CHAPTER II
THEORIES, TYPES AND FUNCTIONS OF LEADERSHIP

Importance of Leadership:

A group exists as a means of satisfying certain purposes, wishes of providing certain goals to its members. The group cannot be successful in its efforts unless it works as a unit. For this there must be someone to bring harmony in the group, channelise aspirations and the resources of members and influence them for achieving the common goal. The person who performs this task is known as the leader of that group. Again it is equally true that every community has its own leaders, who comes up in a small group; as members in small group can afford to know each other, discuss their mutual problems and come to a decision through the active support of the participants. They emerge because of their natural association, local acceptance and recognition.

In words of Dr. Sanderson and Polson:

"If the community is to be able to act as a unit, it must have leadership which is recognised and has community confidence. Community leaders are necessary to make decisions, to direct community
activities, and to speak for the community both in relation to its internal organisation and its outside relationship.

Definitions of Leadership:

Formerly, psychologists emphasised the personality characteristics of the leader. They studied the leader both as an individual and as a product of group and situation. When they stressed the aspect of the leader as the individual, his personality characteristics such as dominance and ego control were emphasised. Sociologists saw the phenomenon as the power or influence the individual wielded in groups, organisations and community. Here leadership was synonymous with prestige, with the office, or the role performed to the group. Every person who leads a group of people or a society is called a leader. There are different varieties of the leaders, according to the functions. Normally speaking a person who wields some political influence is called a leader but in the real sense of the term leaders activities are not confined to political field alone. People who wield influence in any shape of life are also called leaders.
Leadership implies a following whose behaviour is the result of a conscious consideration of the leader's personality, of its own interests and of the anticipated social consequences.

In the words of Bernard, "A leader is a person who is more than ordinarily efficient in carrying psychological stimuli to others and is thus effective in conditioning collective responses." Bogardus says, "A leader is a person who exerts special influence over a number of people ... There must be both special influence and a number of persons involved." Garine defines, "A leader is an instigator of movement by instigating group behaviour and facilitating release of energies of people in the group for action toward a desired goal or direction, by virtue of a combination of qualities which enable him to get things done willingly by others."

"Leadership is the activity of influencing people to co-operate towards some common goal which they come to find desirable."

"Any person who is more than ordinarily efficient in carrying psychological stimuli to others and is thus effective in conditioning collective responses may be called a leader."
Pigars says, "Leadership is a process of mutual stimulation which by the successful interplay a relevant individual differences, controls human energy in the pursuit of a common cause".

Leaders are a part of the essential mechanism of groups. Therefore the product of situations. There cannot be a group without a leader. Sanderson and Polson say: "Every group has within it the necessary leadership, whether acknowledged or potential. Every situation brings to the fore some leadership within the community". Potential and resourceful leadership is available in every community. Thus several types of leaders can be identified in the Indian Village Communities also.

Some have tried to understand leadership through "a process of mutual stimulation" of leader followers behaviour as a result of social interaction. Some have understood it through individuals characteristics on the bases of authority and power. Lapiere, R. T. and Franswoth, P. R. defined leadership as the behaviour that effects the behaviour of other people more than their behaviour affects that of the leaders."
Whereas Krech and Crutchfield\textsuperscript{10} and Basu\textsuperscript{11} have given thirteen and ten characteristics respectively of a leader. As a matter of fact we cannot be reconciled about the fixed characteristics of a leader as the three factors; time, place and situation, play, major roles in determining them. But it is true that a leader always has the authority and power of decision-making which at times is held up when the community comes under the influence of outside world or when there is an irregular contact.\textsuperscript{12}

The earlier theories of leadership may be classified into two categories; the first based on 'heredity' and the other as 'traits' of late, the modern theory of 'situational' and an extension of it is known as situational-cum-personality theory.

Leadership is based on relations between an individual and a group which is built around some common interest and which behaves in a manner directed or determined by him.\textsuperscript{13} The superiority of leadership may be by free choice i.e. presence of mutual
understanding and interaction between the leader and the followers and the leaders is accepted as a model because of his personal and social traits which come to light in a social situational field or dominance basis when the person compels others to follow his direction. He imposes his authority on others and the followers are driven by the emotion of fear. Such a person is obeyed not from within but from without merely under compulsion or threat or due to particular socio-cultural set up.

Pigors says, "Leadership is a process of mutual assimilation which by the successful interplay of relevant individual differences, controls human energy in the pursuit of common cause." 14

As regards leader, "Any person who is more than ordinarily efficient in carrying psychological stimuli to others and is thus effective in conditioning collective responses may be called a leader." 15 E. S. Bogardus in 'leaders and leadership' defines a leader as a person who exerts special influence over a number of people." 16
The concept of leadership has undergone a radical change since Carlyle conceived leadership to be one or more traits in the person of a leader and Marx maintained that leaders exist only in so far as they satisfy the needs and purpose of the followers i.e. leaders and the creation of the led.

Hamphill says, "Leadership is the behaviour of an individual who is involved in directing group activities." The emphasis is again on behaviour in Bogardus definition, "Leadership is the process of changing the attitude and cultural patterns of a large number of people."

"In his broadest sense", says Halman,"Leadership refers to the process by which an individual directs, guides, influences or control the feelings or behaviour of other human beings." Leadership is a contribution to the establishment and attainment of group living" says Kimball Wiles. All port defines leadership as the phenomenon which produces change "through the immediate behaviour of the leader." In all these definitions the emphasis obviously is on the change effected in the motives and attitudes of the group members by what the leader does.
Leadership is also considered as a quality of leaders personality. Leadership in this sense is that quality which evokes from co-workers their voluntary active participation in assuming responsibilities which contribute to growth in relationships, attitudes, and activities of the group. The emphasis in this definition is on the leaders personality. Again, "Leadership like personality", says Flemming, "is apparently made up of a number of diverse elements, one of which is of paramount importance in relation to the others." Leadership has been recognized to an increasingly greater extent as one of the significant aspects of human activity. Leadership literature is a mess of content without any conglutinating substance to bring it together or to produce coordination and point out inter-relationships.

Leadership means many things to many people. It is a concept which has been studied extensively certainly many characteristics of leadership are held in common for all leadership positions. On the other hand there may be certain elements which are unique in some cases alone.
Situational factors influence the quality and effectiveness of leadership behaviour. Certain tasks require leadership patterns that differ from the requirements of other tasks. Essential features of leadership in groups, regardless of task or situation involved, include the development of a sense of unity and purpose or direction, and a progress that provides satisfaction to group members.

The democratization of the political power pattern and the resultant decentralization and the emergence of groups of different levels playing different roles of varied efficacy in the decision making process tends to explain the leadership behaviour in terms of special interaction and more dominance. Kimball Young's explanation of leadership in terms of 'dominance' is accompanied by his realization that this dominance implying control and influence over others is required and exercised through suggestions and persuasions at least in societies with established mechanism of balance and counter-balances in the power structure. The leadership question arises within the framework of social interaction and is not independent of the cultural norms of the group.
Leadership was not considered to be status or combination of traits but a working relationship among members of a group; the status is acquired through active participation and the demonstration of his capacity for carrying co-operative task to completion.

The modern researchers in the field of group dynamics conceive leadership in terms of social interaction and the leadership behaviour is the product of a demonstrable mastery of social relationship. Leadership is that element in a group situation, which when made conscious and capable of controlling, brings about a new situation presumably more satisfying to the group as a whole. Leaders and leadership today are studied as dynamic group processes.

Leadership is associated with social influence and social power which has been defined as the potentiality for inducing forces in other persons towards acting or carrying in a given direction. Richard T. Marris and Melvin Seaman think that leader may be designated as an individual who wields more and more important influence than any other member in the group.23
Another way considering the problem of defining leadership is in terms of group goals. It can be said that the leader is the individual who is able to lead the group towards its goals. Again leaders exist because of the need of people for someone to follow and they follow those in whom they see a means of satisfying their own personal goals.\textsuperscript{24}

Another method of defining leadership is in terms of a sociometric choice. The leader is he who is selected by the members of the group as being the leader.

Cattle has recently proposed a new way of looking at leadership. He says, "A leader is a person who has demonstrable influence upon group syntality. And we measure leadership by the magnitude of the syntality change (from the mean) produced by that person, i.e. by the difference in syntality under his leadership of the average or model leader."\textsuperscript{25}

Stogdill defines leadership as the process or act of influencing the activities of an organised group towards goals setting and good achievement.\textsuperscript{26}
The term leadership is closely associated with power and authority. Leadership may be expressed through power or authority but authority and power alone cannot constitute leadership. The position of leadership arises only when the followers accept the leader of their free will, without any coercion. Blind following of a person due to irrational drives will not lead healthy leadership. Therefore a society or a community which has a traditional social order is likely to have a traditional pattern of leadership whereas a society which is moving in the direction of modernism will tend to have modern oriented leadership. Since a complete modern social order has not yet been arrived at, leadership in the changing society will constitute a traditional modern continuum.

It is clear from the above concept of leadership that it involves either the determination and attainment of group goals through consent and understanding or general improvement in motives and attitudes of the numbers effected through changes in behaviours. In both the cases the condition of the group members improves and general prosperity is brought about.
True leadership emerges when a group of people follow an individual from a free choice and not under some sort of social coercion or force. Only such a leadership may be able to mobilise the human resources of the country in the great task of national reconstruction.

Looking at the various approaches and definitions, we find three main components of leadership, the leader, the follower and the situation. If we bring these components together, leadership may be defined as the interaction between leaders and followers in a particular situation. It involves attempts on the part of a leader (influence) to affect (influence) the behaviour of followers in a situation. A good leader is one who has a stronger sense of initiative, greater drive, a good insight into 'the situation' and social problem, and is endowed with traits considered to the above the average by others.

Approaches or Theories of Leadership:

Leadership is personality in action under group conditions. It includes dominant personality traits of one person and receptive personality traits of
many persons. It is interaction between specific traits of one person and other traits of the many, in such a way that the course of action of the many is by the one. The concept of leadership is explained in five basic approaches.

1. **The Trait Approach:**

   During the first decades of the twentieth century leadership research focused on the leader himself, to the virtual exclusion of other variables. Gouldner analysed evidence relating to "universal traits," such as intelligence, psycho-sexual appeal, etc. He arrived at the inevitable conclusion that there is no reliable evidence concerning the existence of universal leadership.²⁸

2. **The Situationist Approach:**

   The situationist approach is based on the assumption that different situations require different leadership behaviour.

   Stogdill concludes that the qualities, characteristics and skills required in a leader are determined to a large extent by the demands of the situation in which he is to function as a leader.²⁹
(3) **The Behaviour Approach:**

The behaviourists hold that leadership is whatever the person does who is in the position of a leader or that leadership is whatever behaviour influences a collectivity.  

(4) **The Styles-of-Leadership Approach:**

This approach is based on the hypothesis that different styles of leadership behaviour generate different kinds of group climate. However, more recent research findings tend to question the stereotype image of a leader but emphasize the shifting leadership behaviour in varying situations.

(5) **Functional Leadership Approach:**

The functional perspective interprets leadership in terms of functions to be performed by the leaders the social situation automatically produces such leaders. Such leaders are the product of the situation.

**Types of Leadership:**

Historically speaking one does not come across any such society, which functions without the help
of the society. There are different types of leadership and between some of these types there seems to be such a contrast, that to ignore the type-variety in discussing the phenomenon of leadership can only lead to confusion and fruitless debate.

There are different types of leaders who exert differential degrees of influence on the variegated structure of social organization. The classification of leaders based on their role, institutional nature, personality type, social origins, etc. The differentiations are largely made in terms of power base or authority and nature of the leader-follower relationship. But these several differentiations are not clearly distinguished from one another.

We have leadership classifications like direct and indirect, social, mental and executive, authoritarian and democratic, temporary and permanent. Schmidt advocates two types of leadership, namely symbolic and dynamic. Gerth and Mills suggest three types: the routine leader who carries out the already existing role without any modifications, the innovative leader who introduces new ways of life
to satisfy the group needs and lastly the precursor who creates new roles. This suggestion is based on the nature of leadership role.

Bogardus divides leaders into two categories: "direct" leaders, who deal directly with people and "indirect" leaders who set in motion forces that sooner or later change the course of history. Among the latter he has given partisan leaders, scientific leaders, social leaders, mental leaders, paternalist leaders, etc. 32

**Direct Leadership:**

Direct leadership deals with people rather than with things. It appears in person and it makes place or requests or gives orders. It leads by word of mouth. It can be seen or heard or both. It outlines patterns of behaviour and commands acceptance. It receives hurrahs and hisses - perhaps both on the same occasion. In the indirect leadership, the role of personality is quite significant.

**Indirect Leadership:**

Indirect leadership of this kind treats new economic adjustment, changes the quality of human
life and multiplies social contacts. The direct leader usually has his heyday in his own lifetime. The indirect leader is more likely to receive proper recognition belatedly. The works of direct leadership are often more immediate in effect; those of indirect leadership slower in attaining fruition. Both create new attitudes or shape and modify old ones. Both involve achievement that receives admiring attention commands followers and creates public opinion. The first may be called personal leadership and second paternal leadership. One leader influences by his personality, the other, by creating new culture-pattern.

Qualities of leadership:

Everyone in any group has some leadership qualities. The main difference between the leader and the followers is that the leader, possess more leadership quality than the followers. Leaders utilise the favourable circumstances. They possess the necessary leadership skills and enjoy their personal relations within the group. Factors like the vested interest with the leadership position, decide the retention of leadership. Prestige is an important factor of
influence for leadership and the administrative position always helps to improve the scope for leadership.

It is commonly observed that personality and circumstances interact to determine whether a person will become a leader. There are a limited number of wages in which one person can influence others to work toward a common goal. He can coerce them or he can coax them. He can tell people what to do and how to do it, or he can share the decision-making and concentrate on his relationship with his men rather than on the execution of the job. Most research by psychologists on leadership has focused on two clusters of behaviour and attitudes, one labeled authoritarian and task oriented, and the other as democratic, egalitarian, permissive and group oriented.

Some of the qualities which are generally found in leaders are sincerity, vigour, foresight, power of coordination, strength of will, personal character, a good physique, self-assertiveness and self-confidence, superior mental ability, ambiability, etc. The quality of leadership does not rest in the individual alone but in the role he plays within
social system. A social system which has established laws or customs is likely to initiate leadership. Leadership is the act of inter-individual influence. Leadership has four basic elements: i.e. leader, followers, situation and task.

The traits and motives for following the leader, the roles and the structural context in which the leader and followers are functioning are to be considered to get a clear understanding of leadership. A leader is the centre of living for his group. He is the focal point for the organisation of his group. Since leadership is always relative to the situation, group, task and goal, and to group needs and attitudes, a leader has to satisfy the group needs. Leaders and followers must be united by a common acceptance of each other. The leader and followers are inter-dependent. The leader has to share with his group its norm, objectives and aspirations.34

Benne dissipates the situational view of leadership. He says, "it is a myth that we must wait for nature to give us leaders, and it is a myth at social situations automatically produce the required leader-
ship but it is extremely significant that leadership is a function of both personal qualities and the situations." \(^{35}\) Leadership is both a function of the social situation and a function of personality. Cowley\(^ {36}\) comes to similar conclusions, "Every situation stresses some traits more than others, and there can be little understanding of individual traits and their relationship to leadership unless these situation stresses are known and understood." A similar compromise has been indicated by Pigars.\(^ {37}\) Leadership is a concept applied to the personality-environment relationship. It relates to the situation when one or at most of very few personalities are so placed in the environment that his or their will, feeling and insight direct and control others in the pursuit of a cause."

Bogardus\(^ {38}\) says that factors like an individual's characteristics, circumstances such as his good luck in being proper situation and time, either defending or challenging the established social order, may help him to get the leadership positions. Versatility in important matters and energy and skill in security followers play a major role in deciding leadership.
Resourcefulness in solving problems, a well-integrated character, sincerity, dependability and a sympathetic attitude are important qualities which enhance the prestige of leadership. On the other hand a hostile attitude, a rigid approach, an incapacity to imagine and understand the sentiments of others, a self-centred and autocratic nature result in the isolation of the individual from the group and affect his chances of leadership. Frustration on account of group discouragement and adverse criticism demoralise an individual.

Apart from these above mentioned factors concerning the individual, several group factors play an important part in deciding leadership. The status of the individual's own group is closely associated with leadership in most societies. Generally an individual from a lower stratum cannot acquire leadership status when the social system is rigid and traditional.

It may not be possible for the poor and persons who belong to the lower castes to become leaders. A rich and influential family usually provides the necessary chances for leadership. The existence of
many institutions and greater leadership opportunities in society helps in leadership formation. Availability of greater social opportunity and the recognition of talented persons are stimulus for the development and expression of leadership qualities. The opportunities may be ecological and cultural in nature. Special relationship, the spirit of co-operation and fellowship which in turn affect the emergence of leadership. The culture decides the avenues for leadership among different groups. Social stimulation through service motive and good leadership programmes will help the members to achieve leadership positions.

Motivation for leadership may be psychogenic or sociogenic. Psychogenic motivation is mainly personal. It may be the urge for power, domination authority or status or the desire to give directions. Sometimes an individual goes for leadership positions to improve the life of the group members. The group member's pressure also may persuade an individual to take up the leadership position.

Broadly speaking successful leadership will depend on the prevailing situation in a group, the
inclinations, the desires or purposes of the led and the qualifications of the leader.

Not all these qualities are to be found in all leaders, nor in equal degrees.

However, analyzed and discriminated, leadership exhibits the basic characteristics of a difference relationship. Power is being exercised. The dominance of the leader is not purely formal but effective among the rank and file at least, if not outside the group. The leader is respected; in part because of his personal qualities, in part because of the possession of power itself, he enjoys prestige. He is recorded rectitude; his power is not naked, but appears in the group perspectives as right and proper.

In his study of village life in Northern India, Oscar Lewis has come to the conclusion that "an analysis of the personal and socio-economic characteristics of Jat leaders revealed that leadership depended upon the following factors in order of importance i.e. wealth, family reputation, age and generalogical position, personality traits, state retirement, education, connections and influence with outsiders and, finally numerical strength of family and lineage."
H.S. Dhillon's (1955) in his study of leadership and groups in a South Indian village revealed three categories of leaders: 1) primary or major leaders, 2) secondary leaders and 3) territory or minor leaders. The primary leaders are those whose presence is considered essential in all important meetings of the village panchayat, whether held for settling disputes, arranging festivals or for any other matter of village-wide importance. Secondary leaders are persons who occupy an important position in their respective factions and their presence is considered essential for all important meetings of their own faction panchayats and of the village panchayat when matters concerning their faction are discussed. Minor leaders represent small kinship units of four or five families. They are not very influential in village affairs and are leaders only in the sense that they represent their own small groups who are not otherwise represented.

According to Dhillon, factors contributing to leadership can be classified into three categories: social status of the family, economic status of the
family, individual personality traits. The inherited social position and reputation of the family, size of the family, elaborate performance of ceremonies, especially at the time of marriage, or death, and wealth, especially ownership of land contribute to leadership. Other factors that improve leadership chances are age, lecture time available, inclination to attend social and ceremonial matters, hospitality, influence outside the village either through material relations with important families or contact with officials, knowledge of court affairs and education.

Very recently the National Institute of Community Development conducted a nation-wide survey of the awareness of community development in village India (Sen and Roy, 1967) covering 365 villages and interviewing 7224 persons including 1,414 leaders and a random sample of 3,375 men and 2,435 women. The study revealed that 54.3 percent of the leaders belong to high castes—Brahmins or high caste, non-Brahmins—had better economic status and higher level of education when compared with randomly chosen males and females. The leaders were also more innovative, cosmopolite secular-oriented and political knowledgeable than non leaders.
Status and authority of Indian villages are still ascribed, and the fact is recognized and accepted by all. With changing times, the leaders have sought for other secular forms of power such as holding elective and nominative offices, but the overall effect of their position is the same as before.  

Functions of leadership:

The leader may take to any stage of leadership. But he has to perform certain functions to fulfil group objectives. A leader exerts more influence on the community than an average member does. The acts of leadership mainly depend upon the situation, the task and the inter-personal evaluations. The leadership role may sometimes be distributed among certain important members of the group; their roles need not be the concern of the leader. Leadership role as a form of social function depends on the needs, attitudes and interests of the followers and is also influenced by the framework furnished by group norms. The leader sets the group goals and assists his followers to achieve them. He improves the resources of the group and strengthens its solidarity.
Leaders ideally, have some special characteristics. They are very sensitive to the problems and needs of their group. They are good at mobilising people and resources. The leader's prestige and his record in carrying out group activities creates the necessary emotional bond with the leader in the minds of the followers. A good knowledge of the attitudes, values, expectations and felt needs of the group members helps the leader to act in a way that wins the appreciation of the members of the community for his role. He has to plan and implement the programmes after taking the realities of the group situations into consideration. The qualities that help a leader to discharge his responsibilities are very good administrative capacity and a flexible nature with the necessary dynamism to adjust to changes. The harmonious blending in individual needs with organisational or group goals strengthens the morale of the group members. Frequent encouragement given in the form of recognition and rewards to the active participants of the group and to the helpful people with enthuse them in their efforts. The leader must win the cooperation and involvement participation of the members of the group to achieve the goals.
Coffin\textsuperscript{42} states that a leader has three functions to perform. He classifies them as (a) those concerned with planning, (b) those involved with ways and means of realising, and (c) the persuasion of followers to cooperate in executing the plans through the organized channels.

David Krech and Richard S. Cruchfield\textsuperscript{43} give a list of 14 functions which a leader must undertake varying in intensity with the kind of group he leads.

Leader behaviour, in any situation, however, also exemplifies the method and manner of leading others.\textsuperscript{44} Tread enumerates the following techniques suggested to lead others — A leader issues order, gives reproof, gives commendation, maintains an effective hearing, he is prepared to get suggestions from others, works for group unity, facilities new members, initiates self-discipline in the members and alloys false rumours.

Thus, the leader's function in such as to assist the group in maintaining its customs, its purposes and its attitudes undamaged by the chance ineptitudes of the less experience or less skilful members.
References:


15. Ibid., p. 2.

16. Ibid., p. 2.


