

# CHAPTER TWO

## The Effect of Leadership and Power Structure

### The Meaning of Leadership

Leadership has been looked at by various theorists as a concept that is unexplainable. Many interpretations of its meaning have been given with one most suitable one being settled on. Simply put it is said to be the act of "getting others to follow" or getting people to do things willingly", or interrelated more specifically, for example as "the use of authority in decision making" It may be exercised as an attribute of position, or because of personal knowledge or wisdom.

Leadership might be based on a function of personality, or it can be seen as behavioral category. It can also be viewed in terms of the role of the leaders and their ability to achieve effective performance from others.

Leadership is related to motivation and to process of communication. While making a generalization about leadership is not easy, It is essentially seen as a relationship through which one person influences the behavior other people. Leadership is a dynamic process. The leader-follower relationship is reciprocal and effective leadership is a two way process.

A more specific definition of Leadership is that: It is the interpersonal influence which is exercised in a situation and directed through the communication process towards the attainment of a specified goal.

The group theorists of Leadership have their roots in social psychology, and believe that there must be a positive exchange between the leader and followers in order for group goals to be accomplished.

The social exchange view of leadership is articulated by Hollander and Julian as follows: A leader is that person in the role of a leader who fulfils expectation and achieves group goals provides rewards for others which are reciprocated in the form of status, esteem and weighted. Leadership embodies a two way influence relationship, recipients of influence assertions may respond by asserting influence in return.

While leadership is predominantly influence based, it is also said to be the process of using power.

Leadership can be analyzed in various forms which include:

- i.) Qualities or Traits approach
- ii.) Situational approach
- iii.) Functional or group approach

### **Qualities or Traits approach**

This approach assumes that leaders are borne and not made. Leaders consist of certain inherited characteristics, or personality traits which distinguish leaders from followers. This can be traced back to the ancient greeks and Romans concluded that leaders were borne, not made. People believed that Napoleon Bonaparte was born not made. The approach can be said to be focused on identifying traits.

### **Situational approach**

This approach concentrates on the importance of the situation in the study of leadership. A variety of people with differing personalities and from different backgrounds have emerged as effective leaders in different leaders in different situations. The situational leader places emphasis on the importance of professional knowledge or technical expertise, and relates to the idea of sapiential authority. Situational approach therefore provides a sounder base for training in leadership.

### **Functional or Group approach**

This approach focuses not on the personality of the leader, nor on the particular situation in which the leader emerge but on the functions of leadership. The functional approach views leadership in terms of how the leader's behavior affects, and is affected by the group of followers. Both the official leader and the group member who happens to come up with the right function needed by the group at the right time: The approach focuses on the content of leadership.

### **Types of Leadership.**

There are key styles of leadership and these are:

- i) Authoritarian
- ii) Democratic and
- iii) Laisser faire

#### **i) Authoritarian style**

This style of leadership is where the focus of power is the manager, and all interactions within the group move towards the manager. The leader makes decisions single handedly and authority for determining policy, procedures for achieving goals, work tasks and relationships, controls of rewards or punishments.

## **ii) The Democratic style**

This is where focus is more with the group as a whole and there is greater interaction within the group. The leadership functions are shared with members of the group. The Group members have a greater say in decision making, determination of policy implementation of systems and procedures.

**iii) Laissez-fair style** is where the manager observes that members of the group are working well on their own. The Manager consciously makes a decision to allow them freedom of action and not to interfere but is readily available if help is needed

## **Meaning of Power**

Power can be defined as an ability to get an individual or group to do something” “to get the person or group to change others. It is the ability to manipulate or change others.

It is also said to be the engine that drives the ability to influence

The above definition of power distinguishes it from authority and influence. While authority is legitimate power, and also said to be the right to manipulate or change others. While discussing power, influence is conceived as being narrower than power.

Power is a pervasive reality in the life process of all modern day organizations. Leaders regularly acquire and use power to accomplish specific work goals and strengthen their own positions vis-as-vis the reaching of general or organizational goals. Like Leadership Power has some relationship with communications to reach the intended target.

Within an organization, Leadership influence will be dependent upon the type of power that the leader can exercise over other people. The exercise of power is a social process which helps to explain how different how different people can influence the behavior/actions of others.

The influence of the leader is based upon sources of power, and these were identified by French and Raven and considered in terms of the manager (as a leader) and subordinate relationship. The source of power includes:

1. **Reward Power**- This is based on the subordinate's perception that the leader has the ability and resources to obtainable to obtain rewards for those who comply with directive for instance, pay, promotion, praise, recognition, increased responsibilities , allocation and arrangement of work, granting of privileges.
2. **Coercive Power**- This based on fear and the subordinate's perception that the leader has the ability to punish or bring about undesirable outcomes for those who not comply with directive; for example, withholding pay rises, promotion; allocation of undesirable duties or responsibilities; withdrawal of friendship or support; formal reprimands or possibly dismissal.

3. **Legitimate power** This is based on the subordinate's perception that the leader has a right to exercise influence because of the leader's role or position in the organization. Legitimate power is in actual sense "position" power because it is based on the role of the leader in the organization.
4. **Referent power** is based on the subordinate's identification with the leader. The leader exercises influence because of perceived attractiveness, personal characteristics, reputation or what is called "Charisma" This type of power comes from the feeling or desire to identify with other person wielding power. The other person wants to identify with the powerful person regardless of the outcome.
5. **Expert power** is based on the subordinate's perception of the leader as someone who has some special knowledge or expertise in a given area. Expert power is based on credibility and clear evidence of knowledge or expertise; for example the expert knowledge of 'functional' specialist such as the Human Resource manager, management accountant or system analyst. The expert power is usually limited to narrow, well defined areas or specialists

### **Effects of Leadership and Power Structure in a Dynamic Environment**

Organizations are defined as a collection of people brought together for a purpose. To achieve this objective successfully, people (skills) need to be organized within the best possible structure. Structure can make or break an organization' Mullin 9th Edition 2010.

"Organizational structures refers to the way in which an organization's activities are divided grouped, and co-coordinated into relationship between managers and employess, managers and employees and employees" James A. F. Stower, Freeman R. Edward, Gilbert Jr. Daniel R. (2003) Management, 6<sup>th</sup> E Prentice Hall, India.

Leadership has various effects which could be positive or negative, and depending on the different styles put into use. These leadership styles may not be the same in all leader and may be affected by: i) characteristics of the leader, ii) the attitude, needs and other personal characteristics of the followers, iii) the nature of the organization, such as its purpose, its structure, the tasks to be performed; and iv) the social , economic and political environment.

However the effects of leadership and Power structure would be stated as follows:

- i) Target realization of the goals and objectives of the organizations, and therefore ROI
- ii) Improved outputs
- ii) Focus and co-ordination among the workforce
- iii) Coordinated decision making based on the leadership style used
- iv) Motivation based on the style of leadership put in place

- v) A sense of belonging on the part of the appointed leader
- vi) Positive attitudes, satisfaction and performance based on leaders who take into account and support their followers.