Chapter II

Conceptual Framework
### CHAPTER II

**CONCEPTUAL FRAMEWORK**

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CHAPTER II

CONCEPTUAL FRAMEWORK

2.1 Overview:

An attempt is made here to define leadership, explain the styles of leadership and state briefly the connected theories of leadership.

2.2 Definitions of Leadership:

Many theorists have defined the concept of leadership. An analysis of the definitions by different thinkers brings out the meaning and nature of leadership.

According to Good's dictionary of education Leadership is the ability and readiness to inspire, guide, direct or manage others.¹

In the words of Bartky and Ralph M.Stogdill, Leadership is a process of influencing the activities of an organized group in the tasks of goal setting and goal achieving.²

Harold Koontz and Heinz Weihrich state leadership as the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals. Ideally, people should be encouraged to develop
not only willingness to work but also willingness to work with zeal and confidence. Zeal is ardor, earnestness and intensity in the execution of work. Leaders act to help a group attain objectives through the maximum application of its capabilities. They do not stand behind a group to push and prod; they place themselves before the group as they facilitate progress and inspire the group to accomplish organizational goals.³

Cattell, R.B defines a leader as a person, who has a demonstrable influence upon group syntality and leadership is measured by the magnitude of the syntality change (from the mean) produced by that person, i.e., by the difference in syntality under his leadership and the syntality under the leadership of the average or model leader.⁴

According to Halen H. Jennings, the superior characteristics of leaders are not necessarily causes of leadership. Only when these superior characteristics are used to guide superior performances in a group are these meaningful.⁵

Fiedler views leadership as, a process of influencing others for the purpose of performing a shared task.⁶

Robert Waterman says that, leaders have to give up control to get results - they act as coaches not as 'the boss'.⁷
According to Warrier Bennis, leadership can be felt throughout an organization. It gives pace and energy to the work and empowers the work force. Empowerment is the collective effect of leadership.\textsuperscript{8}

The Essence of leadership, according to Trady Heller and Jon Van Til, is followership. In other words, it is the willingness of the people to follow that makes a person a leader. Moreover, people tend to follow those whom they see as providing a means of achieving their own desires, wants and needs. Leadership and motivation are closely interconnected. By understanding motivation, one can appreciate better what people want and why they act as they do. Leaders may not only respond to subordinates' motivations but also arouse or dampen them by means of the organizational climate they develop.\textsuperscript{9}

Jeremy Main states that leaders must instil values, whether it be concern for quality, honesty and calculated risk-taking or for employees and customers. The leadership comprises of the four major ingredients: (1) the ability to use power effectively and in a responsible manner; (2) the ability to comprehend that human beings have different motivation forces at different times and in different situations; (3) the ability to inspire and; (4) the ability to act in a manner that will develop a climate conducive to responding to and arousing motivations.\textsuperscript{10}

Leadership generally means different things to different people and is a quality that eludes in various aspects. For some it means trait qualities of the leader
and for others it means the personality of the leaders. Leadership sometime means influence which very much affects the behaviour of fellow beings. Again, it happens in a group situation for the achievement of defined and specific objectives. Situational factors also influence the effectiveness of leadership behaviour.

Leadership, recently has been referred to as managing the human relations perspectives and performance capabilities of an organization.

Tracing down the history, Plato in his 'Republic' has said that leader is a guardian who has no personal wishes or vices except a search for truth and seeking wisdom. He is also corruption-free because he does not have a family or property. Plato's leadership is an ideal one.

According to Machiavelli, the leader is both a lion and a fox, for the lion is to defend the enemies and a fox to understand the trap. Machiavelli talks about two qualities of a leader viz., physical strength and practical wisdom and according to him, the state is more important than religion and ethics and the end should justify the means. The leader is a virtuous man who possesses all inborn qualities, not ordinarily compared with the common man. Hence he is in a position to lead and one who leads is naturally a leader and the rest of them are followers.

Miss. Mary Parker Follett questions this type of imaginative leadership and according to her, the leader should not only possess thorough knowledge of the
job in addition to inborn qualities but also he must have the ability to grasp the total situation. To grasp the total situation, a leader needs profound wisdom, prudence and foresightedness.

Forced Field Analysis is a new method employed to monitor the situations. It focuses on two forces like driving force and restraining force operating on a situation particularly when an organization undergoes changes. If driving force is dominant and the restraining force is minimal in a working environment, then the leader can assume that the situation is suitable for initiating the required changes. A leader has to unfreeze the status quo and then interact with the situation by leadership intervention of balancing the driving and restraining forces.

The ability of organizing the group with the support of the team is the foremost quality of the leader. By means of organizing capabilities, it is possible for a leader to attain the organizational goals. Miss. Follett states that a leader not only influences his group but is also influenced by it. She calls this reciprocal relationship 'circular response' and emphasises upon the following three types of leadership:

(i) Leadership of position, i.e., the leader holds a position of formal authority.

(ii) Leadership of personality, i.e., the leader holds forceful personal qualities.
(iii) Leadership of function, i.e., the leader holds both position and personality. According to Follett, only those who possess functional knowledge lead in modern organisations.11

Leadership is different from managership. According to Bennis, W, the manager has a short range view, the leader has a long range perspective, the manager maintains; the leader develops, the manager administers; the leader innovates, the manager accepts the status quo; the leader challenges it, the manager is a copy; the leader is an original, the manager is his own person, the manager asks how and when; the leader asks what and why, the manager does things right, the leader does the right thing, the manager has his eye on the bottom line; the leader has his eye on the horizon and finally the manager relies on control; the leader inspires trust.12

Leadership goes beyond just managing things or people. Leadership is found both in formal and informal groups. Leadership operates in a narrower concept because a leader may or may not be a manager. A leader operates basically by virtue of his power possessed through his charisma and personal qualities. His formal authority is of no use and impact. A leader deals primarily with a human organisation and makes an emotional appeal to followers. He is concerned with inspiring followers through creating enthusiasm and zeal in them towards the attainment of common goals. Infact, a leader is a friend and a puller of his followers.
2.3 Leadership Styles:

The behaviour exhibited by a leader during supervision of subordinates is known as leadership style. On the basis of exercise of power, there are four basic styles of leadership (i) autocratic style, (ii) democratic style, (iii) laissez faire style and (iv) paternalistic style.

2.3.1. Autocratic Style:

This is also known as authoritative or directive style of leadership. In this style, the entire authority is concentrated in the hands of the leader. He decides all policies. He gives orders to subordinates and demands complete obedience from them. He withholds rewards or inflicts punishment on those who disobey.

AUTOCRATIC STYLE OF LEADERSHIP

There are three categories of autocratic leaders:

Graph 2.001 (Autocratic leadership)

L - Leader
S - Subordinate
1. Benevolent autocrat is one who centralizes decision making power in him, but his motivation style is positive.

2. Strict autocrat is one who influences the subordinates' behaviour through negative motivation.

3. Incompetent autocrat is one who is a superior and in order to hide his incompetency adopt autocratic leadership because in other styles he may be exposed before his subordinates.

The main advantage of autocratic style of leadership is that it provides strong motivation to the leader exercising this style, permits the leader to take quick decision and many subordinates also prefer to work under centralised authority and strict discipline. The autocratic leader is overt and objective. The disadvantages are that due to the lack of motivation among the subordinates, low morale and conflict manifest in organizations. Autocratic leadership moves with ruthlessness and does not respect human feelings. If autocratic leader commits a mistake, he rarely acknowledges it.

2.3.2. Democratic Style of Leadership:

This is also known as participative or consultative style of leadership. In this style, the leader allows the subordinates to participate in the decision making process. All policies and decisions are arrived at through group discussions. The communication flows freely and is multi-directional.
The democratic leader raises people to their highest level and train persons to become leaders to take his place and even to excel him. He believes in suggestions rather than commands. However, he is a strong believer of law and order. The main assets of a democratic leader are accommodation, compromise and toleration.

He does not want to cling to power when public opinion is against him. He imposes his own check on him. Democratic viewers are calm and steady and they seek public opinion before taking any vital decision. The success of democratic leader depends to some extent upon educated persons as his followers. Even with an educated following, a democratic leader's chief weapon must be patience. To a larger extent, democratic leadership depends on personal concepts rather than on critical analysis.
Participative leadership is a highly motivating technique as the followers feel delighted and elevated when they are consulted. The workers' or employees' productivity is high because they are the part of the decision and they share the accountability and responsibility with the leader and such a leadership provides organizational stability.

2.3.3. Laissez Faire Style:

It is also known as free rein style of leadership. In this style, the leader gives complete independence to the subordinates in their operations. He allows them to set their own goals and achieve them. In other words, this style involves complete freedom for group or individual decision with little or minimum participation of the leader. His only job is to supply various materials and information asked by the subordinates.

Graph 2.003 (Laissez Faire leadership)
2.3.4 Paternalistic Leadership Style:

According to this leadership style, a "father-like" role is played by the leader towards his followers. Just as a father takes care of the problems of the family, the leader takes care of the problems of his followers. The paternalistic leader assumes his responsibility to the fullest extent. Hence he does his best to safeguard his followers from committing great mistakes by making the final choices himself. A paternalistic leader is a hard task master and advocates the policy of "work hard and I will take care of you" to his followers. His hard attitude towards his followers is generally compensated by the rewards, concern, love and sympathy he shows towards his followers.

This style of leadership is proved to be successful, both in the short run and the long run of the organisational life; provided the leader and the led have mutual understanding and trust towards each other. Mostly, paternalistic style of leadership is found in family concerns but it could applied to other types of organisations also.

2.4 Theories of Leadership

The important theories of leadership such as trait theory, behavioural theory, situational theory and motivational theory are reviewed and a brief account of them is presented here.
2.4.1. The Trait Theory

Chester Barnard, Ordway Tead, Miller, Appleby and Schell advocated this theory. According to this theory, leaders are not made but are born and a person becomes a leader because of the traits possessed by him. Leadership is largely a matter of personality.

According to Mann, traits like intelligence, adjustment, dominance, extraversion, interpersonal sensibility, masculinity and conservation are associated with leadership.

Stogdill viewed leadership in a different perspective and according to him the following factors are associated with leadership.13

i) Achievement (knowledge, scholarship)

ii) Capacity (alertness, intelligence)

iii) Participation (Cooperation, activity)

iv) Responsibility (dependability, initiative)

v) Situation (objectives to be reached, needs and interests of followers)

vi) Status (socio-economic, position, popularity)
The Trait theory speaks much of the personal qualities of the leader like sincerity, tenacity, depth of conviction, fair dealings with all, control of temper, steadfastness in achieving the purpose, ability to meet emergencies, tact, power to draw forth and develop the latent capabilities and steadiness in stormy period. The trait theory is built on special qualities of the leader which cannot be available among the ordinary people or with the followers and the leaders are known as gifted people. With the help of his strong personality, the leader has the power to influence the behaviour of others, envisage socialised power sanctions, exercise the elasticity of power and blend authority and power in such a way that cannot be understood by the followers. This inherent capacity is a valuable and unique possession of a charismatic leader who can enchant the followers at his will.

Charismatic leadership includes visionary leadership also. Visionary leaders talk about the ability to create and articulate the credible, attractive and realistic vision of the future for an organisation. Visionary leaders are of two types, viz., transactional leaders and transformational leaders. Transactional leaders are able to guide and motivate the followers and make them attain the goals by clarifying the roles and task requirements. The transactional leaders simultaneously promote the interest of the followers without sacrificing or diluting the organizational goal. Transformational leaders who possess charisma are the other type of leaders who are 'totally' interested in developing the followers and keeping the awareness of the followers intact. This type of leadership is generally more suitable to political environment.
Nevertheless, it is clear that both types of leadership can go together. Thus the personal qualities of the leader, as per the trait theory, are much more important and valuable because personality can play a pivotal role in organizational change and creativity. However, there are limitations to this personality theory. According to the trait theory, leadership is a value based understanding between the perceiver and the perceived. Most of the time, it is very difficult to judge the difference between the subjective feeling and objective reality. Also it is clear that there is no universal list of traits for a successful leader. As the trait theories are based on cultural studies, highly rated value at one place may be rated low in some other place. The trait theory does not recognize the importance of followers and the influence of situational factors on leadership. It fails to indicate the amount of trait expected of a leader. Most of the traits possessed by leaders are possessed by non-leaders also.

2.4.2 Behavioural theory:

According to this theory, there are certain behaviours which distinguish a leader from followers. Chiefly, the orientation of leadership is based on leaders' behaviour with reference to i) individuals and ii) task or production.

2.4.2.1 Iowa University Leadership Studies (1930)

According to Iowa University Leadership Studies, though work motivation was more in democratic style of leadership work done was more in autocratic
groups. It seems as if autocratic style is more efficient as it produces high
degree of performance. But the overall performance of the group was very much
affected by high level of (Kurt Lewin, Ronald Lippit & Ralph white) hostility
and rivalry and low morale within the work group. Therefore, democratic
behaviour was thought to be more productive oriented ultimately. Laissez-faire
leadership was considered less efficient than democratic leadership.

2.4.2.2 Ohio State University Studies (1945)

The study conducted at the Ohio State University is the best example for
behavioural theory.

According to the study, the effectiveness of leadership is decided by two
aspects of leader, namely, initiating structure (directive type) and consideration
(participative type)

'Initiating structure' is sometimes referred to as task oriented behaviour. It
is defined as the extent to which the leader clearly defines his or her role and
makes followers know what is expected of them. 'Initiating structure' means the
extent to which the leader of the group organised and defined tasks, assigned the
work to be done, established the channel of communication and the methods of
accomplishing the tasks and evaluated the performance of work group.
'Consideration' means consideration of subordinates and consists of employee centred behaviour of leaders. It measures the extent to which the leader regards the status, well being, comfort and contribution of followers. 'Consideration' tells about the relationship the leader establishes with the follower like trust, mutual respect, friendship, support and concern for their welfare and two way communication.

Training generally, is one dimension only, that is, it is employee-centred. This will not be sufficient to develop effective managers. Rather, the leader must also be trained in being concerned for getting the job done. A combination of high initiating structure and high consideration is the most effective leadership style.

Initiating structure has been taken in the X-axis of the graph and consideration in the Y axis. Zero point of the X and Y axis denotes low structure and low consideration which means both human relation and performance are low. When the consideration is high, the structure is low, that is indicated in the top left quadrant that means the human relation is high, but performance is low. The right side of the initiating structure in the X axis indicates low consideration and high structure of the leadership. The top right side quadrant gives the highest consideration and highest structure and hence the most successful leader is indicated in the quadrant.
OHIO STATE UNIVERSITY STUDY

Graph 2.004
Ohio State research is descriptive in approach and the Ohio State Quadrant is shown in Graph 2.004.

2.4.2.3 Michigan University Leadership studies (1946)

This study visualized leadership behaviour as production centred and employee centred. Production-oriented leaders viewed employees as the tools to accomplish the goals of the organization and they closely monitored the work of subordinates, explaining work procedures and demonstrating a strong interest in performance. Employee-oriented leaders were very much concerned about interpersonal relationship and cared for the personal needs of the employee.

Employee centered leadership was considered the most effective leadership style and these two aspects of a leader behaviour were assumed to be on two ends of a single continuum.

2.4.2.4 Likert's Four Systems of Management Leadership (1961)

System-1 leader is exploitative - authoritative. Decisions are taken by the leader and imposed on the followers.

System - 2 leader is benevolent authoritative. Such leader imposes orders but the followers have some freedom to comment on them.
System - 3 leader is consultative. The followers are given the freedom of deciding about how to perform the tasks and they feel free to discuss with superiors all work related matters.

System-4 leader is democratic and allows the followers to set goals and work for their achievement. Final decisions are made by considering the suggestions and ideas of the followers.

Democratic style is said to be the most effective style.

2.4.2.5. Managerial Grid (1964)

Managerial Grid was developed by Robert Blake and Jane Mouton to explain leader's behaviour. The study was aimed at evaluating leader behaviour along two variables like concern for production and concern for people taken along the X axis and Y axis respectively.

A leader's concern for person/production is rated on a nine-point scale where 1 indicates low concern and 9 represents high concern. A leader with high concern for production is task oriented and his basic emphasis is on reaching the target. Similarly a leader who has high concern for people avoids conflicting situations and strives for friendly relations with the employees/workers.

Five types of leadership are visualised by Robert Blake and Jane Mouton. The first type is known as impoverished type (1-1) where there is low concern

Graph 2.005
for production and for people. In the second type known as 'country club' (1-9) low concern is shown for production and high concern for people. In the third type of leadership called 'task' type (9-1), high concern is shown for production and low concern for people.

'Middle of the Road' (5-5), is the fourth type of leadership where moderate concern is shown for production and for people. Finally, the 'team' (9-9) leadership manifests high concern for production and for people. The most effective type of leadership style is 'team leadership' where there is scope for high concern for production and people.

2.4.3 Situational Theory:

The essence of this theory is that the leadership is influenced by situational variables and changes from situation to situation. Leadership is interpreted as a dynamic interaction between a number of variables like the group leader, the nature of followers, the task situation, the environment and so on. Leadership, no doubt is multi-dimensional in nature.

2.4.3.1 Continuum of Leadership Behaviour or styles (1958):

This theory was revised in 1973 by Robert Tannenbaum and Warren Schmidt and according to them, the key to successful leadership is the ability to determine accurately what leadership style would be most effective for a
given situation and they described a continuum of leadership or what they
call manager-non manager behaviour.

The style of leadership changes according to the situations. When the size
of the work group, geographic spread of the work group and the time available
to take decisions are greater, then conservative style of leadership is preferred. On
the other hand, if the work group is more effective and cohesive and if the problem
is more complex, then liberal style of leadership is preferred.

The leader can choose the leadership style based on himself, subordinates
or followers and the situations. The two ends of the continuum consisting of a
range of styles are boss-centred leadership and subordinate centred leadership.

2.4.3.2. Contingency Theory of Leadership (1967)

Fred E. Fiedler and his associates proposed a contingency theory of
leadership. According to this theory, people become leaders not only because of
the attributes of their personalities but also because of various situational factors
and the interactions between leaders and group members.14

Three factors, according to Fiedler determined the extent of favourableness
of the situation.
1) Leader-member relations: When relations are good, leader finds it easier to exercise influence and authority. It tells about the degree of confidence, trust and respect members have on their leaders.

2) Task-Structure contributes to situational favourableness. A structured task is simple, routine, unambiguous and very easily understood whereas an unstructural task is complex, non-routine and ambiguous. The leader in unstructural task is required to guide direct subordinates which makes it more unfavourable.

3) The third factor speaks about position power of the leader arising from organizational authorities and clarifies how the leader can exercise his power over so many variables like, salary hike, promotion, assignment of work, reward and punishment etc.

For his study, Fiedler created the Least Preferred Co-Worker (LPC) Questionnaire to measure whether an employee is task or relationship oriented. The LPC Questionnaire contains sixteen contrasting adjectives like - efficient / inefficient, pleasant / unpleasant, supportive / hostile etc. As per the questionnaire, respondents (workers) had to think of all the co-workers whom they worked along with and asked to describe one worker they least enjoyed working with.\textsuperscript{15}
Also the worker's name was written on a scale of one to eight categories of each of the sixteen sets of contrasting attributes. If the least preferred co-worker is referred to in a relatively positive terms (a high LPC score), then the respondent is basically interested in good personal relations with the co-workers. Such a respondent is known as relationship - oriented.

If the least preferred co-worker (LPC) has very low LPC score, then the respondent is taken as task-oriented. According to the Fiedler study, sixteen percent of the respondents were identified as middle range; were neither task oriented nor relationship oriented. Also these people do not come under the purview of application of Fiedler theory because it cannot be predicted whether they are relationship-oriented or task oriented. The remaining eighty four percent of workers come under the category of either in task-oriented or relationship - oriented. After assessing the individual's preference for basic leadership - style either relationship - oriented or task - oriented style the leader has to apply his style of leadership according to the preference available among the workers.

Fiedler assumed that the individual leader style is fixed, however, the leader has to apply with the compliance structure in accordance with the need of the hour and modifying his style to suit the employee's preference. The successful leadership depends upon how the leader identifies the three contingency variables and prefers
which one would be suitable to the particular situation and accordingly the leadership effectiveness can be increased.

According to Fiedler, leadership performance depends as much on organization as it depends on the leader's own attributes. Except perhaps for the unusual case, it is simply not meaningful to speak of an effective leader or an ineffective leader, we can only speak of a leader who tends to be effective in one situation and ineffective in another situation. If organizational and group effectiveness are to be improved, then not only leaders are to be trained effectively, but also organizational environment in which a leader can perform well should be improved.\textsuperscript{16}
Task Oriented

Relationship Oriented

Performance

Good

Poor

Favourable
 Moderate
 Unfavourable

Category

Manager-member relations | Good | good | Good | Good | Poor | Poor | Poor | Poor
Structure | High | High | Low | Low | High | High | Low | Low
Influence Power | Strong | Weak | Strong | Weak | Strong | Weak | Strong | Weak

Fiedler Model

Graph 2.006
2.4.3.3. Path-Goal Theory of Leadership (1970-71)

This theory was developed by Martin Evans and Robert House. This theory is based on expectancy theory of motivation. The behaviour of a leader according to Robert House, should clearly define goals to be reached and remove obstacles that stand in the way of employees achieving the goals.

This theory is built on two important concepts. First, individuals are satisfied with the work if they believe that execution of the work leads to desirable outcome. Secondly, the individuals work hard if the hard work leads to desirable outcome. These two outcomes depend upon how the leader influences the employee's perception of the valency and expectancy. Expectancies are denoted here for goal path and valencies indicate goal attractiveness. Effective leaders clarify the paths (behaviours) that will lead to desired goals (rewards). The path-goal theory identifies four types of leadership.

1. **Supportive Leadership**: The leader is more concerned about subordinates and interacts with them more freely. In the case of employees, who work under stress, frustrating and dissatisfying tasks, supporting leadership will be more effective.

2. **Directive Leadership**: It gives specific direction and guidance in planning, organizing, co-ordinating and controlling to subordinates. This leadership achieves results when dealing with subordinates indulging in ambiguous and ill defined tasks.
3. Participating Leadership: It involves consultation with subordinates and sharing of information with them. This leadership is successful when the employees are ego-centric in decision-making process and when the task is ambiguous.

4. Achievement Oriented Leadership: This behaviour suggests setting challenging goals for subordinates and developing confidence in their ability to meet challenging tasks. Leader behaviour is determined by two situational variables like characteristics of the subordinates and effect of the work environment.

The following diagram well explain effect of the work environment or task structure or leader behaviour and subordinate's job satisfaction.

When the task is structured, the leader who is low in directiveness is more satisfying to the employees where as if the task is unstructured, a more directive leader is highly satisfying as he clarifies the ambiguities and hence paths lead to desired goals.
Graph 2.007 (Job satisfaction and leader directiveness in the case of structured / unstructured tasks)
2.4.3.4 Three dimensional model of Leadership (1970)

William Reddin views leadership style as consisting of a task and a relationship orientation along with 'effectiveness' dimension. There are four leadership styles such as:

i) low task and low relationship

ii) low task and high relationship

iii) high task and low relationship and

iv) high task and high relationship.

He also identified five types of situational factors like

i) the psychological climate of the organization

ii) the technology employed to do the work

iii) relationship with superiors

iv) relationship with co-workers and

v) relationship with the subordinates.
Combining the leadership styles and situational factor, he focussed four effective and four ineffective styles of leadership.

Effective styles:

1) Executive

A leader of this type has high concern for task and high concern for relationship and is indeed a good motivator.

2) Benevolent autocrat:

Here the leader possesses maximum concern for task and minimum concern for people and the leader is clear about what he wants and how to achieve it.

3) Developer:

A leader of this type gives high priority to people and low to task. He exhibits high level of trust and is mainly concerned with the individual development.

4) Bureaucrat:

Here the leader is concerned with controlling the situation with the application of rules and shows minimum concern to both task and people.
Ineffective Styles:

1) Deserter:

A leader of this type gives minimum concern to task and people in a situation where such behaviour is inappropriate and hence he is passive and uninvolved.

2) Missionary:

A leader with maximum concern to people and minimum concern to the task may follow such behaviour which is inappropriate to that situation and according to him, harmony is more important than anything.

3) Autocrat:

A leader showing high concern to task and low concern to relationship may be ineffective in certain situation and unpleasant and has no confidence in others.

2.4.3.5 Life Cycle Theory of Leadership

Hersey and Blanchard developed a model according to which the leader behavior depends on the maturity of the followers. By maturity is meant (1) the Groups capacity to said high and attainable goals (2) the group members'
Determining an appropriate leadership style

Graph 2.008
willingness and ability to accept responsibilities for their actions and (3) the group's level of experience or training. The leader's behaviours are as explained by the Ohio State University Studies, consideration dimension and structure dimension.

Life - Cycle theory predicts a curvilinear relationship between maturity of the followers and appropriateness of the leader's behaviour.

Starting with an immature work group which has no work experience or training, as per the diagram, one infers that the appropriate behaviour of the leader is to be very directive and authoritarian with very little concern for interpersonal relationship with the followers. This leadership style (S1) is referred to as 'Telling Style" where the leader directs and defines roles to the group whose maturity level is (M1).

As the group begins to learn its job, the maturity of the followers increases to low-to-moderate level (M2), he modifies his leadership to 'selling style' (S2) where he offers direction and role definition along with explanation and information to the group ie., the leader maintains his concern for the task and at the same time begins to show increased consideration behaviour towards the group of followers.

With moderate to high follower maturity (M3), the leader uses "Participating Style" (S3) allows the followers to share with him in decision-making process.
As maturity of the group increases even further, (M4) the need for both task behaviour and consideration behaviour on the part of the leader decreases, until when the group is fully matured, the need for Ohio Model's two dimensions subside completely. Now the leader exercises "Delegating Style" (S4) of leadership and allows followers to work independently with no overseeing of the group.

Hersey and Balanchard model is developed as a consulting tool used to give feedback on leadership style. By eliciting reactions to 12 leadership situations and by eliciting reactions to 12 written leadership styles, LEAD (Leader Effectiveness and Adaptability Description) was formulated to measure the individual's dominant leadership style based on the four quadrants of the 'Ohio State Studies' as well as the associated 'Supporting Style'.

2.4.4 Motivational Theory

Motivation affects all the activities in any organisation and the effective functioning of organisation lies in the fact that how able leadership motivates its employees. There are two categories of motivation theories, i.e., content and process. The 'content theories' deal with 'what' motivates people at work, while the 'process theories' deal with 'how' motivation occurs. Mc. Gregor's X Theory and Y Theory is an example of content theory. Victor Vroom's expectancy theory of motivation is an example for process theory.
2.4.4.1 Mc Gregor's Theory "X" and Theory "Y"

According to Mc-Gregor, the basic assumptions about human behaviour may differ considerably because of the complexity of factors influencing this behaviour. He characterised these assumptions in two theories namely X-theory and Y Theory.

The orthodox approach known as theory X, refers to managers who believe their subordinates to be naturally disliking work, resisting change, requiring close and constant supervision. This makes managers believe that they must be directive and authoritative. This approach hampers the growth of organisations and it relies on a small group of people for decision making. Also it needs larger amount of resources and organisational time to ensure compliance with prescribed standards of organisation.

According to theory Y, the average human being does not dislike work naturally. The appliance of physical and mental effort in work is as natural as play or rest. The threat of punishment and external control are not the only means of attaining organisational goals. The subordinates will exercise, self-control and self-direction in the achievement of the same. Commitment to organisational goals is a function of the rewards associated with their achievement. Again, the leaders must be democratic, participative and show keen interest in creating congenial climate in the organisation which will make the subordinate find satisfaction and fulfillment in the job. Generally no conflict is observed between
individual goals and organisational goals and with minimum amount of control and direction maximum output is envisaged.

2.4.4.2 Victor Vroom's Expectancy Theory of Motivation

According to this theory, motivation is an outcome of interaction of values one seeks and one's estimate of the probability of certain actions leading to those values

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\text{Motivation} = \text{Valence} \times \text{Expectancy}
\]

Valency indicates the strength of a person's preference for a particular result in relation to other outcomes. It means the desire of an individual to a goal. It varies from individual to individual. It also means incentive, attitude as well as expected utility.

Expectancy means the type of action that will lead to the desired outcome. Expectancy stresses the probability that a particular action will lead to a particular first-level outcome.

To motivate a person, it is better to increase the positive value of outcomes through means like best communication about their values and actually by increasing the rewards. The increase of expectancy that is strengthening connection between the work and the outcome may increase the motivation.
The expectancy theory shows that motivation is a complete process and makes a distinction between individual and organizational goals. The desirable situation is that an organisation creates conditions that there exist high valences and expectancies of the people. The expectancy model explains the proper interpretation of 'work motivation' in organisations.

2.5 Conclusion

An analysis of the various definitions and theories concerning leadership reveals the following facts about leadership.

Different theorists define leadership differently. But the commonality is that influence plays a vital role in leadership. A leader needs to influence the behaviour of others. The general impression created is that the group creates happy and smooth atmosphere in organizations. But this is a mistaken identity. It is the leader and not the group who guides the culture and creates situations where employees can be happy, successful and willing to work with zeal and confidence.

Leadership encourages and promotes changes in the organisation and the element change is the inevitable law of nature. Leadership is not always about preserving the status quo.

The leader analyses rather than describes. Thinking, no doubt is a crucial leadership activity. He should find solutions to problems, unravel complexity for which he is to be creative.
Leading is influencing and guiding in direction, action and opinion. Leadership is basically a matter of orienting people towards common achievable targets and empowering them to take the actions required to reach them. Leaders thus initiate any action which in turn is completed by the followers.

Leadership often conquers and overcomes the situations and surroundings which may not be conducive for the organization to survive, flourish and grow. The situations may be turbulent, hostile, antagonistic, ambiguous and sometimes go against the leadership and organisation. But the leader does not however surrender to the situations, rather conquer the adverse factors to the advantage and growth of the organisation.

Leaders inspire followers and are responsible not only for work completion but also for imbibing right values and favourable attitudes in them.

Leaders need to develop the skills in various areas like communication, creativity, cultural flexibility and growth, human resource development and self management etc..

Leadership and motivation are interconnected. Leadership is capable of providing and driving the employees towards the achievement of vision and mission of the organisation.
Empowerment is the collective effect of leadership. Through delegation and decentralisation, leaders are capable of training the employees and gradually make them responsible for shouldering the various responsibilities in organisations and thereby empowering them.

The leader is expected to have excellent interpersonal relationship with the followers. He is a role model to the followers. A leader not only influences the group but is also influenced by it. He actively listens to the followers, gives them feedback if needed, praises them at the appropriate contexts, and is capable of managing conflict and promoting teamwork etc.

Leaders have to act as a captain and not as a coach. A coach is an external adviser, who does not feel or own direct responsibility for the performance of the team. He is not to be blamed for any failure. But all successes are attributed to him. A captain, on the other hand, is a part of the team. Successes and failures are equally shared by him. He does not drive but leads.

A leader is not necessarily required to perform all the functions of a manager. Ultimately the essence of leadership is followership.

It is against this theoretical and conceptual framework that the researcher has attempted to study the women leadership at collegiate level with particular reference to the task oriented, person oriented, initiating structure oriented and consideration oriented dimension.
2.6. References:


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16. Ibid p. 261