

LEADERSHIP THEORIES IN INDIAN ORGANIZATIONS: A REVIEW

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ABSTRACT

The concept of leadership used in measurement of the performance of the employees in organization. The important variable used for measuring the performance has been restricted to the aspect of human behavior and the physical factors have not been taken into account. The issue of leadership also rests upon this very human factors in present time. Our study is an attempt to understand this advancing technique of human orientation in Indian set up where the top management is still in hands of hereditary proprietorship. This class of management experts used to acquire training in management at work but it could not be guaranteed that their aptitude and potential for management will develop. Thus the management theory and practice in India is in transitional stage and it would be really interesting and useful to measure and analysis the leadership practices in some Indian industries taking the “human aspect” for subject matter. It is necessary to explain clearly the concept of leadership.

Leadership concept

The word leadership has been widely used by political orators, business executives, social workers, philosophers and scholars both in speeches and writing, yet the real meaning has eluded almost everybody. In survey of leadership theories and research, **Ramp M. Stogdill (1974)** pointed out, “there are almost as many different definitions of leadership as there are persons who have attempted to define the concept”. Leadership is the key process in any organization. We attribute the success and failure of an organization to its leadership. When a business venture, a university and an athletic team is successful, it is the president or coach often receive the credit when failure occurs, it is really same at the top that is replaced. Thus one of the key element of the concern in any organization is how to attract, train and keep people who will be effective leader.

Diverge views on leadership

Different sociologists and thinkers (**Baudus, 1942; Bass, 1960; Gouldner, 1950; haiman;** have put their views forward in this context. According to **Tannen Baum. 1959;** leadership is a communicative, interpersonal influence exercised in a situation and toward the attainment of a special goal or goals’.

“Leadership as the ability to influence a group toward the achievement of the goals.” (Stephen P. Robbins 1996). It is the ability to influence others. The group has given special importance to leadership because it influences a large number of persons.

One another view of leadership is “leadership is the relationship between two or more people in which one attempts to influences the other the accomplishment of some goals”. It refers to relationship between two or more persons. This relationship has a power to influence others (**Andrew et al, 1982**).

Further **George R.Terry (1977)** has defined leadership as “the relationship in which one person, the leader, influences others to work together willingly on related task to attain which the leader desires”. A leader influences the employees so much that they perform willingly for the achievement of the goals of the organization, which are also desires that his personal interest should be observed than many follower may object. **Mintzberg (1993)** stated that three important roles are performed by a manager 1) interpersonal role-manager as a figurehead 2) leader role manager as a source of motivation to subordinates and 3) liaison role-manager interactive with subordinates and superiors outside his working unit. Thus the activities of a manager constitute – 1) to get the job done through high quality and reality standard of performance. 2) To get the done through people, requiring their satisfaction and commitment.

Schultz (1958) in his FIRO theory (fundamental interpersonal relations orientation) highlighted a conceptual and integrative view of leadership role stating “effective leader integrates the need of the group with reality.” Going with the above description of traits of a leader, his roles, activities and the type of an organization where he practices. It is obvious that leadership is a process high degree of underlying variability. Hersey and Blanchard (1980) defined leadership of an individual as “the behavior pattern that a person exhibits when attempting to influencing the activities of others as perceived by those others” they

further defined the two types of behavior, task behavior and relationship behavior which are central to the concept of leadership styles.

Approaches to leadership

Leadership has always been an issue of high interest from the early days of people gathering together in group to accomplish goals. However, it was not until the early part of 20th century that researches began to study leadership theories focused on leader and how to leader interacted with his or her group members.

1) Situational approach

Paul Hersey and Ken Blanchard (1988) has developed a leadership theory that has gained a strong following among management development specialists. It depends upon followers' acceptance, readiness, maturity and willingness. Regardless of the experience of a leader, he is not successful unless the followers accept him as a good leader. His ability depends on the ability of his followers. Kahn & Katz 1956, focused upon the situation in which leadership occurs. This approach assumes that leadership is strongly affected by the situation from which the leader emerges and in which she or he operates the situational approach is close to the managerial grid model.

2) Functional approach

This approach was developed by **Kurt Lewin**, founder of field theory in social science. This mainly emphasis study of a leader as a person to study of the group. Leadership is defined as a person to the study of the group. Leadership is defined as act of all those members that aid in the development of group and accomplishment of group task.

3) Behavioral approach

Leadership is depend upon the behavior of a leader his implicit and explicit actions influences the employees. That's why followers generally imitate leader's philosophy, traits, skills and aptitude. Employee's perception of leadership is influenced by behavior of leader.

Leadership styles

Leadership differs from person to person according to their style of functioning in a particular situation. The term “style” roughly represents leader’s behavior or approach. Leadership style differ strongly from positive to negative, from participative, autocratic, free rein structure, managerial grid to contingency styles.

Kurt Lewin, Lippit&white, 1939; explored three leadership styles. The autocratic style described a leader who typically tended to centralize authority, make unilateral decision, and dictate work method and limit employee’s participation. The leader consider himself most superior and dictates decision to employees. He takes full authority and dictates full responsibility of performance. An autocratic leader believes in threats and punishment. The democratic style described a leader who tented to involve employees in decision making, delegate authority encourage participation in dealing work methods. Laissez faire style leader gave the groups’ complete freedom to take decision and complete the work in which manner they see feet.

Bass (1981) stated that more consistent results were found however when a measure of subordinates satisfaction was used group members satisfaction

Levels were generally higher under a democratic leader under an autocratic one. The

Ohio states studies identified Stogdill& coon 1948, two types of leadership styles.

Consideration and initiating structure consideration which was defined as the extent to which a leader has job relationship characterized by mutual trust and respect for group member’s ideas and feelings. A leader who was high in consideration helped group member in their personal problems was friendly, approachable and treated all group members as equals while imitating structure, which referred to extent to which a leader was likely to define and structure his or her role and role of the group members in search for goal attainment. It included behavior that involves attempt to organize work, work relationship, and goals. A leader who was high in both initiating structure and consideration a high leader achieved high group task performance and satisfaction more frequently than one who rated low on either dimension or both.

Number of research studies (**Katz et al, 1950, Kahn 1952**) were carried out examine the relationship between employees’ orientation and production orientation leaders are associated with high group productivity and higher job satisfaction. Production

oriented leaders were associated with low group productivity and lower job satisfaction.

Conclusion

The most critical problem in Indian industries for present and possibly for future also, is the question of managing human resource in the optimal manner along with other resources such as raw materials, machines and money which are of scare nature. The most of research and theory on leadership clearly dictate that an effective leader can design a system that takes into accounts the expectations of subordinates, the fact that motives vary from time to time, interpersonal relationship, types of rewards and situational factors.

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