

A Study Important of a Leaders in An Organization

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Abstract:

Leadership, and organizational effectiveness to make 3 major points. First, leadership is a real and vastly consequential phenomenon, perhaps the single most important issue in the human sciences. Second, leadership is about the performance of teams, groups, and organizations. Good leadership promotes effective team and group performance, which in turn enhances the well-being of the incumbents; bad leadership degrades the quality of life for everyone associated with it. Third, personality predicts leadership—who we are is how we lead—and this information can be used to select future leaders or improve the performance of current incumbents. Leadership is the ability to support and inspire the people who are needed to achieve organizational goals. Leading is a major part of a manager's job, but a manager also plans, organizes, and controls. Leadership is said to deal with change, inspiration, motivation, and influence. In contrast, management deals more with maintaining equilibrium and the status quo. An important current development is to regard leadership as a long-term relationship, or partnership, between leaders and group members.

Many people attribute organizational performance to leadership actions. Some research evidence supports this widely accepted view. Others argue that certain factors in the work environment, called substitutes for leadership, make the leader's role almost superfluous. Among these factors are closely knit teams of highly trained workers, intrinsic satisfaction with work, computer technology, and professional norms. Another ant leadership argument is that the leader is irrelevant in most organizational outcomes because the situation is more important and the leader has unilateral control over only a few resources. Moreover, since new leaders are chosen whose values are compatible with those of the firm, those values actually, are more important.

Keyword: Performance, Leadership, Equilibrium, Good leadership, partnership.

Introduction:

Leadership positions often are satisfying because they offer such things as power, prestige, the opportunity to help others, high income, and the opportunity to control resources. At other times being a leader carries with it a number of frustrations, such as insufficient authority, having to deal with human problems, and too much organizational politics. The leader also has the difficult task of balancing workers' need to be independent with their need to commit to a common purpose.

The framework for understanding leadership presented here is based on the idea that the leadership process is a function of the leader, group members, and other situational variables. According to the model, leadership can best be understood by examining its key variables: leader characteristics and traits, leader behavior and style, group member characteristics, and the internal and external environment. Leadership effectiveness is dependent on all four sets of variables

Leadership skills can be developed by following a general learning model that involves acquiring conceptual knowledge, reading examples, doing experiential exercises, obtaining feedback, and practicing in natural settings.

To be an effective leader, one needs good followers with characteristics such as self-management, commitment, competence and focus, and courage. A key role for followers is to collaborate with leaders in achieving organizational goals.

Examining the roles carried out by leaders contributes to an understanding of the leadership function. Nine such leadership roles are the figurehead, spokesperson, negotiator, coach and motivator, team builder, team player, technical problem solver, entrepreneur, and strategic planner. An important implication of these roles is that managers at every level can exert leadership

Objective of Study:

- To study the various types of leadership styles used in an organization
- To study the different skills and qualities of leaders used in their business life.
- To study how leaders work and handle the various situations and problems and how to solve the daily problems and obstacles which come in their business life.
- To know how they guide their subordinates and take right decisions in details

Literature Review:

Leadership Theories

Great-Man Theory

The effort toward explorations for common traits of leadership is protracted over centuries as most cultures need heroes to define their successes and to justify their failures. In 1847, Thomas Carlyle stated in the best interests of the heroes that —universal history, the history of what man has accomplished in this world, is at the bottom of the history of the great men who have worked here. Carlyle claimed in his —great man theory that leaders are born and that only those men who are endowed with heroic potentials could ever become the leaders. He opined those great men were born, not made. An American philosopher, Sidney Hook, further expanded Carlyle perspective highlighting the impact which could be made by the eventful man vs. the event-making man (Dobbins & Platz, (1986). He proposed that the eventful man remained complex in a historic situation, but did not really determine its course. On the other hand, he maintained that the actions of the event making man influenced the course of events, which could have been much different, had he not been involved in the process. The event making man’s role based on—the consequences of outstanding capacities of intelligence, will and character rather than the actions of distinction. However, subsequent events unfolded that this concept of leadership was morally flawed, as was the case with Hitler, Napoleon, and the like, thereby challenging the credibility of the Great Man theory. These great men became irrelevant and consequently growth of the organizations, stifled (MacGregor, 2003). —The passing years have given the coup de grace to another force the great man who with brilliance and farsightedness could preside with dictatorial powers as the head of a growing organization but in the process retarded democratization. Leadership theory then progressed from dogma that leaders are born or are destined by nature to be in their role at a particular time to a reflection of certain traits that envisage a potential for leadership.

Trait Theory

The early theorists opined that born leaders were endowed with certain physical traits and personality characteristics which distinguished them from non-leaders. Trait theories ignored the assumptions about whether leadership traits were genetic or acquired. Jenkins identified two traits; emergent traits (those which are heavily dependent upon heredity) as height, intelligence,

attractiveness, and self-confidence and effectiveness traits (based on experience or learning), including charisma, as fundamental component of leadership (Kevel & Arvonen, 1991). Max Weber termed charisma as —the greatest revolutionary force, capable of producing a completely new orientation through followers and complete personal devotion to leaders they perceived as endowed with almost magical supernatural, superhuman qualities and powers. This initial focus on intellectual, physical and personality traits that distinguished non-leaders from leaders portended research that maintained that only minor variances exist between followers and leaders (Burns, 2003). The failure in detecting the traits which every single effective leader had in common, resulted in development of trait theory, as an inaccessible component, falling into disfavor. In the late 1940s, scholars studied the traits of military and non-military leaders respectively and exposed the significance of certain traits developing at certain times. Contingency Theories (Situational) The theories of contingency recommends that no leadership style is precise as a stand-alone as the leadership style used is reliant upon the factors such as the quality, situation of the followers or a number of other variables.—According to this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation. In most cases, leaders do not change only the dynamics and environment, employees within the organization change. In a common sense, the theories of contingency are a category of behavioral theory that challenges that there is no one finest way of leading/organizing and that the style of leadership that is operative in some circumstances may not be effective in others (Greenleaf, 1977). Contingency theorists assumed that the leader was the focus of leader-subordinate relationship; situational theorists opined that the subordinates played a pivotal role in defining the relationship

Research Methodology:

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. The main purpose of the dissertation is to collect data and find answers to research questions. This will be undertaken by this chapter on Methodology. This chapter is divided into sections on the research purpose, strategy, and the ways to approach the research. The research design that was used for this study

is descriptive research design. Descriptive study collects data in order to answer questions about current status of the subject or topic of study because this study was concerned with finding what are the factors, that influence motivation of employees and how motivation affects the employee performance in the organization. Primary data plays an important role where research is being carried out for the first time. This is the data, which is collected after interacting with people through the use of interviews and questionnaire forms. Primary data is inferred by statistical analysis and has clear and precise structure. The Primary data will be collected using survey as a mode of data collection. To conduct surveys separate sets of structured questionnaires would be prepared for the employees. Primary data was collected from 106 employees.

As the name suggests, this data is collected from the existing sources of information such as company records, research material, periodicals and books on the particular topic, among others. It also involves using the available sources such academic journals, newspapers, articles, and the Internet—yielding an ocean of information—collecting secondary data is not an affair unlike primary data collection. On the other are those which have already been collected by someone else and which have been passed through the statistical process.

Data Analysis & Interpretation:

Leadership is a vital management function that helps to direct an organization's resources for improved efficiency and the achievement of goals. Effective leaders provide clarity of purpose, motivate and guide the organization to realize its mission. Regardless of your position, understanding the role of leaders can help you contribute more meaningfully to the accomplishment of your company's objectives. Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

Initiates action- Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.

Motivation- A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.

Providing guidance- A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently. **Creating confidence-** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.

Building morale- Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.

Builds work environment- Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.

Co-ordination- Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

Vision- Successful leadership creates a clear vision of what the organization can achieve. Leaders provide a roadmap outlining the steps and resources their company needs to arrive at the preferred destination.

Communication- Leaders help to communicate the vision and mission of the firm to employees. This provides direction and helps everybody identify the roles that best fit skills and experiences. Through clear communication, leaders encourage their subordinates to act for the actualization of objectives.

Decision Making- Decision making is one of the top leadership skills. Successful leadership takes the best decision for the organization in all situations. Leaders are experts at taking the right decisions based on the prevailing circumstances. They weigh their organization's strengths and weaknesses to ensure that their choices put them at an advantage now and in the future.

Passion- Leaders are passionate about their vision and infect others with their energy to achieve it. Effective leadership inspires others to buy into the company's objectives and provide a powerful reason for everybody to remain dedicated to their duties.

Guidance- Once employees know what to do to deliver on projects, effective leaders oversee their work to ensure they perform their roles effectively. Leaders make sure employee efforts align with organizational goals for improved efficiency.

Integrity- Successful leadership teaches the organization ethical values. Regardless of their problems, successful leaders do the right things to achieve their goals. For them, integrity, truthfulness and fairness are core attributes they want to see in their company and its relations with contractors and clients.

Confidence- Leaders help subordinates to excel at their work and every aspect of life by expressing confidence in their abilities. They listen to employees' worries about their work, provide positive feedback and ensure the office environment brings out the best in them

Morale- Leadership boosts staff morale by winning their trust. It assures employees of the leader's confidence in their abilities to deliver on the vision and mission of the organization. High morale among employees reduces distraction and motivates them to devote their energies to achieve organizational goals.

Growth- The best leaders create an environment where others can grow. They are open to new ideas and methods of achieving results and are flexible enough to admit their mistakes. Successful leaders encourage subordinates to provide inputs on how to improve work processes and reward excellence to increase creativity and loyalty.

Coordination- Effective leadership balances personal interests with organizational objectives. Leaders know that employees have personal reasons for working with their company. They create an environment where the organization can achieve its goals without sacrificing employee satisfaction

Teams often comprise multi-talented individuals who have the right skills and experience to deliver results. But most organizations still choose a team leader to direct the energy of the members for more effectiveness. Here are the reasons your team needs a leader.

Effective leadership: People have a natural disposition to follow a leader. Regardless of your level of knowledge and experience in a particular field, you can achieve more if there is a higher authority you report to. This is because a leader provides guidance and helps you minimize potential threats that can affect your productivity. A leader doesn't have to be a senior colleague, but they can still improve your chances of success through effective

mentorship, accountability and delegation of duties.

Purpose: Leaders have a clearer understanding of the team's purpose and what it must do to make it a reality. Effective leadership not only guides but identifies, understands and communicate the organization's vision to motivate others to support them to achieve objectives. During the designing and implementation of a project, it is the leader who ensures every team member understands their roles and provide an enabling environment to help them perform at their best.

Promote values: Team leaders can encourage others to take up essential values vital for the organization's success. If you are upright, honest, punctual and serve as a good role model to your team members, they will emulate your behavior. Values such as accountability and taking responsibility when things go wrong can also make the organization a better place for employees and clients.

Promote creativity: Team leaders can also foster an atmosphere of creativity in an organization. While leaders help others see the vision of the business, they can also provide more flexibility on how employees do their work. This can help produce new insights on how to perform tasks, make decisions and deliver on projects, improving efficiency and productivity.

Functions of Leadership

1. **Setting goals:** A leader's most important function is to set goals for team members to encourage them to work confidently and enthusiastically. They also then make strategies to achieve those goals. Their motive is to create a roadmap for their team members to how to direct them on the right path and help them achieve the set goals.

2. **Organizing:** A leader's other important function is to organize the group of people into a task which they can perform effectively. They should know how to assign the roles to the individuals as per their ability to bring out the best from them. Thus, this function is vital to increase the team's and individual's productivity.

3. **Take initiatives:** One of the important functions of leaders is to take initiatives in the team's interest or the organization. Leaders should be confident to share their new ideas and also encourage others to do the same. They should also ensure that each individual in the group feels comfortable sharing their innovative ideas with them. The first and foremost job of a leader is to take the lead in all activities. He should not depend upon others for guidance and direction to do any work. He himself should be present in the

field, lay down the goals, commence its implementation and see that the goals are achieved as per the predetermined targets.

4. Cooperation among employees: Leaders have to work to align the interests of the individuals with the organization. A leader's approach plays a vital role in doing the same. They have to ensure the individuals of the group voluntarily cooperate to work towards the common objectives.
5. Motivation and direction: Motivating and showing the right direction to the team or the individual is the primary function of the leader. They need to motivate the team members to work towards achieving their goals and guide them when they face difficulties during working in that direction. They also constantly encourage them by appraising their work and supporting them when required.

Finding, Recommendation & Suggestions:

1.Be transparent and consistent about your core principles and values: People want to know the yard sticks you will use to assess situations and assess their contribution and see that you hold yourself accountable to these measures in everything you do.

2.Be genuine: We have all seen the impact in politics of leaders trying to be the person they believe others expect. People will accept flaws, but not a phoney. Be authentic in your relationships.

3. Have a clear purpose: Take the time to consider what you need the team to achieve and why this will make a positive difference, including for them. Make sure you clearly articulate this and

celebrate the steps taken towards achieving the person. Note to some of our political leaders – keeping the seat warm is not a purpose

4. Know yourself (and especially what you are not good at): Leverage people in the team with passion and skill in those areas. You don't need to know everything and be good at everything to lead effectively. That sounds obvious but it took me a while to wake up to that. Make it easy for staff to give you honest feedback. Especially ask those who will be critical. Not always comfortable, but in the end vital.

5. Treat everyone fairly, but that doesn't mean treating everyone the same.: Your teams will have people with different styles, skills, situations and needs. Your job as leader is to understand that and then adapt your support and coaching to fit the individuals. As a new leader it is tempting to treat people in the way you like to be treated. That isn't necessarily what they want!

6. Build effective and respectful teams: Your job is help every team member to be the best they can be, but crucially to create a sum that is more than the parts. Remember this when recruiting. When people really value and leverage the diversity in the team, and especially feel commitment and care for their colleagues, great things can happen.

7. Avoid doing other people's job for them: You probably got the top job because you are really effective in the field you work in, and are passionate about it. Learning to let people figure out their own way to solve problems can be difficult. Women especially are acculturated to do stuff not watch others do it, and can struggle with not joining in aka interfering!

8. Be clear about what outcomes are needed and when: As a woman, I learned oblique way of making requests (not to be demanding), often posing tasks as questions or invitations. Male subordinates will not necessarily understand instructions that are posed in that manner.

9. Be humble: When you wake up in the morning and wonder whether you are up to the job, believe that it isn't just you. Other leaders also doubt themselves. A dose of genuine humility however is a valuable leadership attribute. It leads to listening, which is both engaging and the route to better decision making.

Conclusion:

However, we can conclude that leadership is the ability to direct a group of people in realizing a common goal. This is done by people applying their leadership attributes. Leaders create

commitment and enthusiasm amongst followers to achieve goals. Leadership is achieved through interaction between leader, follower and environment. In conclusion, leadership is an integral part of human life. Leaders are evident in families, in schools, in workplaces, in churches, in social groups, and in one's own life. Indeed, everyone must be a leader of his own life as he matures into an adult and makes decisions for himself.

Leadership is the ability to influence individuals to make them want to achieve the objectives of the group the importance of leadership. It is the link between the workers and the organization's future plans and perceptions. It is working to unify the efforts of workers towards achieving the goals set. Control over the work and draw the necessary plans to solve problems. The development of individuals and their training, care and motivate them. The ability to increase individual development and humanitarian and practical. The goal of an organization is to attain long-term viability, maintain financial stability, while smoothly running their day-to-day operations. This goal can be endangered if the organization does not effectively and efficiently respond to opportunities and threats by identifying a corporate strategy.

Additionally, leaders need to pay close attention to performance determinants by creating a vision, being (and promoting) flexibility and adaptation, building stronger relationships and networks with employees and customers, empowering employees at all levels to make decisions and innovate, while at the same time maintaining tight fiscal controls. These characteristics should be adopted in a consistent and timely fashion while taking into account trade-offs, changing environments, and the need to maintain a positive organizational culture. A strong executive team can help a leader to achieve this. By placing strategic leaders throughout the organization, monitoring external trends and events can be done at the departmental level. With this knowledge, the executive team

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