
For the students of

B. Com. (Hons), Sem: IV and VI

Name of Paper: Organizational Behavior (Unit-III)

Prepared by: Dr. Noor Us Saba

LEADERSHIP

“Leadership is influence, that is, the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals”

-Koontz and Wehrich

Leader is the one who has charismatic quality, acquire both technical and managerial skills and encourages or influence people to follow them. To be a leader one must have followers. Leader is an integral part of the work and social life. In every situation people want to attain some goals and hence, need leader to guide them, motivate them to work towards the accomplishment of goals.

Nature of Leadership

1. Leadership depends on personal traits

2. Leadership is situational in nature

3. Leader must have followers

4. Leadership is a function- $L=f(l,f,s)$ where l= leader, f=follower, s=situation

5. Leadership is pervasive in nature

6. Leader have power vis-a-vis Legitimate power, reward power, information power, referent power, connection power and coercive power

7. Leadership aims at accomplishment of goals

IMPORTANCE OF LEADERSHIP

1. Leader is the one who provide support to his subordinate, help them assembling and organizing resources, accomplish task and achieve standards.
2. Leader also provides psychological supports to the followers. He listens to the problem of his followers and tries to solve their problems. He also guides, supports and raises the morale of the followers.
3. Leader also works for the development of his followers both technical and managerial.
4. Leader is the one who motivates the follower to perform their task and reach performance standards.
5. Effective leader also facilitate change in the organization and encourages followers to adapt those changes.

STYLE OF LEADERSHIP

The leadership styles are broadly categorized into three

1. Autocratic Style- In this style of leadership strict control is on the subordinated. All the power and authority is concentrated in the hands of leaders. In this style the threat of penalties and punishment makes subordinates to follow the instructions and order of the supervisor. All the decisions are taken by the supervisors.
2. Democratic Style- This style of leadership is also called as Participative style. In this style the monitoring is less as compared to autocratic. Only critical points of the job are controlled more. In this also some work related authority is delegated to the subordinates. In this style of leadership the workers involvement is high. This is also considered as one of the best style of leadership because it is also concerned for people as well as task
3. Laissez-Faire- This style of leadership is also called as “Free- Rein’. In this the monitoring of workers is not present and all the decision making power and authority is delegated to the subordinates. There is neither a concern for people nor task. This is the most ineffective and inefficient style of leadership, as when power is given to the workers they tend to neglect their work.

THEORIES OF LEADERSHIP

- 1) Trait Theory- This theory states that there are some personality traits that differentiate leaders from non-leaders. Some of these traits are-
 - Self-confidence
 - Honesty and Integrity
 - Desire to lead
 - Emotional stability
 - Motivating skills
 - Empathy
 - Human Relation
 - Technical skills etc.

The drawbacks of this theory is-

- Traits do not guarantee success. It means it is not necessary that person possessing these traits can be a successful leader.

- This theory only talks about the trait of leaders, but ignored the traits of followers. As, to be a leader one must have followers therefore, traits of followers are also equally important
- This theory ignores the situational aspect of leadership
- This theory doesn't specify which trait is more or less important to be a good leader.

BEHAVIOURAL THEORIES OF LEADERSHIP

1. Ohio State University Study- This study was conducted in Ohio State. This theory focuses on what leader do rather than who leaders are. It says that for different situation leaders tend to show different behavior. From the list of different situation and behaviour two leadership dimensions were specified.

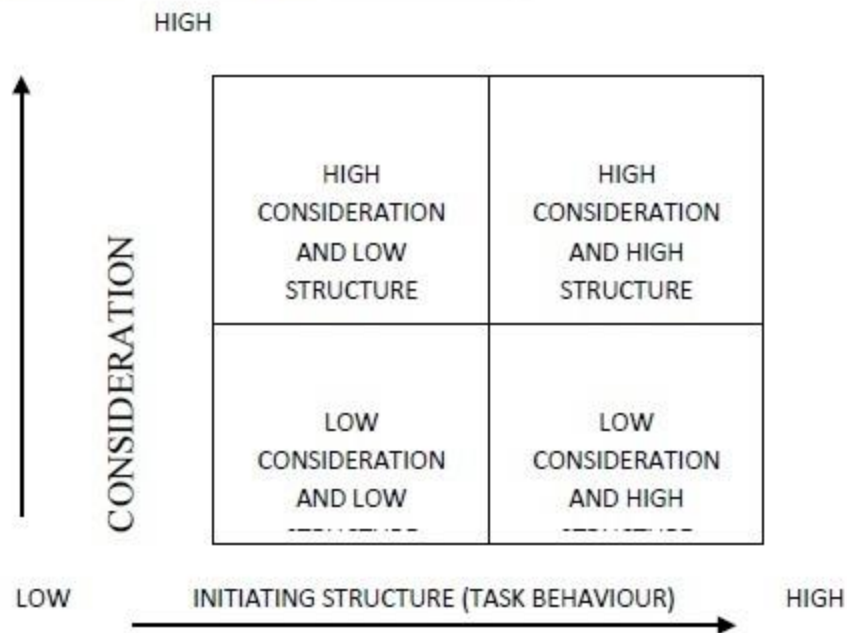
a) Initiating Structure- It connotes the behaviour of the leader that specify, organize the work, assign the work and supervise their actions

b) Consideration- It the leader's behaviour that includes- supportiveness, friendliness, trust, respect and concern for subordinates

It was found that

- High consideration leads to low absenteeism but it may reduce the performance
- High initiating structure can increase the performance but also increase grievances and absenteeism
- When both consideration and initiating structure are high then employees tend to be more satisfied.

Chart : OHIO STUDIES: LEADERSHIP



2. The University of Michigan Study

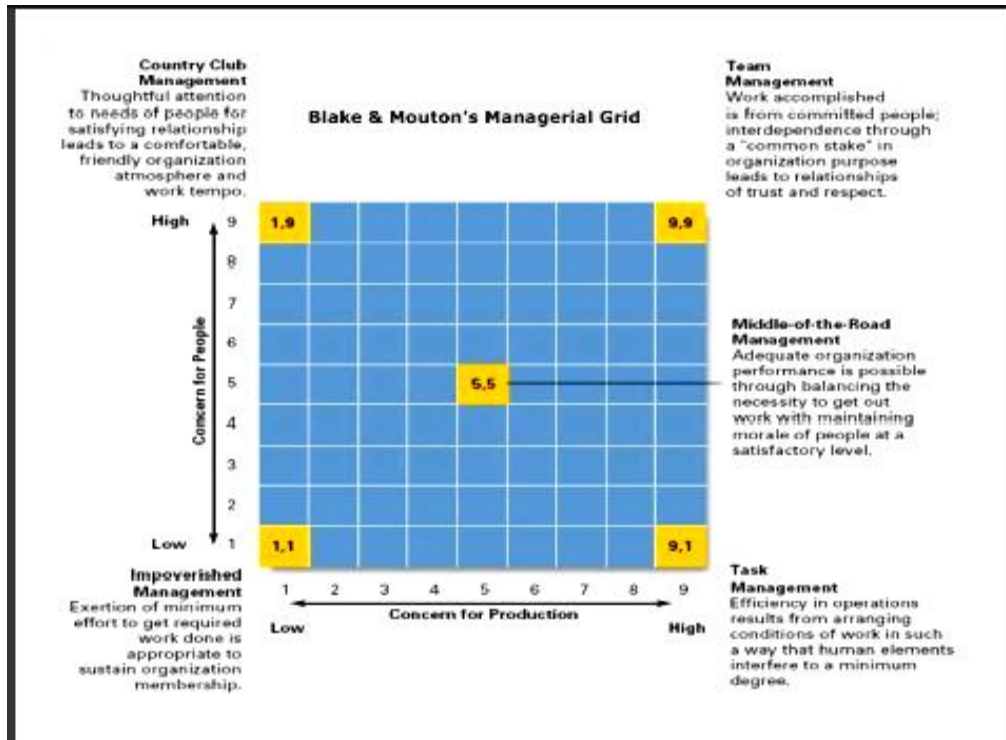
The researchers differentiated two styles of leadership-

- (i) **Production Centred-** In this style leaders set standards, organise tasks, define work procedure and closely monitor subordinates.
- (ii) **Employee Centred-** Ensure high performance by trusting and respecting subordinates. Encourage workers' participation.

3. Leadership Grid

By combining the result of Ohio State University research and The University of Michigan Research, Blake and Mouton have given a leadership grid also called as Managerial grid. They identified two dimensions

- (i) Concern for people
- (ii) Concern for Production



SITUATIONAL THEORY OF LEADERSHIP

Hersey and Blanchard have integrated the leadership grid and the contingency theory and have propped Situational Theory of Leadership.

According to this the leadership is situational in nature and effective leader must assess the situation first and then according to the situation he must adopt the leadership style. They proposed that there should be a proper match between the leadership style and maturity level of the followers.

They define the maturity level/readiness level as the extent to which subordinates can perform their work or task. These can be

M₁- Unable to do job and also unwilling to do job

M₂- Unable to do job but willing to do job

M₃- Able to do job but unwilling to do job

M₄ - Able to do job and also willing to do job

For these four different maturity levels, four styles of leadership were given

S₁- Telling: Gives clear instructions and closely supervises performance). This leadership style is suitable for the readiness level M₁ where, maturity level is low

S₂- Selling: Explains decisions and encourages asking for clarifications required. This leadership style is suitable for the readiness level M₂ where, maturity level is low

S₃- Participating: Concern for people, shares ideas, and participating decision making. This leadership style is suitable for the readiness level M₃ where, maturity level is high

S₄- Delegating: Hands over responsibility for decision making and implementation. This leadership style is suitable for the readiness level M₄ where, maturity level is high.

References

Pareek.U.(2016).Understanding Organizational Behaviour.New Delhi:Oxford University Press.ISBN-13:978-0-19-945471-6

Vasishth.N.(2012).Organizational Behaviour.New Delhi.Taxmann.ISBN:978-81-7194-999-1

Robbins.S.P . 15th edition. Organization Behaviour.Pearson