CHAPTER 2
LEADERSHIP: THEORETICAL FRAMEWORK

In democracy, elected legislative leadership plays a very significant role in every politico-administrative organisation. It is expected to decide the public policies and monitors their implementation as well as the local, state and national level in the federal polity. The quality of public policies formulated as well as the motivation for their implementation. It is essentially an interactional phenomenon between the leader and follower. The relationship between the leaders and the followers is one of the several forms of interpersonal relationship which is formed to satisfy some of the defined needs of the leaders and the followers belonging to the same social system. Thus, the behaviour of one person is generally influenced by the behaviour of the other, on the other hand, while the behaviour of both is determined by the nature and structure of social system in which they interact. It can be said that leadership is the function of double situational phenomenon: (1) his personality traits, (2) his manner of communication with the followers as the satisfier of their needs and goals. The leader-follower relationship varies along an authoritarian and democratic continuum and either goes to one pole or maintain an equalitarian, between two.\(^1\) While dominance or authority is the influence of somebody whose position in a hierarchy, or whose structural and strategic superiority over others, has neither been freely chosen nor voluntarily accepted by those he influenced, but who nevertheless wields a degree of compulsion on them. The means of exercising influence in this instance are formal or structural, i.e., the authority, power, status and office of the influencer, and the involuntary dependence of the influenced.\(^2\)

The need for leadership in the human society has been felt in all stages of human history and in all epochs of development of human civilization. Of course, the *modus operandi* of recruitment of leaders, the basics of their legitimacy and their style of articulating and aggregating people’s interests have varied from time to time. Legislators constitute the leadership or key elite in a democratic country of all the democratic institutions.\(^3\)

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2 Ibid., p.7.
However, the subject of leadership has been studied extensively by psychologists, social anthropologists, sociologists, political scientists and social workers. Some have tried to understand leadership through “a process of natural stimulation” of leader-follower behaviour as a result of social interaction. Some have understood it through individual’s characteristics, bases of authority and power. It is an eternal and universal phenomenon. 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. It 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. The development of leadership depends on studying situations and on acquiring skills in controlling them. In order to claim leadership, a person has to analyze situations and develop appropriate techniques of controlling them. Leadership grows out of personal achievement recognition of it by the group. The idea that leaders are born and not made is slowly disappearing in Indian politics. For centuries, leadership was in monopoly of aristocracy.

The “term” leader has been used to designate many different positions and functions. It is used to indicate a position in an organisation or an individual who has been designated as leader by voluntary action of the group. When conceived in terms of the dynamics of human social behaviour, leadership is a function of needs existing in a given situation, and consists of a relationship between an individual and a group. The functional relationship which is leadership exists when a leader is perceived by a group as controlling means for the satisfaction of their needs.

**Concept of Leadership**

It is very difficult to find a simple and satisfying definition of leadership. There are almost as many definitions of leadership as there are people who have tried to define it, but leadership is too complex and too variable phenomenon to be capturing any definition. The concept of leadership is different from that of a leader but a few scholars have used these terms interchangeably. Sociologists normally define leadership in terms of power or the capacity of any actor in a social system to influence the behaviour of others. According to Davis, power is the determination of the behaviour of others in accordance with one’s own ends. This has been well expressed in the definition given by:

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Ordway Tead, “Leadership is the activity of influencing people to cooperate towards some goal which they come to find desirable”.  

Robert Tannenbaum and Massarik has defined, “It is an Inter personal influence, exercised in a situation and directed, through the communication process, towards the attainment of a specified goal or goals”.  

According to Fairchild, “Leadership as a situation process in which a person because of his actual or supported ability to solve problems in the field of current group interests is followed by others in the group and influences their behaviour”.  

Ilitza Khan has defined, “leadership is sine-qua-non of success in all human activities but in a democratic system particularly at the lower levels, it assumes greater significance and wider proportions”.  

According to George R. Terry, “the leadership is a relationship in which one person, or leader, influences others to work together willingly on related tasks to attain that which the leader desires”.  

Ram Reddy and Seshadri writes that leadership manifests itself in the total process of the rise of a leader, the influence he wields on his followers and the way by which he not only ensures that gathers powers around him and seeks to ascend still further on the rungs of leadership ladder but also tries to perpetuate his achieved position. Thus, leadership is a process and not a person, involving leader, followers and their actuations.  

Pigors, “The leadership is a process of mutual stimulation, which by the successful interplay of relevant individual differences controls human energy in the pursuit of a common cause.  

Chester Bernard has defined leadership as quality of behaviour of individuals whereby they guide people or their activities in an organise effort.

Bernard says that any person who is more than ordinarily efficient in carrying psychological stimulate to others and is thus effective in conditioning collective responses may be called a leader.\textsuperscript{13}

S. Joseph Rouck and Associates have defined leadership as, “a process arising out of social situation composed of at least four factors: need of group action, leaders, followers and particular situation”.\textsuperscript{14}

Harry S. Truman, has explained, “A leader is a man who has ability to get other people to do what they do not want to do, and like it”.\textsuperscript{15}

In view of Cecil A. Gibb, “Leadership implies a shared direction, and this, in turn, often implies that all parties to the leadership relation have a common goal or at least similar or compatible goals. Then, an act of leading implies an inter-individual relationship, and leading is one form of inter-individual influence.”\textsuperscript{16}

Bernard talking about the qualities of a leader gives more importance to efficiency when he said that any person who is more than an ordinarily efficient in carrying psychological stimuli to others and thus effective in conditioning collective responses may be called leaders.\textsuperscript{17} From the above definitions, it can be conclude that a leader has four essential elements, which distinguish him from non-leaders.

From the above mentioned definitions it is quite evident that: Leadership has been defined in terms of the power relationship that exists between the leader and followers. From this point of view, leaders have power and wield it to effect change in others. Others view leadership is an instrument of goal achievement in helping group members achieve their goals and meet their needs. This view includes leadership that transforms followers through vision setting, role modelling and individualised attention. Finally, some scholars address leadership from a skill perspective. This viewpoint stresses the capabilities (knowledge and skill) that make effective leadership possible. There are two essential aspects of the leadership relation: the ability to influence others to cooperate, and the identification of a common purpose or goal.

\begin{footnotes}
\textsuperscript{15} Harry S. Truman, \textit{Memoirs}, Vol. 1, Garden City: Doubleday, 1958, p.139.
\textsuperscript{17} Bernard Luther, “Introduction to Social Psychology”, as quoted by Harjinder Singh, \textit{op. cit.}, pp.11- 12.
\end{footnotes}
Need of Leadership

Leadership is needed to compensate for the weaknesses inherent in the formal designs of the organisations. Since technological, legal, cultural and many other kinds of changes are necessary to be brought in the organisation by a leader. Leadership is required for better performance of the subordinates. A leader always guides his subordinates towards the achievement of organisational goals. As organisation grows new complexities of structure are created, and new needs for co-ordination arise. To cope with all these situations, leadership is required. Moreover, human membership in an organisation is segmental in nature. This means that the behaviour of a person on the job is in part determined by several such forces which are external to the organisation and over these forces the organisation has no control. A leader is needed to introduce and change. Leadership is quite necessary to influence people to cooperate towards a common goal and create situation for collective response. Political development and democratic growth depend on the leadership.

Throughout the history, it has been recognised that the difference between success and failure, whether in a war, a political movement, a business or a team game, can be attributed largely to leadership proper guidance are required for the smooth running of any group. A leader provides the information to his group regarding new policies and programmes. A leader creates co-ordination among the different members of his group. Frank has pointed out that the need for leadership in any field “arises from the fixed, regain and unchangeable patterns of thought and performance by those who by position or seniority, control affairs.” Leadership depends on attitudes and habits of dominance in certain individuals and submission behaviour in others. Barnard in his book titled “Education for Executive” makes a penetrating analysis of the needs of the government and suggests methods to develop these requirements.

History of Leadership

Since independence and more particularly, with the adoption of a socio-economic welfare programme as the main objective of governmental activity, the nature of political

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system has completely changed. Its purpose now is to provide positive service to the people in the economic and social spheres. With this change in the state objective, the role of leadership has also undergone a corresponding change. From regularity, it has changed to positively creative and dynamic. Cultural determinants denied that individuals had any significant impact on the course of events. They argued that course of history was determined by the impersonal interplay of social and cultural forces over which individuals had little control. Individual leaders were the product of the times in which they lived. They simply symbolised and reflected the social forces around them. The leadership environment in which they operate shaped their actions, leaving them with little or no opportunity to make a personal impact on historical events.  

The concept of leadership has undergone a radical change since Carlyle conceived leadership to be one or more traits in the person or a leader, and Marx maintained that leaders exist only in so far as they satisfied the needs and purpose of the followers, i.e., leaders are the creation of the led. It is this dichotomy of the leader and the led which has been breaking own in recent studies and discoveries and “leadership today”. Tead is more interested in “how people can be brought to work together for a common end, effectively and happily” Peter Robb dealing with official and non-official leadership in the colonial leadership at the district level, defines leadership in terms of influence-leaders are those who influence by representing. A man may lead towards a particular action people who are not otherwise his followers. B. N. Pandey believes that it is therefore, the nature of the role not the continuing existence of a following which chiefly characterizes leadership.  

Leadership in a Political Framework

Political leaders are vitally important – through the authority of government, they assess the distribution of power and resources, build relationship with other stakeholders and make decisions that can have great impact on the well-being of a nation and its people. Leadership in the political framework requires a focus on the long-term good of a country, above and ahead of any personal short-term gains. Good political leadership requires a combination of charisma and integrity, as well as the ability to assess a situation and make a decision based on what would be best for the greatest number of

21 C. A. Gibba, op. cit., p. 6.
people. Most of all, leadership in a political framework requires ‘statesmanship’ – as opposed to just being a ‘politician’ – this means having the integrity and willingness to stand up for what is right, even if it means resigning a position in government or losing an election. Political leadership is the process by which governments try to exercise control over public policy decisions. Political leadership is best conceived as activities of leaders in interaction with their followers and thus should not be taken as the function of leaders activities only. Having defined general leadership as a particular kind of relationship between the leader and the followers, we come to define the political leadership as those aspects of this relationship which are concerned with power organisation and re-organisation, office acquiring and holding. Lewis J. Edinger conceives political leadership in terms of some form of control over the authoritative assignment of benefits and obligations among the inhabitants of geographic entity organised as state.24

Politics by leadership is one of the distinguishing features of the 20th century. If the eighteenth century enunciated popular sovereignty and direct democracy as a major theme in democratic thought and nineteenth century was concerned with the challenge of stratification and group conflict, then twentieth century trends have made us sensitive to the role of leadership. The search for values of security and equality have led to changes in the character of politics. Glenn D. Paige conceives, “Political leadership is the behaviour of persons in positions of political authority, their competitors and these both in interaction with other members of society as manifested in the past, present and probable future throughout the world.”25

Political leadership is the process by which governments try to exercise control over public policy decisions. Political leadership is best conceived as activities of leaders in interaction with their followers and thus should not be taken as the function of leaders’ activities only. When electing a national leader, voters frequently base their decision on the image created by mass media and professional image makers; they also tend to take into account only current events and tasks. This, unfortunately, can result in bringing to power a politician who eventually damages the country's position or even causes national or international cataclysms. Performance of political government can be measured by the

24 WWW.google.com.
increase of the quality of life in the respective country during the time of ruling. Traits of many political leaders of different countries in various historical periods were analyzed by the RAP test and juxtaposed with the performance of their governments. This approach revealed four personal characteristics on which success of a political leader crucially depends.

Political leadership is not the House of Parliament, Capitol Hill, or the Elysee Palace. There is no material thing which we can touch or see and then unambiguously declare that we have identified “leadership.” Instead, leadership is an abstraction. It is the social science concept whose meaning is socially constructed. Individuals may have their own preferred definition of leadership. It is an essentially contested concept. In this sense, at least the concept of “leadership” is indefinable and closely resembles other related social science concepts, such as “power”, “influence”, “authority” and “control”. As with other concepts, “leadership” has been the subject of considerable theoretical and empirical investigation across a wide range of social science disciplines. In the field of Political Science too, a great deal of extremely rewarding work has been undertaken. Though, there is no single agreed definition of the concept. The essential leadership remains as difficult to pin down in the context of political science as it does in the context of all the other social sciences.  

There are many other different types and forms of political leadership as well as many different arenas in which political leadership must be exercised. Types and forms of political leadership correspond to the manner in which leaders exercise leadership. They include charismatic, heroic, revolutionary, innovative, transforming, transactional, personal, individual, collective, consensual, policy leadership, party leadership, Cabinet Leadership, legislative leadership, opinion leadership bureaucratic leadership, mayoral leadership, gubernatorial leadership, judicial leadership, reactive and managerial leadership and so on. Political leadership must also be exercised in many different arenas. These four properties of the personality of the political leader can get the following names: Rationality, Authoritativeness, Adventurousness, and Inspiration.

The named features of the personality determine what underlies the political activity of the leader, on the basis of what factors and how he estimates the situation and makes a decision. Let's discuss essence of these properties in relation to the politicians. Rationality can be imagined as such a way of thinking at which the situation is analyzed logically; initial variants are estimated; the purposes subject to achievement are planned; ways of achievement of these purposes are offered; cost of each way is determined; and the positive and negative consequences arising after achievement of the planned purposes are weighed. Adventurousness is substantially an antipode of rationality. At such a way of action and thinking, the unconditional priority is given to the desirable purpose, an initial situation and ways of achievement of the objective practically are not analyzed. In result, the planned goal is seldom reached and even if it is, this is done not by optimal way, but extreme one, i.e., due to a tremendous overstrain of strength or wasting of resources, that usually results in general deterioration of a situation in comparison with initial one. To find out what is understood as authoritativeness of a political leader we shall make small digression to the concept authority structure. The structure of authority of the country can be evidently presented as a pyramid at the top of which there is the political leader being supported by assistants and ministers, and those, in turn, basing on heads of the state organizations and municipal structures. Effective functioning of a pyramid of authority is not always provided with clear understanding and consent by the parts of a pyramid with intentions and orders of the political leader. Frequently, such pyramid operates more effectively when all its parts precisely follow the instructions of the leader, trusting experience and competence of the head. In other words, skill to select in an imperious pyramid people trusting to authority of the leader provides its effective functionality and stability in extreme situations. One more property of the personality, essential to an estimation of political success of the leader, is inspiration. Inspiration is possible to define as set of actions directed on achievement of the overall objective having, in opinion of the leader, especially important value for the well-being of people. The primary activity of the leader goes on reception of this well-being by people, thus, other purposes are considered subordinate to this overall objective. At its significant expressiveness, inspiration is usually formulated as the ideological doctrine. On the one hand, inspiration of the leader is favourable for the country since it unites the efforts of people to the achievement of the goal which is clear for them and practically urgent
indeed. On the other side, it sometimes happens so, that at excessive inspiration of the leader too much is sacrificed to the idea and there are serious public riots or even national tragedies. These four traits are determined by the test Political Performance Indicator. Any voter who feels sufficiently familiar with the biography of an aspiring politician and his behaviour in various situations can take the test for the proposed candidate and get an objective assessment of the likelihood of his political success. This way the distortion of subjective assessment of a candidate is eliminated and a more reliable result.\(^\text{27}\)

**Definitions:**

Political Leadership is mobilization and direction, by a person or persons using essentially no coercive means, of other persons within a society to act in patterned and coherent ways that cause (or prevent) change in the authoritative allocation of values within that society.

_Chang Do Heh and Fredrick G. Bartol_, has defined political leadership as, “The mobilization and direction by a person’s within a society to act in patterned and coherent ways to cause (or prevent) change in the authoritative allocation of values within that society”.\(^\text{28}\)

_Chang_ and _Bartol_, who view political leadership as a process identify six key elements of this process, namely (i) individual personality factors, (ii) leader’s motives and resources, (iii) situational factors, (iv) followers motive bases and capacities, (v) leaders acts and, (vi) the extent of governmental control over public policy decisions on different levels and also over the sources and consequences of such decisions.\(^\text{29}\)

Leadership is an influence relationship among leaders and followers who intend real change that reflect their mutual purpose. It seems to define political leadership- As the power exercised by one or a few individuals to direct members of the nation towards actions

**Legislative Leadership**

It is the most important type of political leadership. The legislative leaders are popular representatives as well as trustees. In a parliamentary democracy, representatives

\(^{27}\) _http://www.humanmetrics.com/rot/politicalsuccess/politicalleaders.htm._

\(^{28}\) Chang Do Heh and Fredrick C. Bartol, “Political Leadership as a Causative Phenomenon”, _World Politics_, Vol. 34, No. 1, October 1983, p.120.

\(^{29}\) Ibid.
are elected by the people, thus, they assume the position of leaders in the society. The term “legislative leadership” is restricted in its application. It, generally, includes all those leaders who happen to be members of the representative assemblies or legislatures. Since these legislators play a decisive role in the management of the state affairs (which includes policy formulation, enactment of law or changing constitutional processes) and to that extent they can be termed as political leaders. In every sphere today, state needs more leaders and better leadership. All groups and organisations within a society require leaders for their survival. Of the nature of leadership, the entire socio-economic, cultural and political background of the legislative leadership has to be analysed. There is policy leadership, party leadership, cabinet leadership, legislative leadership, opinion leadership, bureaucratic leadership, judicial leadership, gubernatorial leadership, mayoral leadership etc.\(^\text{30}\) The role of legislative leadership has, thus, been analytically conceptualised by various writers and exponents as for instance, George Catline calls it “wilfully or purposefully controlling action and behaviour. Robert Maclver regards its role in creating public policies, coordinating interests, articulating popular preferences, conflicting and achieving public needs. To David Easten, “It brings authoritative allocations of value for society.”

So, it can be said that the concept of “leadership” is essentially contestable. There is a little academic value added to be gained from such an exercise. Political leadership is the process by which Governments try to exercise control over public policy decisions. Here, political leadership deals with the question of who controls the outcome of public policy. Leadership deals with the extent to which heads of state and heads of the Government, that is, the individuals who occupy the most prominent position of authority in the state structure are able to determine the outcome the decision-making process. Political leadership is the product of the interaction between leaders and leadership environment with which they are faced. On the other, political leaders are motivated by particular ambitions and their actions are guided by certain modes of behaviour, While on the other hand, the leadership environment is comprised of many interlinked elements, which may be either mutually reinforcing or countervailing structures: and the needs of the society.\(^\text{31}\)

Thus, performance of political system tends to depend, to a great extent, on leadership roles which, of course, seem to be determined by the attitudinal pattern of the leaders. The structural arrangement of the political system, leadership roles may not contribute toward societal goal-attainment and the capability of the political system. Congruence between the leader’s attitudinal pattern and the structural arrangement of the political system may contribute a great deal toward the increase of systematic capability and toward political stability, viability and development. The performance of a political system, thus, seems to be determined, to a great extent, by the attitudinal pattern and behavioral propensities of its leaders.32

**Approaches to the Leadership Development**

There may be several alternative methods to the development of leadership. But these could be classified into following approaches which may be described as under:

**Manufacturing Approach**

This approach to leadership training does many things to and for him. This is done generally with a tacit assumption that what is good for the organisation and for the intuition is good for him (the individual being developed for leadership). Such a programme is generally knowledge and technique-oriented. It is based on imparting the know-how of management and leadership through understanding of the tools and techniques of successful leadership. This manufacturing philosophy of leadership development is a natural concomitant of management by direction and control. It would be wrong to suggest that the accomplishments in this approach are insignificant. Society’s concern with the problem has been real, and its efforts have by no means been unsuccessful. However, in this approach it is often forgotten that in the last analysis the individual must develop himself and he will do so optimally only in terms of what he sees as meaningful and valuable.33

**Reputational Approach**

In this approach, members of community are asked to tell the investigator, who they think are the most influential actors in the social system. Sometimes socio-metric techniques are used to identify the social actors who receive the largest number of

nomination scores. In either case, the research has to develop a criterion of consensus and identify the most dominant community leader. However, the validity of the reputational approach depends almost exclusively upon the informant’s ability to name the leaders.  

**Social Participation Approach**

Several social scientists have used social participation as an index of public leadership, the underlying assumption being that the extent, to which an individual involves himself in community public affairs, is indicative of his social influence. An index or scale of social participation is constructed, based on the information about an individual’s participation in various community activities, his membership or official status in different organisations, etc.  

**The Agricultural Approach**

An alternative approach is somewhat analogous to that of agriculture. It is concerned with “growing” talent rather than manufacturing it. The fundamental idea behind such an approach is that the individual will grow into what he is capable of becoming provided the society or the institution can create proper conditions for that growth. Such an approach involves emphasis on choosing high grade seeds (i.e. people with high potential), controlling the climate and fertility of soil (the environment, and the opportunities), and the methods of cultivation (development techniques).  

**Decision-Making or Event-Analysis Approach**

Another approach to the study of public leadership is what Kimball and Pearsall (1955) call “event analysis” which involves tracing the history of a particular public decision about some community issue or policy. The pressure groups are interested in the process, locating the various decision-makers and tracing the course of policy formulation and development. This approach tends to be particularistic because it focuses on a particular community issue and tends to identify individuals and groups that are directly involved in it or have some stake in the matter. Moreover, the composition of decision-makers varies with the issue under consideration and therefore, decision-making approach is likely to identify specific influentials rather than general influential deducted through inquiries into the dynamics of overall community power structure.  

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35 *Ibid*, p. 16.  
37 M. Francis Abraham, *op.cit*, pp.16-17.
Psychodynamic Approach

The Psychodynamic approach to leadership arose out of the development of methods for dealing with emotionally disturbed individuals and out of psychological theories of personality development. Freud and Jung were two of the pioneers in this effort. The essential assumption of the Psychodynamic approach is that an individual can change behaviours and feelings by obtaining insight into his or her upbringing, prior relationship, and psychological development. The key is to provide mechanisms such as workshop concealing sessions, or personality assessment that lead to insight. The strengths of psychological approach include the emphasis on analyzing the relationship of the leader to the subordinate, an attempt at universality of human experience that need for insight development by the leader, the encouragement of personal growth, and a rejection of manipulative techniques in dealing with other humans including subordinates.  

A major criticism is that much of the theory is based on the treatment of persons with serious emotional difficulties or critics. Another limitation also occurs in that the Psychodynamic approach focuses on the psychology of the individual leader, and ignores the culture and social norms of the organisation. In practical applications, many people will not accept the notion that emotional reactions affect relationship or decisions and particularly those reactions affect relationship result from childhood and adolescent experiences. Finally, this approach limits the ability to train individuals because it emphasizes need for insight rather than skill development. Thus, the Psychodynamic approach is unique because it focuses on the basic personality of the leader and subordinate, and not specifically on leadership traits, behaviours, or processes.

Techniques of Leadership: The business scientists have traditionally laid down a set of five steps in the techniques of leadership. These are as follows:

Securing Co-operation

The most important cause of any organisation is the ability of the leaders to secure from all who are associated with the undertaking, the willingness and desire to give their best effort in furthering the objectives and the ideas for which the concern has been established. Following are the essentials for securing co-operation of the followers:

The leader must convince each subordinate that the successful operation and continued life of the organisation are also of vital interest to him.

The leader must set a good example by co-operating with his superiors and with others at his own level.

The leader should be a psychologist. He should try to do everything possible to determine what his followers want most. He does not have followers, but co-workers.

**Use of Power**

Wise leadership uses power in the best interests of the enterprise and the groups related to it. Tead has rightly said, “Power comes by virtue of what we deeply are and do, and every great leader is a silent but eloquent witness to the fact that his power derives from his devotion, his loyalty and his helpfulness to his followers in a common and important cause.” In the words of Jesus Christ, “And whosoever will be chief among you, let him be your servant.”

**Maintaining Discipline:**

Discipline promotes the individual or group to observe rules, regulations and procedures that are deemed necessary to the attainment of an objective. It is the force or fear of a force that restrains individuals or groups from doing things that are deemed destructive of group objectives. It is the exercise of restraints or enforcement of penalties for the violation of group regulations. In using the techniques of discipline consistency on the part of leader is essential. When the right subordinate must be backed and the wrong one must be punished.

**Developing High Group Moral**

Leighton has defined morale as “the capacity of a group to pull together persistently and consistently for a common goal”. According to him, there are five factors on which depend the group morale. These are; (a) Confidence of the individual members of a Group in the purpose of the group, (b) Confidence of the individual members of the group in the leadership at all levels and the corresponding response of leadership, (c) Confidence that each member has in one another to the extent of swimming and sinking

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42 Arun Kumar and Rachna Sharma *op.cit.*
together, (d) organisational efficiency, and (e) Mental, emotional and physical health to their members which produces the balanced end result.\textsuperscript{44}

**Co-Ordination and Command**

A successful leader must co-ordinate the acts of his co-workers through definite, sequential, flexible and open orders or commands.\textsuperscript{45}

**Definite Order:** It means that command may come not as an oral order from a superior but as a part of the system of communication which has been established for the accomplishment of the planned goals.

**Sequential Order:** It arranges the acts to be performed in a sequence and specifies when each shall be done.

**Flexible Order:** It is one in which the individual ordered may select the method, and time for carrying out the definite task which has been assigned using the predetermined means for doing so.

**Open Order:** It is one in which the leader specifies the goal and levels the details to the subordinate. The functions of the leader may also be laid down in relation to organisational needs.

**Bases of Leadership**

Leadership is not familiar, everyday idea, as readily available to common sense as to social science. It is also slippery phenomenon that eludes them both. What leaders do is hardly self-evident. And it is likely that much failure of leadership results from an inadequate understanding of its true nature and tasks. An attempt has been made to identify and analyze the chief functions of institutional leadership. It may be helpful to state new simple guiding ideas here.

**Leadership is a Kind of Work Done to Meet the Needs of a Social Situation**

To know the nature of the work done by leaders, we must know something about the social situations they are called upon to handle. This immediately suggests that there must be a very wide variety of activities associated with leadership. However, it does not follow that the nature of leadership varies with each social situation. If that were so, there would be a scientific blind alley. In fact, of course, we must assume that significant


\textsuperscript{45} Arun Kumar and Rachna Sharma, *op.cit.*, p. 440.
leadership patterns are relatively few; and that these patterns are related to type of social situations.  

**Leadership is not Equivalent to Office Holding or High Prestige or Authority or Decision-Making**

It is not helpful to identify leadership with whatever is done by people in high places. The activity we have in mind may or may not be engaged in by those who are formally in position of authority. This is inescapable if we are to develop a theory that will be useful in diagnosing cases of inadequate leadership on the persons in authority. If this view is correct, it means that only some (and sometime none) of the activities of decision-makers are leadership activities. Here again, understanding leadership requires understanding of a border social process. If some types of decisions are more closely related to leadership activities than others, we should learn what they are. To this end in this analysis let us make a distinction between “routine” and “critical” decision-making.  

**Leadership is Dispensable**

The world leadership has its own halo, easily inviting the tacit assumption that, being a good thing it is always in order. But if leadership is anything determinate, we should know how to its presence from its absence; similarly; if there are some social situations that especially require leadership, we should know how to tell them apart from other social situations.  

**Political**

By political conditions it meant the repressiveness of the officer, and the administrative agency over which he presides, to external political direction and control. Administrative leadership must reflect the political attitude and traditions of the country. But, what it emphasized here is political responsiveness which should not be confused with political meddlesomeness and fecklessness of the top management. The top management should not become a pawn in the game of power politics but at the same time must not ignore the basic social, economic and political ideals and aspirations of the peoples.  

According to Prof. Appleby, political responsiveness of leadership depends upon three attitudes. Firstly, the officer should be able to handle all problems of his

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organisation. His decisions of hundreds and thousands of individual cases (problems) that come before him must be based on the public policy (public consent). Secondly, he must have a “Governmental sense”. That is, his approach to all public questions should be public rather than personal. No personal or party consideration should intervene in the performance of his duties (works). Thirdly, he must have a “political sense”. That is he must have the capacity to expose the public policy and activities to public comment and criticism, and to adjust the policy of the public needs and desires.\(^{50}\)

**Institutional**

Leadership must also fulfil the conditions necessary for the instructional wellbeing of the administrative agency which he has to direct. The democratic administration has a function as co-workers have to develop to a team spirit. For this purpose of generating such a spirit, the first requirement is that a sense of security must be created in the minds of the employees.\(^{51}\)

**Leadership Development Process**: Anderson Consulting\(^ {52}\) gave some processes for the development of leadership these are explained below:

- Assess organisation’s direction and current state, the speed at which business (organisation, intuitions) results must be achieved and implications for leadership.
- Assess organisation’s culture, define required shifts and create action plans for leaders to change the culture to enable new business goals to be met.
- Coach individual executives on personal behaviour, actions and communication—contrasting what they do today with what is needed tomorrow.
- Coach executive teams on individual leadership and effective teamwork.
- Create executive communication strategies for key constituencies—board of directors, shareholders, employees, union officials, customers and suppliers.

**Factors Affecting the Leadership Role**

The leadership role is highly complex; it is defined and carried out against an imposing array of factors and forces that can easily cause both success and failure. Although these forces and factors are many, yet they can be combined into three major


\(^{52}\) Alastria Robertson, “Leadership Development: No smoke or Mirrors”, *The Economic Times*, March 31, 20002, p.3
ones-the leader, the follower, and the mission - who, it is believed, contain all issues that bear on the leadership role itself.

The Leader

A leader is likely to be the dominant factor in a leadership situation because of nature of his role. By virtue of his position, a leader has the power to influence the activities of his followers and to direct their efforts along one path or another. In a formal organisation his power to do so is traceable to de jure authority granted to him by the organisation; in an informal organisation his de facto authority comes from the followers themselves. Subordinates follow a leader in the final analysis, in order to achieve self-interests. If they perceive such satisfaction to be lacking their leader’s role is diluted or abolished. Essentially, then, the leader is responsible for squaring a team effort from his followers and for utilising this effort in the pursuit of some mission or complex of missions; he aims to blending individual efforts into a concerted attempt to achieve some purpose.53

The Follower

Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people. The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation. You must come to know your employees' be, know, and do attributes.54 The role of the follower is to use his talent to the best of his ability and in accordance with the leaders directions. The obligation is not only to the organisation but also to him, because by executing his role he can help to attain his personal mission. Satisfaction of his own needs is a function of residual utility in the organisation. The follower’s role, then, is to contribute his talent to the attainment of organisation mission, and to co-operate with the leadership group for the improvement of the organisations total effort.55 No one is closer to the productive process than the follower, who is thus in the best position to know problems and to help build solutions for them.

54 http://www.nwlink.com/~donclark/leader/leadcon.html
55 Billy J. Hodge and Herbert J. Johnson, op.cit., p.253
Mission: The third factor in the leadership phenomenon is the mission sought by the organisation. To a large extent this factor governs the nature of problems that must be solved by an organisation. At the same time, the mission determines the nature of work that must be performed for its accomplishment. Work, in turn, determines what talent is required for its performance. Thus, even if no problems hinder the organisation, missions must be counted as a major factor in the leadership issue. It is apparent that skills and number of people vary greatly in the pursuit of these different missions. Although the mission determines the work and attendant problems of an organisation, there are also certain common elements of any undertaking. One of these is the definition of responsibility of the personnel involved.56

Situation: All situations are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront an employee for inappropriate behaviour, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective. Also note that the situation normally has a greater effect on a leader's action than his or her traits. This is because while traits may have an impressive stability over a period of time, they have little consistency across situations. This is why a number of leadership scholars think the Process Theory of Leadership is more accurate than the Trait Theory of Leadership. Various forces will affect these four factors. Examples of forces are your relationship with your seniors, the skill of your followers, the informal leaders within your organization, and how your organization is organized.57

Ingredients of Leadership

The first ingredient of leadership is a fundamental understanding of people. As in all practice, it is one thing to know motivation theory, kinds of motivating forces, and the nature of a system of motivation but another thing is to be able to applying this knowledge of people and situation. A manager or any other leader who at least know the present state of motivation theory and who understands the element of motivation is more aware of the nature and strength of human needs and is more able to define and design

56 Billy J. Hodge and Herbert J. Johnson, op.cit., pp. 253-254
57 http://www.nwlink.com/~donclark/leader/leadcon.html
ways of satisfying them and to administer so as to get the desired responses.\textsuperscript{58} The second important ingredient is the ability to think independently. Leadership purposes the existence of a way of life, a school of thought, or a code of values which do not necessarily conform to something that already exists. Water would not follow from one place to another, unless there are some differences in level. Leadership would also not emerge if there were no possibility of thinking differently on the same matter. The potential leader must have a keen desire to look at a thing from his own point of view. He may not agree with the rest. He should have something new or original to offer. No scientific research would have been possible or no political upheaval would have taken place, if those who led them, would not have shown the courage to differ from the accepted beliefs.\textsuperscript{59} The third ingredient of leadership is the rare ability to inspire followers to apply their full capabilities to a project. While the use of motivators seems to centre on subordinates and their needs, inspiration also comes from group heads. They may have qualities of charm and appeal that give rise to loyalty, devotion and a strong desire on the part of followers to promote what leaders want. This is not a matter of need satisfaction; it is, rather, a matter of people giving unselfish support to a chosen champion.\textsuperscript{60} Leadership cannot be conceived without fellowship because the leader exercises influence over the followers and secures their complaints. Unless these roles are actively performed by the followers in rendering compliance to the initiatives, decisions and directives of the leader, leadership would become ineffective or it would cease to exist. It is an essential feature of the group concept that all members of the group including both the leader and the followers share in the group goals and interact activity in the process of goal attainment. The leaders and followers are their fore collaborators, because there would be no leading without following. The concept of follower is, thus, a major variable in the leadership phenomenon.\textsuperscript{61} The fourth necessary ingredient of the attitude of a potential leader is the urge to excel others in his performance. A person would succeed in collecting people around him provided he creates a feeling of

\begin{flushleft}
\textsuperscript{59} J. W. Arian, \textit{op.cit.}, p.9
\textsuperscript{60} Harold Koontz and Hein Z Weihrich, \textit{op.cit.}, p.345.
\end{flushleft}
confidence in his competitor in the minds of his followers.\textsuperscript{62} Task of goal of the group constitutes another significant variable in the process of leadership. The leader through the process of communication seeks to transmit desired goals or objectives to the followers and exercises influence over them for goal realisation. The extent to which desired goals are realised tend to determine the effectiveness of any influence attempt and consequently effectiveness of the leader.\textsuperscript{63}

The fifth ingredient of leadership has to do with the style of the leader and the climate he/she develops. The strength of motivation greatly depends on expectancies, perceived rewards, the amount of effort believed to be required, task to be done, and other factors which are part of an environment, as well as on organisational climate. Awareness of these factors has led to a considerable research on leadership behaviour and to the development of various pertinent theories. A broad human approach with respect to human life is the basic requirement of any leadership in a democracy. However, the leader should understand how the democratic form of society evolved over the past few centuries, and how it represents the highest form of human organisation in the context of existing socio-economic conditions.\textsuperscript{64} The leader performs acts of leading. Of course, the concept of leading would be performed for some duration and that leadership position would be occupied for a considerable time by the same individual. The leader enjoys a status that permits him to exercise influence over other individuals of the group.\textsuperscript{65} The fundamental principle of leadership is this: since people tend to follow those who, in their view, offer them a means of satisfying their own personal goals, the more managers understand what motives their subordinates and how these motivations operate, and the more they reflect this understanding in carrying out their managerial actions, the more effective they are likely to be as leaders. Therefore, in order to understand the leadership process, it seems imperative to analyse and comprehend the interaction between the personality of the leader, personality of the followers, society or group goals, and the characteristics of the situations in the context of which the act of the leading are undertaken by the leader.

\begin{thebibliography}{9}
\item J. W. Arian, \textit{op.cit}, pp. 9-10.
\item Bibhuti Kalyan Mahakul, \textit{op.cit}, p.16
\item Harold Koontz and Hein Z Weirich, \textit{op.cit}, pp. 345-346.
\end{thebibliography}
Importance of Leadership

Success or failure of an organisation depends very much on the leadership provided to it. Leadership is still an art and there is no substitute alternative to it. We can present the following points in support of its importance:

Developing Good Human Relations

Human relations represent the relations between the leader (manager) and the subordinates (workers). An efficient leadership develops the talents of the individuals, promote the self-confidence in them, and provides an opportunity to demonstrate their ability apart from the motivation towards the accomplishment of goal. This leader emphasizes the co-operative attitude of workers and it creates an environment of good human relations which in turn increase the productivity of the organisation.66

Creating Confidence

A good leader may create confidence in his followers by directing them, giving them advice and getting through them good results in the organisation. Once an individual, with the help of a leader, puts high efficiency, he tries to maintain it as he acquires certain levels of confidence towards his capacity. Sometimes, individuals fail to recognise their qualities and capabilities to work in the absence of good direction.67

Securing Co-operation of the Members

Leader can secure wholehearted co-operation of employees for achieving objectives. As a leader the manager persuades his subordinates to work more enthusiastically. To seek maximum co-operation from them he modifies their working behaviour and makes it more desirable and meaningful for realizing organisation goals.68

Determination of Goals

A leader performs the creative functions of laying down goals and policies for the followers. He acts as a guide in interpreting the goals and policies.69

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69 R. K Suri and T. N. Chabbara, *op.cit*, p.238
Organisation of Activities

A good leader divides organisation activities among the employees in a systematic manner. The relationship between them is clearly laid down. This reduces the change of conflict between them.70

Better Utilisation of Manpower

The first management function of a leader is to make plans, policies, and programmes and to carry them out because plans, policies and programmes cannot work themselves. He mobilise the work force, engages them to get higher performance and coordinates their efforts: and it is all to utilise the available manpower effectively so as to get highest output with minimum human cost.71

Creating Conducive Work Environment

Leadership primarily aims at creating congenial and proper environment in work setting so that the employees can make the maximum contribution for seeking the objectives of organisation. The leader maintains rapport and with the followers has reciprocal relations with them which help in creating an environment of mutual help and trust. The followers has a blind faith in the leadership and they firmly believe that whatever the leader does is good for common interest for the group.72

Representing of Members

The leader is a representative of his group and takes initiative in all matters of interest, to the group and attempts to fulfil the psychological needs of the subordinates.73

Fulfilling Social Responsibilities

Only an effective leadership only can be able to get the work done effectively. It is a well- known fact that a well- satisfied worker will help serving the organisation interest in his first preference under a good leadership. Good management or leadership is always concerned with the need satisfaction of his workforce which in turn, provides higher standard of living to workers, higher productivity and production to the organisation, lower prices to consumers, higher national product and increased revenue to the nation, and a fair return to the investors.74

70 R. K Suri and T. N. Chabbara, op.cit, p. 238.
71 Ved Parkash, op.cit., p.204.
72 Nirmal Singh, op.cit., p.388.
74 Ved Parkash, op.cit, p.203.
**Building Employees Morale**

Good leadership is indispensable to high employee morale. The leader shapes the thinking and attitude of the group. He develops good human relations and facilitates interactions between the members of the group. He maintains volunteer cooperation and discipline among followers.75

**Providing Guidance**

A leader guides the subordinates for better performance towards the achievements of organisational objective. He is available for advice whenever a subordinate faces any problem.76 Thus good leadership is essential in all aspects of managerial functions where it be motivation, communication, cooperation, guidance or direction.

**Role of Leadership**

It is an important element of any organisation that impels others to action. Leadership alone can guide feeling, thinking and action of other people towards a set objective. We must make a person feel good before we can open his mind. Then we can give him definite ideas or thoughts, and only then, we can motivate him to concrete and specific action- the greatest challenge of all. Leader is the fulcrum on which demands of individual or group and demands of the organisation are balanced. Leadership can transform potential into a reality. A leader can be powerful atmosphere creator. Leadership ignites a person’s will-to-do and transforms simple desire for achievement into burning passions for successful accomplishment.77

**Emergence of Leadership**

Frank has pointed out that the need for leadership in any field “arises from the fix, rigid and unchangeable patterns of thought and performance by those who by position or seniority control affairs. Leadership may me emerge in the following ways:

**Self-Appointed Leaders**

A leader may emerge by sheer force of his ability and personality. Such a leader actually pushes him to impose his leadership upon others. His will power and passion for authority are his main assets. But his success will eventually depend upon his ability to

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promote group or national interests. This will decide the permanent support he is likely to get from his followers. Such a leader must win group acceptance by demonstrating his ability to assist the group in achieving its purpose. If this is not true, the group will reject such leadership and seek others. The basic limitation of this approach to leadership position is the leader’s appeal for permanent support. He must in the long run seek acceptance of the group. This he can do either by converting them to an appreciation of his intents and purpose or by releasing his capacity to meet their interests or read into their needs and motives and alter his lead in its wake.78

The Group Selected Leaders

Often leadership in a group emerges because the group recognises in a certain individual the ability and capacity for the group to realise its objectives. Such a type of leadership is typical of democratic societies and organisations. The advantage that such a leader enjoys over the self-imposed leader is the trust and confidence which the leaders enjoy. It is a predisposing factor to his success. Such a leader has, however, to make a regular and sustaining effort to win group acceptance and retain the group appeal to his lead. Since the group objectives are determined either with the consent or with cooperation of the group members, his major responsibility is the fulfilment of those objectives. The leader is in a way repeatedly put to test; his disability to lead can be revoked any moment he fails to serve group interests.79

The Imposed Leaders

Leadership may be imposed upon a group by an outside agency. This is usually the case with status leaders like school principals, business management, and board of directors or other institutional heads who are employed to leadership positions by some engaging authority. Here the group does not choose the leader. The conditions of appointment being the group members together and the leader’s work is to explain that they are all working for the institutional and their individual interests lie in working for the organisation. The main shortcoming of exercise this type of leadership is that if the leader in such conditions fails to inspire or motivate the group members, the employer may find him less capable and think of disengaging him.80

79 Ibid
80 Ibid
Leadership Functions

The leader may take to any style of leadership, but he has to perform certain functions to fulfil group objectives. Coffin states that a leader has three functions to perform. He classified them as (a) those concerned with planning; (b) those involved with ways and means and realising; and (c) the persuasion of followers to co-operate in executing the plans through the organised channel. David Krech and Richard S. Churchified provides a list of fourteen functions which a leader must undertake varying in intensity with the kind of group he leads. They propose that a leader’s role invariability is of an executive planner, policy- maker, and controller of inter relationship, purveyor of rewards and punishment, attributors, exemplary group symbol, surrogate for invalid responsibility, ideologist, father figure or scapegoat. Thus, the leadership functions may be directed either towards (a) the achievement of some specific group goal, or (b) the maintenance or strengthening of the group itself. Leader behaviour that that exemplifies functions of goal achievement will be in the nature of initiating action in group members, keeping members attention on the goal, clarifying issue and problems, keeping members attention on the goal, clarifying issue and problems for the group, developing a plan of action, evaluating the quality of work done, and making expert information available. In the wake of vast, rapid technological changes, a leader has to perform multifarious functions. Some of the important functions of a leader (or leadership) are as under:

Striving for Effectiveness

Quite often, managers are too busy in petty things to address themselves to major details of effectiveness. To fill the gap, the leader makes concerted efforts to bring effectiveness. To fill the gap the leader makes concerted efforts to bring effectiveness in the organisation by encouraging the nurturing team work, by better time management and by the proper use of power. A leader provides an adequate reward structure to encourage the performance of employees; delegates authority, wherever necessary; and invites participation to achieve better results. He brings effectiveness to the goals of the organisation by providing workers with the necessary resources, and by communicating to them what is expected of them.

81 G. Rasool, op. cit., p. 17.
Managing Time

One of the functions of a leader is to ensure the timely completion of activities undertaken by his/her team members. He also appreciates the saying “a stitch in time seven nine.” Time is precious and vital but often overlooked by the management. The leader has a thorough knowledge of the principles of time management; he is in a position to monitor time in the interests of organisation.

Motivating and Guiding the Employees

The primary function of the leader is to guide and direct the organisation. He issues the necessary instructions and sees that they are properly communicated. When team members face problems in doing their work, they seek guidance in advice from their leader. The problems may be technical or emotional in nature. Motivation and guidance, with a view to getting the best out of a given work group is the most important function of leadership. High incidence of absenteeism, employee turnover, labour unrest, strikes and business failure can be attributed to lack of motivation in the workforce. Proper motivation of employees is essential for the success of an organisation. Motivation springs from good human relations. It is the function of leadership to promote this atmosphere and initiate the employees to think creatively and act imaginatively, setting higher standards of performance and output. The binding force of a group is its leadership. Good leaders attract good employees and make them still better. When they join hands, a powerful organisation is born.

Creating Congenial Environment

The leadership must always be on the search for finaling better means to satisfy the economic, social and psychological needs of the people who make up the organisation. The leadership must encourage initiative, inspire creativity, infuse the spirit of enthusiasm into the group, and create an environment in which not only individual talents but also the more important collective genius can flourish in an organisation.

Use of Power

If a leader is to effectively achieve the goals of the organisation expected to him, he must dominate his followers by using organisational power and authority. He must use

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87 *Ibid*
power and authority in a manner that will elicit stimulate a positive response from the subordinates. A leader, depending upon the situation, uses different types of power, viz. reward power, coercive power, legitimate power, referent power, and expert power. Besides the formal basis, sometimes an informal basis of power also has a more powerful impact on organisational effectiveness. A leader can be effective only when the subordinates obey his willingness. So, he must use power in the best interests of the group he leads.\textsuperscript{88}

\textbf{Fraternity}

Fraternity implies co-operation among the subordinates to achieve a common goal. Leadership styles and its approaches must play an important role in developing harmony. He should develop a climate of cooperation among workers to achieve success.\textsuperscript{89}

\textbf{Understanding and Directing Change}

Leadership process provides proper mechanism for bringing about the implementing changes in the group. Leader uses his skills, innovation and creativity for discovering changes and takes the members into confidence for implementing them.\textsuperscript{90} The new millennium is going to be different and it needs leaders who can understand and redirect this change into fruitful change. Leadership and change are closely linked. An awareness of the changing atmosphere at the workplace calls for leaders who can understand and deal with the changing paradigms of corporate culture. No longer is enough for a manager to limit his job to doing things on time, within the budget and the way they were done yesterday, only five percent better. Leaders are today treading on completely unfamiliar territory where yesterday’s rule no longer applies. Uncertainty is now an inescapable fact and things no longer happen in a predictable manner. Innovations are the new mantra for the leaders of today. They make new rules almost as fast as the old ones become redundant. Under these circumstances, it is imperative for a leader to have a clear vision, of where his organisation is headed. In the absence of such vision, it is all too easy for organisation, both old and new, to flounder and fall.\textsuperscript{91}

\textsuperscript{88} J. N Jain, at al, \textit{op.cit.}, p 288. See also, Ved Parkash, \textit{op.cit.}, pp.211-212.
\textsuperscript{90} Nirmal Singh, \textit{op.cit.}, p. 390.
\textsuperscript{91} J. N Jain et.al., \textit{op.cit.}, p. 288- 289. See also, Arun Kumar and Rachana Sharma, \textit{op.cit.}, p. 441.
Emotional Intelligence (EI)

Sometimes, an emotional disequilibrium is created among workers. The leader provides them counselling to eliminate the disequilibrium created in the organisation. He removes all barriers and stumbling blocks to effective performance and relieves the subordinates of emotional tension and thus restores equilibrium. Emotional intelligence is concerned with achieving one’s goals through the ability to manage one’s own feelings and emotions, to be sensitive to, and influence other key people, and to balance one’s motives and drives with conscientious and ethical behaviours.⁹²

To Encourage Team Work

The leader acts as the captain of the team. He tries to win the confidence of most his colleagues, if not all. He develops team work: three vital determinants of team work are the leader, the follower and the environment. These factors are independent and the leader’s duty is to make the environment conducive to work. He studies the followers individually and instils in them an interest for work.⁹³

Work Culture

Murtaza Mithani⁹⁴ (Chairman and Managing Director of Wintech Group) emphasized that employees should be committed to their work. He said, “As a head of an organisation, I expect my employees to be innovative, competitive and flexible. They should pose total commitment, be actively involved in everyday work, and have no hastiness while interacting. The team should be able to work in synergy with various departments. Failures and challenges should be traded as a stepping stone to success. Think big, create your own space and help yourself.

To Take Initiative

A leader has to take initiative to commence new activity. He will show his followers the technique of performing the activity. In other words, he has to take lead by performing the activity himself in accordance with the norms laid down. It is only after that, the followers will respect the task as laid down by him.⁹⁵

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Representative of Subordinates

A leader is the representative of a management and also of subordinates (followers). In this way, he is an intermediate between the top management and the work group. Rensis Likert calls them linking pins. As linking pins they integrate the whole organisation. They represent the whole group before the top executives and also the management before the work group. The effectiveness of the organisation depends upon the strength of these linking pins.\(^{96}\)

Integration, Organisation, Domination, and Production Emphasis

One of the main functions of a leader is to integrate the efforts of his followers and to direct them towards organisational goals. The leader integrates the efforts of the group and without that, common objectives cannot be achieved and co-ordination is not possible. In this age of specialisation, each individual does a part of the whole work and integration of the parts of whole is of paramount importance for a leader. Organising capacity of a leader is an important trait. In organising the activities of a group, he is to decide who will do and how? He provides necessary inputs to get the work done effectively. If he fails in organisation function, he will lose his confidence among the workers and also the organisation. He should also follow the production oriented supervisory style of leadership but not at the cost of human relations; and he should do all to increase the production and productivity of the organisation. He dominates the followers. He holds authority and some organisational power, and use his power anyway constructively or disconstructively. He can ignore his follower’s wishes but he should not do that. He should be participative and must use his power in the interest of his group of which he is a leader.\(^{97}\) Apart from the above, leadership behaviour, in any situation, also exemplifies the method and manner of leading others. Tead enumerates the following techniques suggested to lead others- A leader issues order, gives reproof, gives commendation, maintains an effective hearing, is offered to get suggestions from others, works for group unity, facilitates to new members, initiates self discipline in the members, and allays false rumours.\(^{98}\)

\(^{96}\) J. N. Jain. at.al. *op.cit.*, p.288.
Characteristics of Leadership:

The differentiation between leaders and non–leaders depends on personal characteristics, the structure of interpersonal relationship and the general community setting. From Plato’s Republic to twentieth–century efforts to document the distinct attributes of leadership. Whereas Plato’s emphasis was on character and habit to be acquired by tanning, Aristotle also stressed the so-called natural endowments. Numerous studies have explored the personal characteristics or social psychological correlates of leadership. The differentiation between leaders and non leaders depends on personal characteristics, the structure of interpersonal relationship and the general community setting. From Plato’s Republic to Twentieth-century treatises on leadership, there have been continuous efforts to document the distinct attributes of leadership. Whereas Plato’s emphasis was on characteristics and habit to be acquired by tanning, Aristotle also stressed the so-called natural endowments. Numerous studies have explored the personal characteristics or social psychology correlates of leadership. 99

A commonsense consideration of the qualities typically found in leaders will make it easier to set forth the practical steps which the individual can take towards self improvement. Deficiencies in qualities which can be cultivated by conscious effort can undoubtedly be lessened. Good qualities can be strengthened. Not all the desirable attributes, however are equally capable of self-cultivation. The important thing is to draw on a wide study and observation of leaders with a view to offering a statement of qualities which are readily identified in practical experience, even though the traits discussed are often compounded to several elements if viewed in strictly psychological terms. 100

Ghiselli’s studies reveal that intelligence and self-actualization are important for success, but the concept of power over others is not very important. Moderately important traits are maturity, no need for financial reward, initiative, and working class affinity, and no need for security. Masculinity-femininity and physique were considered unimportant. Following World War 2, the U. S. Army conducted a survey of the lives and careers of successful military officers to identify traits associated with effective leadership. 101 Oscar Lewis, in his study of “Village Life in Northern India” made an analysis of the

100 Ibid, p.11.
conclusion: “An analysis to the personal and socio-economic characteristics of Jat leaders. He reveals that leadership depend upon the following factors in order of importance: wealth, family reputation, age and generological, position traits, state of retirement, education connections and influence with outside and family, numerical strength of the family and lineage." Some of the important characteristics of leadership are discussed below.

**Leadership Implies the Existence of Followers**

We appraise the quality of the person’s leadership in practice by studying his followers. We ask: how many and what kind of followers does he have? How strong is their commitment as a result of his leadership? How long will their commitment last? By answering questions of this nature we get to know the quality of leadership. Thus, in formal organisations of several levels, a leader has to be able to wear both hats gracefully, to be able to relate himself both upwards and downwards.

**Leadership is a Power Relationship**

Leadership is a power relationship in which power and influence are unevenly distributed. The person holding power over other members of the group becomes the leader. A leader is at the centre of the group’s power structure. He delivers his power from superior knowledge or experience, formal authority, charisma, distinct personal traits, recourses for rewards and punishment.

**Willing to Take Risks**

Routine work, no matter how well-done, never makes a leader. Successful leaders always charter the unknown. They must accept and see new challenges. However, the risks must be calculated ones and outcomes of actions are reasonably predicted. Should these risks result in failure, a leader must take full blame of others, even though they may be operative factors. He must be willing to tolerate, frustration and defeat and learn from this failure.

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Sense of Responsibility

A leader is a worker and not a shirker. He bears the burden of all his decisions upon himself. He possesses certain authority, and is responsible for the things and men over whom he exercises some authority. Bernard has defined responsibility as an “emotional condition that gives an individual a sense of acute dissatisfaction because of failure to do what he feels he is morally bound to do or because of doing what he thinks he is morally bound not to do in a particular concrete situation. “The leader’s behaviour is stable and can be predicted by his followers.106

Leadership is a Process of Influence

It is a process whose important ingredient is the influence exercised by the leader on group members. A person is said to have an influence over others when they are willing to carry out his wishes and accept his advice, guidance and direction. Successful leaders are able to influence the behaviour, attitudes and beliefs of their followers.107

Helps to Attain Common Objective

Leadership gives an experience of helping to attain the common objectives. Under successful leadership, every person in the organisation feels that his role, however minor it may be, is vital to the attainment to the organisational objectives. It happens when the manager feels the importance of individuals gives them reorganisation and tells them about the importance of activities performed by them.108

A Contagious Enthusiasm

Enthusiasm is like a mob once caught up in it, we move along with it. Good leaders should impart this contagious to their associates. Once workers are, thus, caught up in the web of enthusiasm for their jobs, they take on a new sense of adventure and enthusiasm in the case accomplishment of their specific endeavour.109

Skill in the Art of Compromise

Settling differences is a vital part of leadership and genuine differences must be solved by compromise and consensus. This will induce faith in the fairness of the leader.

106 J. N Jain, at.al, op.cit, p.286. See also, Oardway Tead, op.cit, p. 92.
107 Arun Kumar and Rachna Sharma, op.cit., p.442. See also, Carigm Waston, Dynamics of leadership, Jaico Publishing House, Delhi, 2001, p. 31.
109 Ibid., p.237
He must be willing to give in where necessary and must be able to take criticism with grace. However, he must not compromise for the sake of compromising or just smooth sailing only and must be willing to take a stand on controversial issues and accept the consequences of his stand.\textsuperscript{110}

**Moral Qualities**

F. M. Slim rightly says that without courage there are no virtues, for faith, hope, charity and all the rest do not become virtues until it takes courage to exercise them. Moral courage enables a person to stick to a determined course of action which his judgement has indicated as the best suited to secure the desired results. One should take the responsibility of his action and not pass on the blame, should the action be blame-worthy, to one’s subordinates. One could hardly over-emphasize the importance of moral qualities in the make-up of a leader. A pure luminous heart seeking other hearts in love and esteem can do miracles.\textsuperscript{111}

**A Leader is Oriented Towards Future**

Perhaps we can say that a leader has some sense of destiny. Early current task, no matter how minor, is perceived as important in itself because of its relationship to his own growth process and preparation for the future. He strives to make each movement count. He does not waste time. He is always in a hurry.\textsuperscript{112}

**A Leader is not Completely Content**

A leader is generally not satisfied with the status quo. Nor is he satisfied with what he has achieved. His standards are high and as soon as he has attained one goal, he sets his sights on a new, more difficult target.\textsuperscript{113} In brief, we can characterize the person with high need for achievement as a restless, energetic, striving person who seeks and enjoys challenges. For him, life is a “reasonable adventure.” Achievement-oriented individuals are of restlessness, willingness to depart from the tradition, encouraging, energetic application to tasks on hand and acceptance of challenges facing it.

**Physical and Nervous Energy**

The physical and nervous constitution of each of us is determined by three kinds of influence: 1) by inheritance; 2) by the kind of early upbringing and nurture provided;

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\textsuperscript{110} S. K. Srivastava, \textit{op.cit.}, p. 9. See also, Oardway Tead, \textit{op.cit.}, pp. 98-99.

\textsuperscript{111} J. N Jain, \textit{op.cit.}, p.286. See also, S.K. Srivastava, \textit{op.cit.}, p.9.

\textsuperscript{112} Arun Kumar and Rachna Sharma, \textit{op.cit.}, p.442.

\textsuperscript{113} J. W. Arian, \textit{op.cit.}, p.93. See also, Oardway Tead, \textit{op.cit.} p.93.
and 3) by our conscious use or abuse of our physical organism from day-to-day. Although our physical inheritance stands in one sense as given and unalterable, it is important to realise how vitally our lives are conditioned by stature, by the functioning of the atomic system and by our glandular organisation. “Men who distinguish themselves in their youth above their contemporaries,” Lord Macaulay is said to have observed—and this is confirmed by recent studies—“almost always keep to the end of their lives the start which they have gained.” The first and basic requirement of the leader is to develop an abundance of red blooded, free-flowing energy. Finally, a leader should appear forceful, vigorous and energetic. It helps too if he acts energetic. It helps too if he acts energetically on appropriate occasions. The leader’s show of energy helps to release energy.  

**Optimistic and Flexibility**

A leader should be optimistic enough to think positively. To boost up his subordinates to work in a proper manner he must have a positive outlook. A flexible leader is able to adapt the organisation to meet changed needs with minimal unsettlement. There is nothing more distressing or more distractive to create problem solving than having a great idea summarily rejected because “That’s not the way we do it here.”  

**A Sense of Purpose and Direction**

The quality which is clearly prominent in every good leader is a strongly developed sense of dominant purpose and direction. The leader is one who knows with greater than average strength of conviction what he wants to get done and where he wants to go. “The world stands aside to let pass the man who knows whether he is going. The purpose to be effective requires that the aim sought is: 1) definite; 2) readily communicable to others; 3) potentially attractive to others; and 4) vigorously, persistently and enthusiastically sustained by the leader. Purpose arises in one of three typical ways. First, the purpose is given by going group, and the directing person is chosen as one to given and the lead in releasing it. Second, the purpose is partly given and the leader, however he may arise, has the opportunity to broaden and enrich it. Third, the leader has to a considerable extent formulated the purpose and leads by virtues of his ability to rally others to it. A brief characterization of these three types of relationship will help to throw

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light on several ways in which a strong sense of purpose is needed by the leader. In short, every leader must be fully able to satisfy both himself and his group that he has an adequate answer to such queries as the following, which he should periodically put to himself.

**Educational, Social, Conceptual and Administrative Skills**

A leader should have a good educational background. He must have a wide range of interests and aptitude. A leader has to grapple with abstractions, set up-models and devise plans. He needs, therefore, a high degree of conceptual skills. Being fully conscious of the importance of co-operative effort in getting things done, and therefore, understand well and practice very effectively the so-called social skills. While acting as such, places great reliance on his administrative skills, much more than on any of the technical skills, concerned with his work. Members of a group should not be put down in the eyes of their colleagues. A leader with tact, diplomacy and the ability to relate to the group is valued by group members and therefore contributes to better performance.

A leader who has all the qualities detailed above is very rare indeed. There are also persons who are endowed with almost all these qualities, yet are not leaders in the full sense of them. This list is, therefore, to be taken only as a broad framework of reference for leadership qualities. Those persons who lack some of these qualities and who are conscious of their shortcomings can make up by developing the qualities they already have to a superlative degree, or rather opt. For those activities is where their personal qualities will count most.

**Other Characteristics: Ethics**

Ethics is related to doing the right things. In leadership, it relates strongly to paying attention to the needs of others, especially followers. In public sector settings, paying attention to and balancing various types of public needs are also much emphasized. This type of inquiry goes back to Aristotle who argued for certain types of leader styles based on the need for quality public leadership and an ethical perspective. In modern times, Burns (1978), Greenleaf (1977), Heifetz (1944), and Block (1993), among others, have gapped with the ethical dimensions of leadership as they analysed leadership behaviours. More often than not, however, the ethical dimensions have been considered

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116 Rodger D. Collons, *op. cit.*, pp., 94-98.
118 Craigm Watson, *Dynamics of Leadership*, Jaico Publishing House, Delhi, 2001
as either present or absent. Often, prescriptions from this research emphasized participative and inclusive styles.\textsuperscript{119}

**Gender**

Gender has often been used as a direct or indirect situational variable in leadership studies. Than some studies have included masculinity as a specific characteristic, while, others have used it as a situational variable—for example, “dominance” as a proxy for masculinity. Sometimes the question has been whether or not men and women have different styles and what their impact on effectiveness. At other times the research question has focused on the strengths and weaknesses of women’s styles. Often thought to be more participative has inclusive, and supportive. Some studies looked at women and power, especially with regard to problems of the glass ceiling and penetration into certain profession.\textsuperscript{120}

**Theories of Leadership**

The history of concept “leadership” highlights the shifting focus in theoretical orientation. Early leadership research focused on the leader himself, to the virtual exclusion of other variables. Stogdill, after examining a large number of leadership studies aimed at isolating the traits of effective leadership, comes to the following conclusions: “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. There have been many attempts to assess recent developments in leadership theory. The Trait Approach, The Situational approach, and the follower-oriented approach have variously been discussed and evaluated by a number of authors including Stogdill, Jenkins, Gouldner, and Sanford. On the basis of their work, it has become increasingly clear that in the words of Sanford,\textsuperscript{121} “It now looks as if any comprehensive theory of leadership will have to find a way of dealing, in terms of one consistent set of theories, with the three delineable facets of the leadership phenomenon.” \textsuperscript{122}

1. The understanding that peoples motivation varies at different times,

2. The ability to inspire, and


\textsuperscript{120} Ibid.


3. The ability to create a climate for motivation.

Peter Robb dealing with official (and non-official) leadership in the colonial period at the district level defines leadership in terms of influence-leaders are those who influence by representing. A man may lead towards a particular action people who are not otherwise his followers. In his view, it is therefore, the nature of the role, not the continuing existence of a following, which chiefly characterizes leadership. The theories of leadership have been developed through the several stages of evaluation, ranging from great man approach to transformation theory of leadership:
1. The personality theories of leadership;
2. Behavioural theories of leadership;
3. Situational leadership or contingency theories of leadership;
4. The follower’s acceptance theory.

**Fiedler Contingency Theory**

Fred Fiedler (1972) proposed a contingency theory of leadership based on the contention that a leader’s effectiveness depends on the situation. Thus, leadership may be more effective in some situations than in others. Fiedler and his associates believed that leadership effectiveness was determined by the match between the leader’s “task versus relationship motivation” and the “favourableness of the situations.” Fiedler developed an instrument, which he called the least preferred co-worker (LPC) questionnaire that purports to measure whether a person is task or relationship-oriented. Further, he isolated three situational criteria-leader member relations, task structure, and position power—that he believes can be manipulated so as to create a proper match with the behavioural orientation of the leader. In a sense, the Fiedler model is an outgrowth of trait theory, since the LPC questionnaire is a simple psychological test. However, Fiedler goes significantly beyond trait and behavioural approaches by attempting to isolate situations relating his personality measure to his situational classification, and then predicting leadership effectiveness as a function of the two.

**Path Goal Theory**

The Path-Goal Theory of Leadership, as developed by Evans (1970) and House (1971), is a direct extension of the expectancy theory of motivation. The Path Goal

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Theory of Leadership is a contingency approach arguing that the principal function of a leader is to make valuable organisational awards available in the workplace and to clarify for the subordinates the kinds of behaviour that will lead to goal accomplishment and valued awards. In other words, the leader should clarify paths to goal attainment.\textsuperscript{125}

**Life Cycle Theory**

Hersey and Blanchard (1982), in their life cycle theory of leadership, contend that the most effective leadership style depends upon the maturity of subordinates. The theory defines maturity, not as age or emotional stability, but as desire for achievement, a willingness to accept responsibility and task related experience and ability. The leadership style is described by a participative curve that follows the association between superior and subordinates through a “life cycle” of four phases: Telling, Selling, Participating, and Delegating.\textsuperscript{126}

**Behavioural Theory**

A leader may perform a symbolic function, such as the Queen of England performs her leadership which is primarily a symbolic type of leadership. A leader may perform primarily a problem solving type or decision-making type of leadership function. He may perform an advisory or information giving function. He may function primarily as an initiator or an advocate of some plan or position. Of course, no leader performs just one of these functions to the exclusion of all others. Rather, these are the jobs which are so indispensable that the people who do them attain leadership or have it thrust upon them.\textsuperscript{127}

**Leader-Member Exchange Theory**

Leader-member Exchange (LME) theory (vertical dyad linkage theory) focuses on the ongoing relationship that leaders and members of their group experience as they negotiate and exchange mutual participations, influence, types and amount of work, loyalty and perquisite, and so forth. Unlike other exchange theories, this theory examines the leader-member exchange as long –term interaction trends rather than discrete and unrelated events, as is the case in path goal theory. Initially, this theory looked more closely at the effects of the presence of in- groups and out groups.\textsuperscript{128} It describes how


\textsuperscript{126} Grne Burton and Manav Thakur, *op.cit.*, pp.336-337.


\textsuperscript{128} Montgomery Van Wart, *op.cit.*, p.323.
leaders in groups maintain their position through a series of tacit exchange arrangements with their members. It argues that because of time pressure, leaders establish a special relationship with a small group of their subordinates. These individuals make up the in-group they are trusted, get a disproportionate amount of the leader’s attention, and are more likely to receive privileges. Other subordinates fall into the out-group. They get less of the leader’s time, fewer of the preferred rewards that the leader control and have superior-subordinate relation based on formal authority interactions. Theory also proposes that early in the history of the interaction between a leader and a given subordinate, the leader implicitly categorises the subordinate as an “in” or an “out” and that relationship is relatively stable over time. Just precisely how the leader chooses who fall into each category is unclear but there is evidence that leaders tend to choose in group members because they have personal characteristics (like age, gender, attitudes) that are similar to the leader, a higher level of competence than out-group members, and/or an extroverted personality. Theory predicts that subordinates, that these disparities are far from random, and that in-group and out-group status are related to employee performance and satisfaction.\textsuperscript{129}

There are several positive features of LME theory. Firstly LME theory is a strong descriptive approach that explains how leaders use some subordinates (in-group members) to accomplish organisational goals effectively. Secondly, LME theory is unique in that, unlike other approaches, it makes the leader member relationship the focal point of the leadership process. Related to this focus, LME theory is not worthy because it directs our attention to the importance of effective communication in leader-member relationship. Lastly, the theory is supported by a multitude of studies that link high quality leader-member exchanges to positive organisational outcomes.\textsuperscript{130}

LME theory has certain negative features also. Foremost, the theory runs counter to our principles of fairness and justice in the workplace by suggesting that some members of the work unit receive special attention and others do not. The perceived inequalities created by the use of in-groups can have a devastating impact on the feelings, attitudes and behaviour of out-group members. Second, LXE theory emphasizes the


\textsuperscript{130} Petter G. Northouse, op.cit., pp. 166-167.
importance of leader-member exchanges, but fails to explain the intricacies of how one goes about creating high-quality exchanges. Although the model promotes the building, trust, respect, and commitment in relationship, it does not fully explicate how this takes place. Finally, there are questions regarding whether the measurement procedures used in LME research are adequate to fully capture the complexities of the leader-member exchange process.  

**Personal Theory of Leadership**

The personal theory of leadership is that there are disuniting characteristics or traits of personality that usually accompany a leadership role; these traits are personal intelligence, self-assurance, physical size, technical knowledge, emotional stability, etc. These traits may combine in a personal style that is anticipative (foresee changes and act in advance to prepare the organisation) or reactive (observe changes and act afterward to adjust the organisation), for power, for achievement or for affection.  

**Interpersonal Theory of Leadership**

The interpersonal theory of leadership is that there are distinguishing characteristics in the patterns of interactions with others that usually accompany a leadership role; these patterns range from outward friendliness and respect to inward suspicion and distrust. The interpersonal styles that result from these partners may be benevolent (direct others with regard to their perceived needs and values), consultative (direct others after consideration of their opinions and beliefs), or participative (direct one’s and others after joint consideration of the group’s opinion and beliefs). The managerial styles that are a result of the interpersonal patterns of behaviour have been measured as a concern for task or a concern for people.  

**Classical Management Theory**

The first half of the twentieth century is considered the classical management period and includes two approaches, so-called scientific management and management principles. In the United States, the scientific management movement was a reaction to the major changes that had occurred in American economy, which was just becoming an industrial power. Those in the Scientific Management group advocated the use of

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analytical tools to design management practice efficiently. Although the term ‘scientific management’ is out of favour, the tools of scientific management and its focus on work analysis and efficiency at the worker and unit level are very much a part of good standard management practice today.\textsuperscript{134}

**Social Theory of Leadership**

The social theory of leadership is that there are distinguishing characteristics in the ability to use the power relationship among the subgroups of an organisation. The subgroups form coalitions that can exercise power due to their possible refusal to continue contributing either effort or expertise to the organisation, which would bring a lowering of the competitive position and economic performance of the organisation, and could cause a break-up of the organisation. Social style of leadership ranges from political (using the sub groups) to apolitical (ignoring the subgroups).\textsuperscript{135}

**Trait Theory**

The trait approach is the earliest approach adopted by scholars during the early part of twentieth century for the study of leadership. It is concerned with identifying the peculiar characteristics and distinguishing traits of leaders. The basic assumption of this approach is that leaders tend to be bigger and brighter than the rest of the members of the society, and therefore, they are characterized by distinct physical, intellectual and personality traits which enable them to exercise influence over the followers. The Trait Approach, thus, focuses on the leader himself, to the virtual exclusion of other variables, and asserts that the effectiveness of the leader may be explained in terms of psychological characteristics or traits which differentiate him from other members of his group.\textsuperscript{136} A number of studies on leadership have been undertaken on the basis of trait approach. Studies guided by the trait approach, however, failed to make any substantial contribution of our understanding of the dynamics of leadership because universal traits prove elusive, and there was little agreement as to the most useful trait for the good and effective leadership.\textsuperscript{137}

\textsuperscript{134} Montgomery Van Wart, *op.cit*, p.309.
\textsuperscript{135} La Rue Tone Hosmer, *op.cit*, p. 180.
\textsuperscript{137} *Ibid.*
Implications of the Theory

This theory has two very important implications. First, the theory emphasizes that a leader requires some traits and qualities to be effective. Second, many of these qualities may be developed in individuals through training and development programmes. However, the theory suffers from two sets of limitations: generalization of traits and applicability of traits.

Generalization of Traits

There are problems in identifying of traits which may be relevant for a leader to be effective in all situations. For example, Jennings has set of qualities that can be used to discriminate leaders and non-leaders. Many other behavioural scientists' have similar views.

Applicability of Traits

Another set of problems that hinders the full application of trait theory in practice, that is, leadership as a process of influence reflects in leader’s behaviour and not in his traits. There have been many persons with traits specified for a leader, but actually they could not become effective leaders. The reason for this phenomenon is that there is no direct cause-effect relationship between trait of a person and his behaviour. The trait may be only one of the factor shaping behaviour; the other factor, sometimes even more important, are situational behaviour variables. These situational variables are not incorporate in trait theory.

Great Man Theory or Man Making Theory

Advocates of this theory forward the following arguments in support of it. They believe that leaders are God gift to mankind and they have come on earth for seeking welfare of mankind by using their gifted qualities. No one else can become such a great leader because these qualities of leadership cannot be acquired through formal education and training. It is also assumed that the set of qualities which the leader uses for influencing others are entirely his personal possession which he must have received from his family members and cannot transfer it to others. It is also believed that it is the only that set of qualities which a leader possesses are necessary for effective leadership, not other qualities.

139 Ibid., p.638.
140 Ibid. See also, Peter G. Northouse, op. cit., p.24.
141 Nirmal Singh, op.cit., p. 396
Critics of Theory

This theory of leadership has no scientific basis and has not been supported by empirical studies. It was just a matter of chance some people happened to be great leaders who belong to a particular family, caste or creed. Further, this theory ignores the effect of situational variables like need and aspirations of the followers’ environment and other related factors. It does not state why, how and when the leadership occurs. The advocates of this theory could not make it clear that in-born leader had which set of qualities which perhaps cannot be learned by training and education. While developing this concept it was also not considered that there have been some class and caste barriers which prevented other people.

Behavioural Theories

Beginning the late 1940s and continuing through the early 1960s researches moved away from an emphasis on traits and towards the study of leader behaviour. This new approach differed from the trait-oriented research in at least two ways. First, actual leader behaviours instead of personal traits were the main focus. Second, whereas most trait studies sought to separate leaders from non-leaders, leader behaviour studies wanted to determine how various kinds of specific behaviour affect the performance satisfaction of followers.142

Task-Oriented Leadership

Scientific management techniques such as time and motion study, work simplification, and piece-rate incentive pay plan emphasize the need for leaders to plan each work job task and job outcomes. The leader is the most competent individual in planning and organizing the work of subordinates. According to Taylor, the work of every workman is fully planned out by the management at least one day in advance, and each receives complete writings, instructions, describing in detail the task which he is to accomplish as well as the means to be used in doing the work.143

Person-Oriented Leadership

A pioneer in the development of the idea is that the behaviours of the most effective leaders are person-oriented, Rusis Likert and his associates at the University of Michigan conducted studies in various organizational settings such as industrial,
governmental, educational, and healthcare. They concluded that most effective leaders focus on the human aspects of their group. They attempted to develop effective teamwork through supportive, considerate and non-punitive employee-centred behaviour. They were found to be more effective than those who emphasized task-centred behaviour. These leaders specifically detailed the work of subordinates, closely supervised them and rewarded them only with financial incentive.\textsuperscript{144}

**Evaluation**

In leader behaviour theories, unlike in the trait theories, the focus was on what leaders did, how they delegated the tasks, how they communicated, how they tried to motivate their subordinates, how they carried out their tasks, and so on. The theories underline that the behaviours can be learnt and an individual trained in the appropriate leadership behaviours would be able to lead more effective. This is the main contribution of the behavioural theory.\textsuperscript{145} The study of leadership behavioural is a step in the direction of determining, what leader actually want do in their leadership roles. However, most behaviour based explanations of leadership fail to specify how a follower's behaviour affects a leader. Perhaps the interaction between leaders and followers is more important than influence attempts initiated by the leader.\textsuperscript{146} Another weakness in the behaviour based explanation is the failure to include an analysis of the situation in which the leader must perform. Like the trait explanation, the behaviour models neglect the type of situation-routine, crisis, and novel.

**Situational / Contingency Approach Leadership**

The leadership ability cannot be identified by one single or pair of traits no by behavioural dimensions indecently only. Even the balancing done by various grids of Blake and Moutou (1964) and concern of the revisionists like Bennis (1961) do not help defining such a complex phenomenon of leadership. According to situational theory, leadership ability is dependent upon individual's adaptive ability- the feling he may have for sensing interpreting and treating the specific situations.\textsuperscript{147}

\textsuperscript{144} Arun Kumar and Rachna Sharma, *op.cit*, pp. 446-447.
\textsuperscript{145} K. Aswathapa, *op.cit*, p. 331.
\textsuperscript{147} S. K. Srivastava, *op.cit*, p.31.
**Basic Components of Situational leadership**

It is important to understand leadership styles as they are used in the model and the idea of follower readiness. Leadership style is the behaviour by the leader as perceived by the followers. This behaviour can be classified into the two broad categories of task and relationship behaviour. Task behaviour is defined as the extent to which the leader engaged in spelling out the duties and responsibilities of an individual or a group. These behaviours include telling people what to do, how to do it, when to do it, and who should do it. Relationship behaviour is defined as the extent to which the leader engages in two way or multi way communications. The behaviour includes listening, fascinating and supportive behaviour. Task behaviour and relationship behaviour are two separate and distinct dimensions. They can be placed on separate axes of a two-dimensional graph, and the four quadrants can be used to identify four basic leadership styles. Task behaviour is plotted from low to high on the horizontal axis, while relationship behaviour is plotted from high to low on the vertical axis. This makes it possible to describe leadership behaviour in four ways or styles. These four quadrants can be used as the basic for assessing effective leadership behaviour. No one style is effective in all situations. Each style is appropriate and effective depending on the situation.\(^\text{148}\)

**Criticism of Situation Theory**

There have been only a few research studies to justify the assumptions and propositions set forth by the approach. The lack of strong body of research on situational leadership raises questions concerning the theoretical basis of the approach. The second criticism that can be directed at situational leadership concerns the ambiguous conceptualization in the model of subordinates’ development level. The authors of the model do not make clear how commitment is combined with competence to form four distinct levels of development. The situational leadership does not explain the theoretical basis for these changes in the composition of each of the developmental levels. As pointed out by Blanchard et al. (1993), there is a need for further research to establish how competence and commitment are conceptualized for each development level. Closely related to the general criticism of ambiguity about subordinates developmental level is a concern with now commitment itself a conceptualized in the model. The theory

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also fails to account for how certain demographic characteristics (e.g. education, experience, prescriptions of the models).\textsuperscript{149}

**Application of Approach**

It is an approach that is easy to conceptualize and also easy to apply. The straightforward nature of the approach makes it practical for managers to use. The principles of this approach can be applied at many different levels in an organisation. They can apply to how a Chief Executive Officer (CEO) of a large cooperation works with her or his board of directors, and they can also apply to how a new chief in an assembly plant lead a small group of production workers. It also applies during the initial stages of a project when idea formation is important, as well as during the various subsequent phases of a project, when issues regarding implementation are important. The fluid nature of situational leadership makes it ideal for applying to subordinates as they move forward or go backward (regress) on various projects. Given the breadth of the situational approach, it is applicable in virtually any type of organization, at any level, for nearly all types of tasks. It is an encompassing model with range of applications.\textsuperscript{150}

**Path-Goal Theory:**

Path-Goal theory is about how leaders subordinate to accomplish designated goals. Drawing heavily from research on what motivates employees, path goal theory first appeared in the leadership literature in the early 1970's. The stated goals of this leadership theory are to enhance employee performance and employee satisfaction by focusing on employee motivation. This theory has been evolved by Martin G. Evans and Robert J. House. It is derived from expectancy theory of motivation and based on the assumption that the effective leader can increase subordinates motivations by.\textsuperscript{151} (a.) Clarifying subordinate perception about the goals of work. (b.) Explaining how goals and designed rewards can be achieved, (Linking meaningful words with goal attainment. The pattern of preferences of people (followers or subordinates) with regard to the leader’s behaviour depends upon personal characteristics of group members.

Environmental conditions like complexity of task's structure of work group and the extent of formalization of policies, rules, norms etc. The theory subscribes to the notion that a leader can change his behavioural patterns demanded by the needs of

\textsuperscript{149} Peter G Northouse, *op.cit.* pp, 93-95.

\textsuperscript{150} Ibid. p, 96-97.

\textsuperscript{151} Nirmal Singh, *op.cit.*, p. 408.
the situation. In a sense, leader’s behaviour is not an independent variable. It is dependent on the nature of the situation and the characteristics of people. Such adaptive leader’s behaviour tends to be effective in generating the needed acceptance, motivation, performance and satisfaction on the part of the people concerned. However, the leaders’ effectiveness in contingent on his ability to capture the dynamics of the situation and the attitudes of people in a correct is a perspective.\(^{152}\)

It also suggested that the same leaders can exhibit differences in leadership styles in various situations. Other theories imply that a leader’s style depends on one's personality. Thus, if psychologists are correct who state that individual personality is structurally formed by the time a person is eight years old.

Changing leader behaviour may be as difficult as suddenly trying to become a completely different person. Learned habits or actions are based on a complex history of past experiences and any new information is profoundly influenced by that history.\(^{153}\)

Basically, the Path-Goal Theory is built on the relationship between various leadership styles, characteristics of subordinates, and other situational factors. In turn, all of these combine to influence the attitudes and behaviour of subordinates.\(^{154}\)

**Functional Leadership Approach**

The functional perspective interprets leadership in terms of functions to be performed in helping the groups not in terms of qualities inherent in certain persons. In the words of Benne, the functional approach helps to explode “two dangerous and all prevalent myths about leadership.” One is the myth that we must wait for 'nature' to give us our leaders--a person is just 'naturally' born to be a leader or he is not. The other it has that social situations automatically produce the leadership which they require. The Civil War produced Lincoln, did not it?

The functionalists do not regard as an entity that can be considered apart from his functional relationship to his followers, nor do they conceive of leadership as inherent in certain persons or classes of persons. On the other hand, the leader emerges as a consequence of the needs of a group of people and of the nature of the situation within which that group is to function.\(^{155}\)


\(^{154}\) *Ibid.*

\(^{155}\) A M Francis Abraham, *op.cit.*, p.28. see also, Billy J. Hodge and Herbert J. Johnson, *op.cit.*, p. 259. See also Arun Kumar and Rachna Sharma, *op.cit.* p. 447.
Acceptance Theory or Followership Theory

The theory asserts that followers are important in deciding whether a person is a leader or not. If followers accept a person their leader he is leader irrespective of his traits or behaviour. According to this theory, followers must form groups. The theory cannot be applied without group of followers. The theory is based on the assumption that groups have certain basic needs which they want to fulfil through their leader. A person who is successful in satisfying their basic needs is assumed to be their leader. On the contrary, if he does not succeed in getting their needs satisfied he can neither said to be a good leader nor he will be allowed to function as such. The major weaknesses of this theory are that it ignores the quality aspect of leadership. But modern managers are of the opinion that it is the follower’s theory that is now playing a significant role in managing the people today.  

System Theory

Leadership is governed by a person’s act rather than by his traits which influence the followers most. It follows that leadership is a sole behaviour which co-ordinates the efforts of the people and stimulates them towards the achievement of their goal in a particular situation. This approach is called system approach because it considers all the variables present at the same time, i.e. leader, follower’s situation, goals, leadership traits, environment and group’s nature, characteristics and needs, role, behaviour of the leader and his coordinating efforts. This theory is recognized as the modern theory of leadership. In the modern world, this theory is rather more acceptable to followers.

Group and Exchange Theory of Leadership

In 1969, Hollander and Jullian stated that the leader provides more benefits to the followers who help him to achieve the goals of the organisation on or the leader may consider followers as burden or cost. According to them, there must be a positive exchange between the leader and the followers in order to achieve group goals. The rewards given by the leader in form of praise, increase in pay, promotion, etc. help in the accomplishment of group goals. The rewards have a positive impact on attitudes, satisfaction and performance of the followers, who in turn give due regard and respect to

157. Ved Parkash, op.cit. pp. 221-222, See also Billy J Hodge and Herbert J Johnson, op.cit., pp.258-259, See also, J.N Jain et. al, op.cit., p.318
the leader. The leader emphasizes initiating structure when followers do not perform well, and on the contrary leader increases his emphasis on consideration when followers perform the job well.\textsuperscript{158} Thus, to this theory, if the exchange between leader and followers is positive, it leads to mutually beneficial relationship.

\textbf{The Eclectic Theory}

The eclectic theory of leadership is synthetic; it is a combination of components of other theories. It brings explanatory phases or information from other theories into one body of thought in an effort to explain leadership. Some leadership skills are universally applicable to leadership problems, i.e., ability to make sound decisions is just as important to leader in an electronics company as it is to a leader in the military service. However there is specific knowledge that the leader in the electronics company must have about his organization and its operations if he is to make sound decision and this differs from the knowledge the military leader must have. This variation in knowledge requirements is traceable to the difference in the organizations and their missions.\textsuperscript{159}

The general and specific requirements in this example can be at least partially explained by combining the traits theory and situations theory. The traits theory can describe generally the characteristics needed in leadership situations, while the situations theory can specifically define the differences in these characteristics between organizations. The eclectic theory is perhaps the most useful of all theories, since it draws information from several sources to explain leadership. This theory allows expanding and combining the best features of other theories into explanation thus helping to form a better understanding of leadership. By furnishing a broader base of explanation, the eclectic theory combines more data on which to base decisions and issues commands. This conduction alone makes the theory important to the advancement of leadership thought.\textsuperscript{160}

\textbf{Culture-Specific Theories}

Some authors maintain that leadership is culture specific, depending on the special characteristics of the culture. These theories are discussed as below.

\begin{itemize}
\item \textsuperscript{158} \textit{Ibid}, p.222.
\item \textsuperscript{159} R.K. Suri and T.N. Chabbara, \textit{op.cit}, p.255-256.
\item \textsuperscript{160} Billy J Hodge and Herbert J Johnson, \textit{op.cit}, p.259. See also, Arun Kumar and Rachna Sharma, \textit{op.cit}, p. 447.
\end{itemize}
Nurturing-Task Theory

JBP Sinha has drawn attention to characteristics of the Indian culture, such as dependence proneness, lack of team orientation, conspicuous use of resting time as a sign of status (late arrival at work and long lunches), preferences of the personal over contractual relationship, and apna-praya orientation, in which rules and regulations can be side-stepped to accommodate a friend or a relative. According to Sinha, in such a culture, nurturing-task (NT) leadership is likely to be more effective.\(^{161}\) The NT leadership style has two components: concern for the task and nurturing orientation towards the subordinates. A nurturing task leader demands task performance and maintains a high level of productivity. However, such leaders also show care and affection for the well-being of their people and are committed to their professional growth. The nurturing task leader plays a patterned role and encourages participation. He understands expectations of his subordinates. He knows that they realise dependency and personalized relationship, accept his authoring and look towards him for guidance and direction.\(^{162}\)

**BCD Theory:** T.V. Rao\(^{163}\) has classified the leadership styles into the benevolent, critical and development styles.

**Benevolent Style**

Leaders who practise the benevolent or paternalistic leadership style believe that all their employees should be constantly guided and treated with affection like parents treat their children. Such leaders are relationship-oriented, assign tasks on the basis of their own likes and dislikes, constantly guide and protect subordinates, understand the needs of their employees, salvage the crisis situations by active involvement, distribute rewards to those who are loyal and obedient, share information with those who are close to him, etc.

**Critical Style**

The critical leadership style is closer to theory X. Such managers believe that employees should be closely and constantly supervised, directed and remained to their duties and responsibilities. These managers have short-term goals, cannot tolerate


\(^{163}\) *Ibid*, p. 63.
mistakes or conflicts among employees. They are also dominating, keep all information to themselves and are highly discipline-oriented.

**Development Style**

A development leadership style is characterized by empowerment and subordinates. Such managers believe in developing the competencies of their employees and delegate authority to them. These managers have long-term goals, share information, facilitate the resolution of conflicts and mistakes by the employees themselves. The development style is the most preferred leadership style in an organization. Managers may not be aware of the leadership style used by them and its effect on their employees. Some individuals and some situations may require a combination of benevolent and critical style.

**Era Theories**

Recently, Bennis and Thomas have proposed a theory of leadership as a product of era, 'crucible' and individual factors. Era is characterized by defining events, and may occur every 20 years or so. They took two contrasting eras; 1945: 1954, referred to as the era of limits, and 1991-2000, called the era of options. They wanted to compare the effects of era on two groups of young people, one that was 25-30 years old in 1950 (roughly) and the other that was 25-30 analogue and digital worlds. "The analogue world was one that values linear narrative and thinking. It believed in organizational hierarchy and chain of command.

**Crucible Theory**

Bennis and Thomas have given importance to crucibles in the formation of leadership. They have proposed that a 'crucible' (an absorbing event or experience, which transforms an individual) is critical in the development of leaders. A crucible can be a tragedy such as war, death of a loved one, losing an election, or a joyous experience. Leaders create meaning out of crucibles. Abraham Zaleznik suggested the concept of 'crucible of leadership in 1977, while discussing the difference between the leader and manager.

Financial Theory

Prince has proposed an interesting theory by including the construct of “financial signature”. It refers to a set of innate financial traits that are fundamental to a leader’s style. He created a taxonomy that financial signature in order to classify specific leadership traits. The financial signature combined with organizations financial mission has an impact on the success or failure of a company. Financial signatures can be measured on two continuous axes: value addition and resources utilization. The financial signature is innate. A financial mission is an organizational quality that is also measured along these two axes and is not fixed. Prince argues that it is possible to forecast a company's financial success by analyzing these two variables.

Attribution Theory

The attribution theory depicts the leader as a processor of information. The attribution leader determines whether the subordinate behaviour was caused by the subordinate, by the nature of task, or by the nature of work situation. In other words, the leader must categorize the subordinate behaviour into the three dimensions: (1) person, (2) entity task, and (3) context.

Performance Maintains Theory

(PM) The performance-maintains theory, proposed by Misumi, is a Japanese culture-specific theory of leadership. Misumi suggested two functions of effective leadership: performance function, referred to as 'M'. The function has to do with task accomplishment, while the M function has to do with the maintenance of good working relations among those who are engaged in the task. Misumi states that even measures of leadership functions need to be renewed with each substantially different setting in which leadership is studied. The exercise of the P and the M functions are not independent, but complement one another. In other words, a leader who places substantial emphasis on both the P and M functions is more effective than a leader who is high on P or one who is high on M. It integrating the followers view of what is good for them personally with their view of what is good for task accomplishment is a specific form of PM leadership. Misumi’s theory is in conformity with Japanese culture style. Japanese tend more often to stress the ways in which elements of a situation are interwoven with one another. They

166 Nirmal Singh, op.cit, p.408.
evaluate the elements holistically consistent with Japanese holistic thinking; Misumi maintained the contextual and configuration themes of Lewin's field theory. Misumi also relied on experimental data to establish casual relationship. The theory has been tested in some other countries, such as the US, China, New Zealand, and Australia. Misumi and his associates claim that this theory works in those settings too, although the theory emphasizes the need of situational specific measurement devices

**Types of Leadership:** Following are some types of leadership.

**Expressive and Instrumental Leadership**

The expressive leaders are those who show solidarity and believe in seeking suggestions from other members of the group. This type can suit to behavioural approach which lays stress on the leader-follower relationship and where leader is considered as an integral part of the group. These leaders act in consultation with others for the accomplishment of objectives of their group. Instrumental leaders, on the other hand, are those who don't have any belief in asking for suggestions or advice from others but in turn give their own suggestions every time without caring for the views of their group men. Corresponding to the 'showing solidarity' characteristics of the expressive leaders, these leaders emphasize on showing disagreement with all those acts or suggestions put forth by the group men.

**Autocratic Leadership:**

It is closely associated with the classical approach to management. Not seeking subordinates opinions, the autocratic leaders hold conflict and creativity to a minimum. This type of leader usually supervises closely and motivates through incentive and fear. The subordinates typically react by doing only what is expected and by supporting their frustrations. To the autocrat, formal authority is the basis for legitimate leadership, therefore, developing close interpersonal relationship with subordinates is superfluous. The autocratic leader is task-oriented and places little value on showing consideration to subordinates as a leadership technique.

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167 Udai Pareek, *op.cit.*, pp. 573-574.
Likert's leadership classification\textsuperscript{170} Professor Likert and his associates at the university of Michigan have studied the patterns and styles of leaders and managers which are as follows.

**Exploitative Autocratic:** In this approach, a manager makes all the decisions and informs subordinates of them. The manager essentially relies on threats and intermediation to get tasks accomplished. The level of trust and confidence between manager and subordination is extremely low. Since such managers typically rule through fear, subordinates tend to become subservient.

**Benevolent Autocratic:** This approach of leadership can be described as paternalistic. The leader makes more decisions and attempts to convince subordinates that he or she is looking out for their interests. Such an approach yields a relatively low level of employee trust, but open hostility is not evident. Employees are expected to be subservient, loyal, complainant and reasonably productive. In return, management treats them decently. Although the social atmosphere is harmonious, employees are never involved in planning or making decisions.\textsuperscript{171}

**Incompetent Autocrat:** Sometimes, superiors adopt autocratic leadership style just to hide their incompetency, because in other styles they may be exposed before their subordinates. However, this cannot be used for a long time. Main advantages and disadvantages of autocratic leadership.\textsuperscript{172} Main advantages and disadvantages of leadership are discussed below.

**Main Advantages:** There are many subordinates in the organization who prefer to work under centralized authority structure and strict discipline. They get satisfaction from this style and provide strong motivation and reward to a manager exercising this style. It also permits very quick decisions as most of the decisions are taken by a single person. Another advantage is less competent subordinates also have scope to work in the organization under this leadership style as they do legible planning, organizing and decision making.

**Disadvantages:** People in the organization dislike it especially when it is strict and the motivational style is negative. Lack of motivation in employees, frustration, low morale

\textsuperscript{170} Ibid. See also, Manjot Dixit, et al., *op.cit.* p.333.
\textsuperscript{171} J.N. Jain, et al., *op.cit.* , p. 330.
and conflict development in the organization jeopardise the organizational efficiency. More dependence and less individuality in the organization as each, future leaders in the organization do not develop. Considering the organizational efficiency and employee’s satisfaction, autocratic style generally is not suitable.  

**Free-Rein Leadership or Freehold Leadership or Laissez Faire:**

There must be a high-quality subordinate group if this approach is to work well. It rests on broad delegations of decision-making power. There is good possibility that such a group may substitute its goals for those of the organization; because it has such broad powers to decision, it is in a position to select a mission that is not in keeping with overall organization purpose. Consequently, the use of the free-reins approach must be very carefully justified in any organization and the select of subordinates must be cautiously made.  

It is not uncommon for those with Laissez-faire style to experience a significant problem, crisis, or scandal from time to time. Laissez-faire style leaders often consider their only job to be fixing problems. When such negative events occur they are often quite unapologetic, spring to action, and take decisive and frequently firm steps to correct others failings. In many instances, as is tentative laissez-faire leader can appear to be the zero by seizing the initiative, fixing the problem, and punishing the innocents. That is, in all, tentative leaders can fail to do their job in preventing problems by properly monitoring and then blame others belatedly fix a ‘mess’ of their making.

**Democratic Leadership**

Democratic style is based on the basic principle of participation of subordinates in decision making process. It is not necessary that the leader makes every subordinate a party to a decision but by and large a process is evolved in which the decision - making instincts of the subordinates are satisfied. In other words, there is free flow of communication between the superior and subordinates before any final decision is taken in the matter. Democratic leaders operate much differently. They seek to lead mainly by persuasion and example, rather than by force, fear, status or power. They consider the opinions and feelings of their followers, make them feel important, and attempt to put group and individual goals above their own personal objectives. It can be concluded that

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175 Montgomery Van Wart, *op.cit.*, p. 288
democratic leadership produced less aggressive behaviour, less dependence on the leader, more group imitative and more productive behaviour than the other types of leadership. This type of leadership offers a number of benefits: (1) Greater employee and group satisfaction; (2) greater employee and group co-operation; (3) higher employee morale; (4) improved decision-making, planning and organization.

**Paternalistic Style: Orientation Styles:** Under this category, there are two types of styles.

**Employee Oriented or Nurturing Task**

The nurturing task leader helps his subordinates to grow up and assume greater responsibility as much as his subordinates can handle, openly shows affection for those who work hard; if subordinates need help he helps as much as he can; has affectation for his subordinates and listens to their personal problems and family matters. He helps his subordinates in their career planning and believes that subordinates acquire a sense of responsibility under the care and guidance of a good leader. The task of measuring leadership styles is really a difficult one. It has been found that subordinates can judge the leadership styles of their superiors or themselves can judge their own way of behaving.

**Production or Task - Oriented (Directive Style)**

Leaders following this technique believe that their main concern is only to get the work, done and for this purpose, they keep the subordinates busy all the time, in their zeal to produce more, they ignore the human aspect of the subordinates. They are of the opinion they can attain results by better planning, engaging better methods and machines, and keeping the employees busy all the time. Both these orientation styles- employee-oriented and task-oriented-seem to be related and not opposite to each other.

**Some Others Types of Leadership: Creative/Innovative Leaders:**

Creative leaders are accepted leaders on the basis of the contribution made by them in their branch of knowledge. Their contribution is generally of great relevance to human upliftment. Whether they are scientists, engineers, architects, business experts or the men of letters, some of them get official recognitions in the form of national or

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international honour bestowed on them in the form of Nobel prize or such other prize given by internationally or nationally recognized states.

**Bureaucratic Leaders**

The leader who has a bureaucratic style believes in hierarchical disposition; maintains fair rules and regulations; believes in clear cut democratization of responsibility and work; tries to confine himself to his own jurisdiction; and believes that if people follow everything in writing then there will be probability of less conflicts in the organization.\(^{181}\)

**Persuasive Leaders**

The category of charismatic leadership was developed by Weber. The Charismatic leaders, he describes attract authority because of "devotion to the specific and exceptional sanctity, heroism or the exemplary character of an individual person and of the normative patterns or order revealed or ordained by him." The Charismatic leaders attract followers on the basis of qualities of persuasiveness he possesses.\(^{182}\)

**Personality**

Fundamental object of leadership style is to get response from the followers. The leadership has to be adaptive to the personality traits of followers. The leadership has to be adaptive to the personality traits of followers. N.Z. Medalia conducted a study in a military group. He came to the conclusion that people with authoritarian tendencies had a linking for formal military leadership with the traits of a good officer.\(^{183}\) In other words, subordinates with authoritarian tendencies preferred authoritarian style of leadership. What is true of followers is also true of leaders. The leaders with certain personality traits may not be suitable for a certain leadership style. A person who has the suppressed personality is not expected to adopt the authoritarian leadership style and vice-versa.

**Shared Leadership**

Shared leadership is based on the normative assumptions that various types of distributed leadership exist and are useful, and that a major role of traditional or vertical leadership is to enhance the capability and motivation to engage in distributed leadership. It has strong parallels in other areas of management literature. In particular, although there has been little cross fertilization, the learning organization literature also

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183 Ibid., p. 373.
emphasizes the traditional management over reliance on hierarchy, centralized expertise, status differentials and in-group competition.\textsuperscript{184}

\textbf{Traditional Leadership and Rational-Legal Leadership}

Traditional and rational-legal leadership also tend to enjoy a large measure of stability in terms of leader-follower relationship. This is, most likely, acts undertaken by these leaders may not mean criticism of the sources of legitimacy. If the followers would view with disfavour leadership acts of the traditional leader or the rational-legal leader, the leaders may be replaced, but the sources of legitimacy would remain in tact without incurring any distaste of the followers. But in the case of charismatic leadership, the followers criticism of leadership acts of and disillusionment with the source of legitimacy as a consequence of which charismatic leadership may become unstable and may wither away. Therefore, charismatic leadership tends to be institutionalized undergoing structural changes in the direction of either rational legal leadership or traditional leadership. This process of transformation is termed by Weber as reutilization of charisma, he opines: "In the process of reutilisation the charismatic element does not necessarily disappear. It becomes rather dissociated from the person of the individual leader and embodied in the objective institutional structure so that the new holders of authority exercise it, at second removal as it were by virtue of an intutionally legitimate status of office.\textsuperscript{185}

\textbf{Dominant Leadership}

This is the man who maintains his authority by virtue of his own personality and his innate force of character. It is of this type, and of this type alone that the dictum is true that leaders are born and not made, and even then it is only true to a strictly limited extent. This kind of leadership can never be attained by mere assertiveness and imitative; knowledge of the job and speed in execution, all come into the picture as well. This type of man is confident in action and prepared himself to do anything that he expects his followers to do. He is not afraid of making mistakes because he knows that his power resides in his own innate strength of character. The dominant leader is far more ready

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  \item \textsuperscript{184} Montgomery Van Wart, \textit{op.cit.}, p. 372-373.
  \item \textsuperscript{185} Max Weber, \textit{The Theory of Social and Economic Organization, (edited, Talcobt Parsons)}, See also, G. Rasool, \textit{op.cit.}, p.12.
\end{itemize}
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than the institutional leader to initiate new ideas and to take risks. It is in general true that all great captains of war have been of this type.\textsuperscript{186}

**Responsible Leadership**

From a personal standpoint, responsible leadership is a blend of commitment, understanding and determination. These elements bring together the selfhood of the leader and the identity of the institution. This is partly a matter of self-conception, for whatever his special background, and however important it may have been in the decision that gave him his office, the responsible leader in a mature institution must transcend his specialism. Self-knowledge becomes and understanding not only of the leader's own weakness and potentialities but of those qualities in enterprise itself.\textsuperscript{187} From a policy standpoint, and that it is our primary concern, most of the characteristics of the responsible leader can be summarized under two headings: the avoidance of opportunities and the avoidance of utopianism. Leadership is irresponsible when it fails to set goals and therefore, lets the institution drift. The absence of controlling aims forces decisions to be made in response to immediate pressure of course, many large enterprises do drift, get they survive. The penalties are not always swift, and very often bare survival is possible even though the fullest potentialities of the enterprise are not realized and significant changes in identity do occur.\textsuperscript{188}

**Institutional Executive or Organizational Leadership**

Leadership as such is synonymous with holding office or some position of prestige and responsibility in some institution or organization. The college principal, manager of a firm, director of a bank, or executives of some administrative branches are institutional leaders. They have not created the conditions of leadership but have been invested with authority to get the work executed or carried by followers. Such leaders have no persuasive influence over their followers, by control, by virtue of the authority invested in them. And as they control by means of, they command the power to enforce their demand. Since they are responsible for their work, to their employees, their interests, it is natural, are focused more upon the welfare of the institution than on the need of the employees and less on the question of establishing a relationship with them.

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\item \textsuperscript{186} G. Rasool, \textit{op.cit.}, p.11-12.
\item \textsuperscript{188} \textit{Ibid}, p. 143-144.
\end{itemize}
The executive leader’s major interest is to control their actions in promoting the interests of institution.\(^{189}\)

**Formal and Informal Leadership**

Generally, it is observed that a leader should also be a good leader. But in actual practice, every manager is not able to provide the kind of leadership desired by his subordinates. This gives rise to informal leaders who do not hold any managerial post in the organization. A formal leader, on the other hand, is one who possesses organizational authority to direct and control the activities of his subordinates. He can issue orders and instructions to his subordinates by virtue of his formal authority in the organization. An informal leader is not appointed by the management as in the case of a formal leader. Sometimes, informal leaders become more acceptable to the workers are compared to the formal leaders. In such a situation, the formal leaders as the positional holders only. They are not able to achieve the voluntary co-operation of the workers in all matters. It is also true that a work group may have different leaders of different purpose. The members of the work-group may be influenced by one leader while doing their jobs but as regard to their personal problems, they may go to another leader as far as their reaction is concerned.\(^{190}\)

**Transactional and Transforming Leadership**

Transforming leadership is vision, planning, communication, and creative action that have a positive unifying effect on a group of people around a set of clear values and beliefs, to accomplish a clear set of measurable goals. This transforming approach simultaneously impacts the personal development and corporate productivity of all involved.\(^{191}\) Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Considerations are some of the essential factors of transformational leadership. Transactional and Transforming leadership should not be viewed as apposing approaches to getting things done. Transformational leadership is built up of transactional leadership – it produces levels of subordinate effort and performance that go beyond what would occur with a transactional approach alone. Moreover, transactional leadership is more than a charisma. A purely charismatic (leader) may want followers to adopt the

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189  G. Rasool, *op.cit.*, pp.11-12.
Charismatic's world view and go on further, the transformational leader will attempt to instil in followers the ability to question not only established view but eventually those established by the leaders.\textsuperscript{192}

\textbf{Participative Leadership}

"Involvement of the people in the planning and controlling, as well as the doing of their work must be understood neither as an actor of good "human relations" nor as a means of exploitation, but rather as a should business practice that benefits both the organization and its members."\textsuperscript{193} A leadership style that has received considerable attention in recent years is participative leadership. In general, a programme of participation attempts to involve subordinates--sometimes managerial subordinates and sometimes the rank and file--more directly in some aspects of their superiors' decision-making, an activity that would not be expected or even tolerated in many organizations. Benefits of participation are not limited to the employees; management gets the benefits of their contribution as well as their enthusiastic work. Also, in introducing changes participation can help to minimize employee resistance. In fact, some changes occur in direct response to employee participation. Participative leadership does not appear to be effective in all situations or for all groups. Personality differences, for instance, may make followers more or less interested in participation.\textsuperscript{194}

\textbf{Consultative Leadership}

Leaders solicit opinions from the group before making a decision but they do not feel obliged to accept the groups thinking; these leaders make it clear that they alone have final authority to make final decisions. Consensual leaders encourage group discussion on an issue and then make a decision that reflects the general agreement (consensus) of group members. Consensual leaders delegate more authority to the group than to the consultative leaders. This style leads to considerable delay in decision-making because every member has to give his/her consent.\textsuperscript{195}

\textbf{Charismatic Leadership}

Under this type of, the followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviours. Robert House has identified

\textsuperscript{192} Stephan R. Robinson, \textit{op.cit.}, p. 439.
\textsuperscript{195} K. Aswapatha, \textit{op.cit.}, p. 323.
three: extremely high confidence dominance and strong convictions in his or her believes. Charismatic leaders are often found to promote high performance and satisfaction amongst workers, and more significantly under crisis, politics, religion etc. Charismatic leaders, in fact, may become a liability to an organization once the crisis and need for democratic change subside.  

Today, there is an urgent need for new ideas about leadership. Rapidly changing conditions in our society have made traditional patterns of leadership seem inadequate and often even intolerable. If the last few decades can be characterized as the machine age, the next few may be known as the human age for man throughout the world is on the march to acquire for him a new dignity, increased worth and greater respect. Traditional approaches to leadership often seem to stand in his way, for too some they appear incompatible with a high regard for the dignity of man. A new conception of leadership is urgently needed to match the new conception of man emerging today in our society.  

The brief historical review of the leadership concept highlights the shifting focus in theoretical orientation from time to time and helps us to define leadership as a role or function played in a situation within the context of the culture, to attain a specified goal or goals. The person who performs this role is perceived as the leader by the members of his group and is given prestige, authority and status which he would not have as a member of the group. This view does not limit the leadership concept to formally appointed functionaries; rather it is applicable to the multiplicity of roles which are determined by the interplay of the personality of the leader in relation to the personality of the followers (group members) and to the characteristics of situations in the social organisation.

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198 L. P. Vidharithy, *op.cit.* p.60