Goal setting theory is very much important to consider keenly into management of the organization as organizations cannot achieve the actual success if they do not set any specific goals. The goals must be efficient enough that when they implemented, they will get great success for the company.

The self-efficacy theory is very much important to be considered as this theory motivates the employee to develop a self-confident in them and show good performance in work. The reinforcement theory is the identification of the attitude or behavior that is essential to be shown in the organization by the leader and from the employees as well. Equity theory is considered to be that theory that makes a sense of comparison among the employee with each other. Leader must be efficient enough that he can tackle this type of situation well if happened. The expectancy theory as defined by the name expects the tendency of work of employee and leaders in order to achieve the goals and targets that are set to grow business well in the organization.

What is Leadership

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Leadership is the potential to influence behavior of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis,

"Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."

Characteristics of Leadership

1. It is a inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals.
2. It denotes a few qualities to be present in a person which includes intelligence, maturity and personality.
3. It is a group process. It involves two or more people interacting with each other.
4. A leader is involved in shaping and molding the behavior of the group towards accomplishment of organizational goals.
5. Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations.

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Importance of Leadership

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. **Initiates action-** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.

2. **Motivation-** A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
3. **Providing guidance-** A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
4. **Creating confidence-** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
5. **Building morale-** Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.
6. **Builds work environment-** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.
7. **Co-ordination-** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

Significance of Leadership

Leadership is very important in a firm as it leads to higher performance by the team members, it improves motivation and morale within the members, and helps to respond to change.

Leadership facilitates organizational success by creating responsibility and accountability among the members of the organization. In short, it increases value in an organization.

Leader Vs Manager

A leader is someone whom people follow or someone who guides or directs others. A manager is someone who is responsible for directing and controlling the work and staff in an organization, or of a department within it.

The main difference between the two is that a leader works by example, while a manager dictates expectations. If a manager goes against the rules, that will tarnish his position as a manager. If a leader goes against the example he or she is trying to set, that will be seen as a setback. Following are a few subtle differences between the two −

- A leader is an innovator and creator whereas a manager is a commander.

- A leader can't be a manager but the opposite is possible, a manager is more than a leader.

- A leader does what is right, while the manager makes things right.

- A leader deals with change whereas a manager plans for a change.

- A leader gives direction to do something whereas the manager plans for everything that is to be done.

- A leader encourages people whereas the manager controls people.

- A leader handles communication, credibility, and empowerment whereas a manager deals with organizing and staffing.

- Cultivating Awareness
- Growing Results
- Facilitating Change

Leadership Development

Organizational Culture

Strategic Planning

Team Dynamics

Align your people and goals...grow and sustain your results

Leadership Styles

From classical leadership to more contemporary styles, the history of leadership is vast and ever changing. The professional and public worlds are in a constant state of flux and leaders that are not willing or able to navigate through changes and new ideas are not going to last long. Not all leaders lead the same, in part to their own personalities

and perspectives; they are as unique as each of their employees and they carry their own strengths and weaknesses like anybody else. Leadership styles, likewise, are varied and unique in their own traits. It is only the very basic qualities of leadership that are universal, and different circumstances require different kinds of leaders.

In order for an organization to determine what style of leadership they need, they have to understand what is involved with each type. Choosing a particular style often works best by determining what traits are missing or necessary for the group to function, and applying the style that best fits. The more common styles of leadership that are found in organizational behavior and business include:

- **Autocratic**

    A classical leadership style, autocratic leaders are fairly common. It fits the general idea that people have for a leader: an authoritarian, decision-based, powerful, and solo-operating force.[4] These are the leaders that guide the business based on their own abilities without seeking input from others. Strong classical leaders can be best in businesses that have a smaller hierarchy or need closer supervision. Unfortunately, classical autocratic leadership can be incredibly toxic because it's a single person who is in control with absolute power.

- **Laissez-Faire**

    Also referred to as delegative, laissez-faire leadership is a style that prompts employees to have more control in making decisions. It's a less hand-on approach where leaders don't lead in the traditional sense, but instead acts as a resource for the group and is held responsible for their actions.[5] A lot of businesses with self-sustained and independent employees tend to go for a laissez-faire approach, as they tend to be more autonomous and not in need of intense leadership. It can be a poor choice in groups that lack the proper knowledge and experience to operate on their own, since those businesses tend to need stronger guidance to stay productive. Misjudge the abilities or behavior of the employees, and laissez-faire leadership can backfire for a business.

- **Transactional**

    Transactional leadership tends to focus more on performance and results than anything else.[6] These leaders are goal-oriented and are fond of reward and punishment systems of guidance. A lot of workplaces follow this through things like bonuses and position promotions for successful productivity, and demotions and penalties for poor productivity. Businesses that struggle to stay on track in their work may benefit from transactional leadership, as it could keep them focused and prevent distractions.

- **Participative**

As the name suggests, participative leaders are more likely to be acting alongside their employees as a peer. They follow a more democratic format and will frequently seek out and encourage feedback and contribution from employees. Staff members tend to like participatory leaders more since they tend to be more interactive and make their employees feel like valued members of the group. As beneficial as this may be, it seems to pose some issues when quick decisions are needed on a large scale.

- **Transformational**

A style that is complimentary to transactional leadership, transformational leadership focuses on communication between the different areas of a business. It can be very goal-oriented, but it pushes the responsibilities of motivating and guiding productivity onto the management rather than the leader at the very top of the hierarchy.[7] These leaders tend to value the business as a whole rather than its individual components when it comes to decisions and goals. Transformational style is best suited for leaders who are charismatic and have an entrepreneurial streak, as these are the primary skills that they use to motivate their employees.[8] It can be a bit manipulative, however, in cases of power abuse. Both transformational and transactional leadership are considered to be contemporary styles, as they are less strict in their format and are highly adaptable to environmental changes.
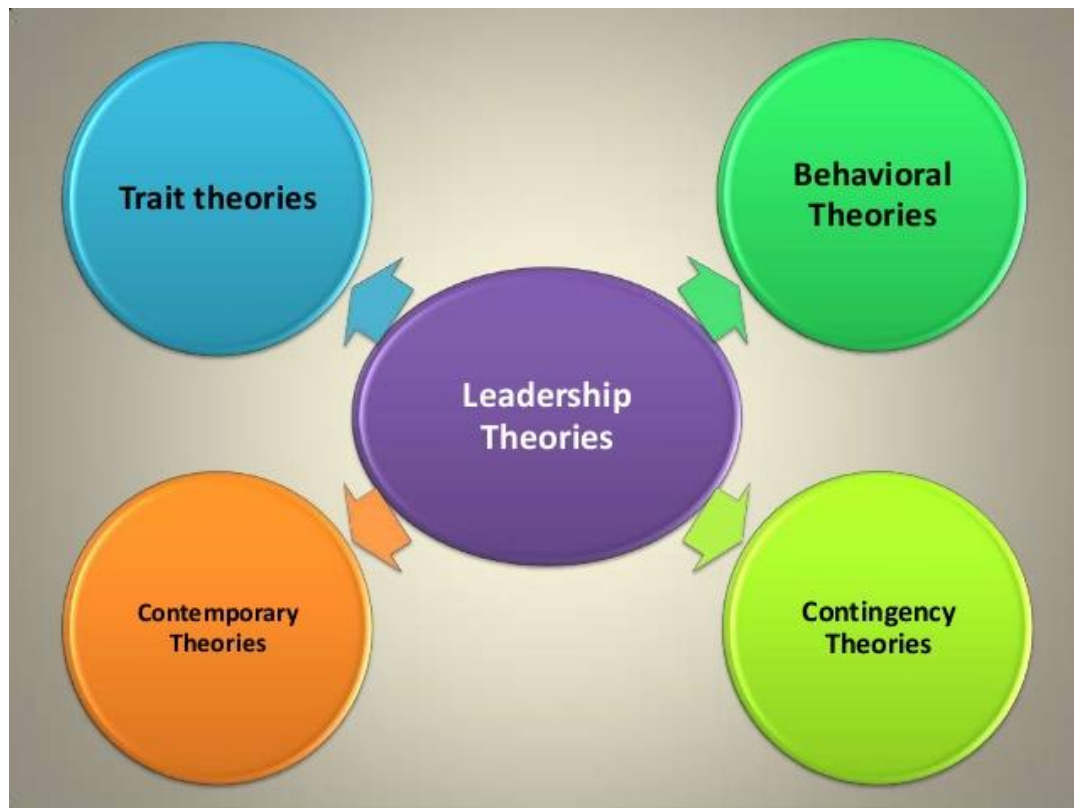
Qualities of a Good Leader

Simply saying that a person is a leader doesn't necessarily mean that they are a good one. Anyone can be a leader, but there are certain traits that make some more successful than others. Certain styles of leadership and businesses may put more value on certain qualities over others, but that's based on circumstances. The following are just some of the general traits that have proven to contribute to good, strong leadership:

- **<u>Communicative</u>**

This should be a no-brainer. By this point, you should realize that good communication skills are a vital component to organizational behavior and business success. Being communicative is a hallmark of leadership, and leaders who cannot convey their guidance will cause more problems than they solve. Recognizing non-verbal cues like body language is especially important, as many leaders frequently need to be able to read a situation rather than be dependent on thing being explained to them.

- **<u>Problem Solving and Negotiation</u>**

Many negotiators are in positions of leadership, so many of the same traits associated with that ability are sought after in leaders. The ability to take a problem and quickly find the best solution that serves all parties involved is something that many leaders are going to be faced with on a daily basis. Leaders at any point in a business' chain of command are going to be the person that conflicting staff members go to for assistance, so be ready.

- **<u>Empathy</u>**

While some circumstances may require a more neutral emotional state and mindset, leaders will still need to be able to empathize with others.[9] Empathy allows a person to think about who their actions will impact and what the long-term consequences are. It can be much better than a sterilized, business-like approach because it prompts a person to look at all the factors involved before making a move. Since leaders often need to double as strategists, such a trait is incredibly valuable for success.

- **<u>Transparency and Honesty</u>**

One of the first things that experts list for quality leadership is honesty. Leaders who are able to be honest with their followers and transparent in their actions often follow ethical practices.[10] As a leader, you are responsible for others and your employees will trust you to act in their best interest. If they do not think you to be ethical and honest, they won't want to follow you and do what you want them to.

- **<u>Inspirational</u>**

Throughout society and history, leaders have been an inspirational source for many. These are the people that the public looks to when they need motivation and guidance. Business leaders need to be able to inspire their employees and themselves in order to keep things going. Inspiration can boost creativity and productivity in the workplace, and there is power in being able to generate it.

- **<u>Confident</u>**

Leadership is a public position in the group; you are the person that everyone looks to for guidance. You need to be sure of yourself and of your actions to be effective in that position, and people will notice if you are not confident. Leaders generate confidence in others through their own ability to be assertive and strong in their behavior.[11] If you lack confidence, or are unable to display confidence, it's going to translate to the public as a weakness. As a result, they may not respect you as a leader.
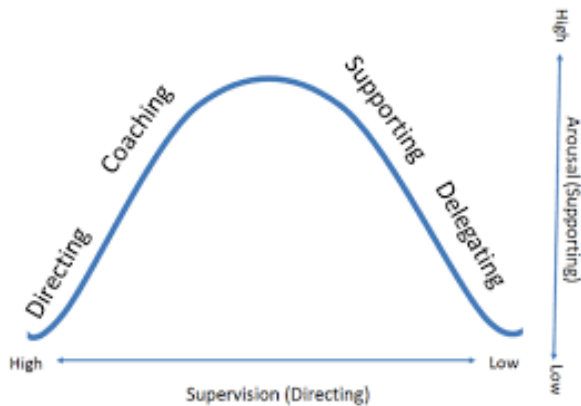
How to Improve Leadership Skills and Abilities

Not everyone is going to be a born leader or have perfect leadership skills. That doesn't mean that it isn't possible for a person to develop or strengthen their abilities as a leader. Those who are committed to improving their leadership skills should consider trying some of the following:

- **<u>Practice</u>**
You can't get better at something if you only do it when it's demanded of you. Practicing can help a person improve any ability by familiarizing them with the actions and details necessary to execute that skill in real situations. Business leaders can practice by their skills by using them outside of the office-things like empathy, communication, and honesty are all things that are valued in society after all. You don't have to follow the 10,000 Hours Rule-which has since been debunked-to become an expert, but deliberate attempts at practice can help.[12]

- **<u>Seek Out Feedback</u>**

There's no guarantee that you will be able to tell what state your leadership skills are in through your own analysis, so actively seeking out feedback from others can help you pinpoint what needs work. Some of the effects of your actions are not going to be easily measurable without asking others how they've been impacted. If you encourage feedback, those you are leading will be more trusting of you and your actions. Feedback can also give you some vital information about what your strengths and weakness are and keep you from going over your personal and professional limits.

- **Engage Others**

    Engaging with others can provide a huge boost to the productivity and behavior in the office. Leaders who engage with their employees and followers tend to build more trust than those who don't and it can help foster loyalty.[13] By taking the time to engage with others in the business, you're giving yourself the chance to test out your skills, get feedback, and make real connections with the people you're leading.

- **Be A Role Model**

    Leaders are role models for many people, whether they realize it or not. Employees will look at the example set by their superiors in order to improve themselves.[14] You want to make sure that you are setting the best example possible with your actions, regardless if anyone is viewing you as a role model. Take the time to think about your actions and think about how the things you do would translate in that position of role model. That awareness of your actions can help you make improvements in your skills and abilities for the good of yourself and those you lead.

Traditional Theory

Traditional theory is a theory based on different traits of a human beings. It assumes that leaders are born and not made. According to this theory, leadership behavior is the sum total of all traits that a leader possess.

Thus, this theory gives the profile of a successful and complete leader. According to this theory, there are five human traits. They are −

- **Physical trait** − it includes energy, activity, appearance, and height.

- **Ability trait** − it includes judgement, knowledge, and fluency in speech.

- **Personal trait** − it includes self-confidence, creativity, and enthusiasm.

- **Work trait** − it includes organization and achievement.

- **Social trait** − it includes interpersonal skill, cooperativeness, popularity and prestige.

Drawbacks

Following are the major drawbacks of this theory:

- Traits are not arranged according to their importance.
- There is no quantitative tool to judge the human traits.
- This trait can't be used universally.
- This trait can be achieved and developed.
- Situational factors are avoided.
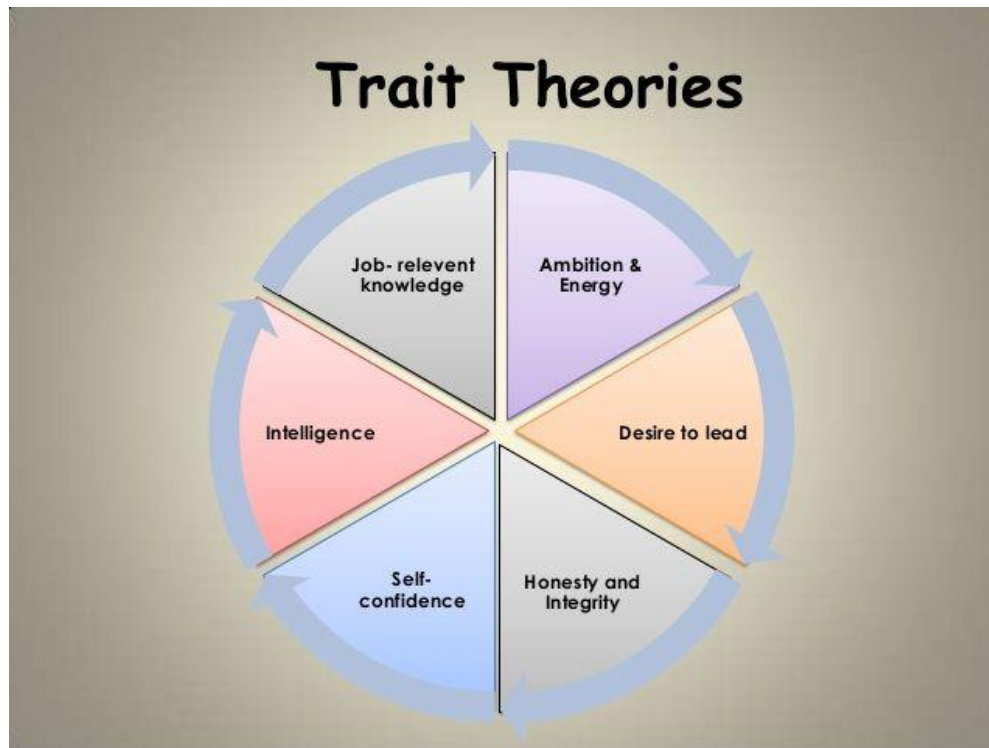
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