

Guiding Growth: The crucial role of leadership in organizational development.

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Abstract:

leadership is a very crucial phenomena for any organization who wants growth in it. The concept of leadership for any organizations is different according to the needs and wants of the organization, with the changing needs of the business world the demand of leadership also changes. According to this dynamic nature of business world leaders must formulate the strategies to lead the organization, leader is the one who is known as a visionary person. The name itself gives the justification behind correlating both the terms. According to the needs and wants of organization to whom the leader supposed to cater he formulate the style of leadership, various styles of leadership are described in this paper and suggestions for the style of leadership to be adapted are also given, apart from this the qualities of leaders also given in this paper along with the importance of leadership for the organization.

Keywords: leader, leadership, styles of leadership, visionary person.

Objective of study:

1. To study leadership.
2. To know different qualities of leaders.
3. To understand various styles of leadership.

Research methodology:

The paper is completely descriptive in nature, to write this paper use of secondary sources has been made. Various scholarly articles, blogs, research journals are referred to write the paper.

Introduction:

A leader is one who knows the way. Goes the way, and shows the way-John.c.Maxwell.

Leadership is a fundamental and pervasive aspect of human society, found in various contexts ranging from small groups to large organizations, and even in the broader societal landscape. At its core, leadership encompasses the art of inspiring, guiding, and influencing individuals or groups towards a common goal or vision. It involves harnessing the collective potential, skills, and talents of people to accomplish tasks, drive innovation, and navigate challenges.

Leadership goes beyond mere authority or management. While management focuses on processes, structures, and systems, leadership is concerned with motivating, empowering, and mobilizing individuals to achieve objectives that might go beyond their immediate roles. A leader is not just a title; it's a role that requires a blend of interpersonal skills, emotional intelligence, strategic thinking, and adaptability.

Effective leadership can lead to improved organizational performance, employee engagement, and overall success. A strong leader can foster a culture of collaboration, open communication, and continuous learning. They create an environment where individuals feel valued, motivated, and capable of contributing their best efforts.

Throughout history, leadership has evolved in response to changing societal needs and contexts. From traditional hierarchical models to more contemporary participative approaches, leadership styles have adapted to the demands of different eras. Today, as organizations operate in increasingly complex and interconnected environments, leadership is being redefined yet again. Concepts like transformational leadership, servant leadership, and adaptive leadership are gaining prominence, emphasizing qualities such as empathy, vision, and the ability to navigate uncertainty.

In this exploration of leadership, we will delve into various aspects that contribute to effective leadership, including communication, decision-making, conflict resolution, and the development of a leadership mindset. We will also examine how leadership extends beyond individuals with titles, permeating throughout an organization's culture and influencing its overall trajectory.

Whether you're an aspiring leader looking to hone your skills or someone curious about the dynamics that drive successful organizations, the study of leadership offers insights that can empower individuals and drive collective accomplishments. Through a deep dive into the principles and practices of leadership, we can uncover how this crucial element shapes the present and future of our personal and professional lives.

Background:

Leadership is a complex and multifaceted concept that has been studied and discussed for centuries across various fields, including psychology, sociology, business, and politics. It revolves around the ability of individuals to guide, influence, and inspire others to achieve common goals and objectives. The concept of leadership has evolved over time and has been shaped by cultural, historical, and contextual factors. Here is a brief overview of the background of leadership:

1. **Historical Evolution:** Leadership can be traced back to ancient civilizations, where individuals with certain qualities or positions assumed roles of authority and responsibility. In monarchies and tribal societies, leaders often held power based on lineage or physical strength. As societies became more organized, leadership roles expanded to include political, religious, and military leaders.
2. **Trait Theories:** In the early 20th century, researchers explored the idea that leadership effectiveness was linked to specific personality traits. Trait theories suggested that leaders possessed inherent qualities such as intelligence, charisma, and decisiveness that set them apart from others. While these theories provided initial insights, they lacked a comprehensive understanding of leadership.
3. **Behavioural Theories:** In contrast to trait theories, behavioural theories focused on the actions and behaviours of leaders rather than their innate characteristics. Researchers like Kurt Lewin and his colleagues proposed that effective leadership could be learned and developed through specific behaviours. This shift marked a transition from a "born leader" perspective to a "made leader" perspective.

4. Contingency Theories: Contingency theories of leadership emphasized that the effectiveness of leadership depended on the interaction between leaders and the specific situations or contexts they faced. The most notable example is Fiedler's Contingency Model, which suggested that different leadership styles were more effective in different situations.

5. Transformational Leadership: Starting in the 1970s, researchers began to explore the idea of transformational leadership. This approach focuses on leaders who inspire and motivate their followers to achieve higher levels of performance and personal growth. Transformational leaders are characterized by their ability to articulate a compelling vision, inspire commitment, and foster innovation.

6. Situational Leadership: Building on contingency theories, situational leadership models propose that leaders should adapt their leadership style based on the developmental level of their followers. This approach recognizes that different individuals require different levels of support and direction depending on their skills and experience.

7. Leadership in Modern Organizations: In contemporary times, leadership is a critical aspect of various fields, including business, politics, education, and non-profit organizations. Leadership theories and practices continue to evolve, incorporating aspects of emotional intelligence, ethics, cultural sensitivity, and the changing dynamics of the globalized world.

It's important to note that leadership is not a one-size-fits-all concept. Different situations, cultures, and contexts demand different styles of leadership. As a result, the study and practice of leadership remain dynamic and subject to ongoing research and exploration.

Literature Review:

Many authors have given the meaning to the word leadership by defining the term, Some of the important definitions of leadership are as follows:

1. Leadership is the ability to influence others (R.W.Griffin)
2. Leader is someone who has followers (Peter Drucker)
3. Leadership is a process of encouraging and helping others to work enthusiastically towards the objectives (Keith Davis)
4. Leadership is the process of influencing the activities of an individual or a group in efforts towards goal achievement in given situation (George R. Terry)

5. Leadership is an art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of a group goal (Koontz & O'Donnell). For a successful operation of organization, the leadership and organizational development are two most important parameters. In organizations the positive work culture is boosted up because of the proper leadership of the organization, the ability of leader to lead effectively inspire and motivates employee and helps to develop right strategies in terms of the growth of organization which is a very crucial parameter for companies to get them succeeded in highly volatile business world. Leadership has a significant impact on organizational development by boosting employee engagement and performance, by improving the performance of business in terms of financials, increasing organization's ability to deal with talent management and by reducing the cost associated with employee turnover. Leader motivates, gives inspiration, and guide the employees for the achievement of one fixed common goal. Good leaders help in achieving the organization goals along with increasing the productivity of organization. Organizational development is majority of times seems like a necessary component of effective leadership for organizations. positive organization culture is established by a good leadership with the ability of formation of vision which leads to a very well organizational culture. Peterson, Smith, Martorana, Owens (2003) suggested that the role of leadership is important critically for achieving the organization's performance, which ultimately leads to the development of organization. Arslan & Staub (2013) suggested the aim of meeting the needs of highly competitive markets organization should increase their performance and this is achieved through the proper leadership. Mitra Madanchian, Norashikinn Hussein, Fauziah Noordin, Hamed Taherdoost (January 2016) Stated that for any organization to sustain in the competitive advantage must have to make themselves effective for listening demands of their important stakeholders and their esteemed employees to their needs. If the leadership style is appropriate, it will boost the growth of organization in terms of economic growth and success not only for organizations also for employees.

Michael Boyles (January 2023) suggested, the leaders must look into inside and outside of the organization in their businesses. As leaders often don't react with everyone in the organization to whom they lead and engaging in what's known as capital L- leadership. The capital L in leadership is, in many organizations senior level leaders hold capital L leadership roles though these leaders have no direct contact with the everyone in their organization but they do following tasks: 1. They inspire and motivates their employees 2. They lead organizations 3. They can anticipate and respond to internal and external threat. 4. They have ability to persue the opportunities that range from money makers to risky bets, and very importantly 5. They handle the crisis quickly.

Organizational leadership is necessary for knowledge management as well intellectual capital building. Olga A. Shvetsova, Patchara, Tanubamrungsuk and Sangkonlee suggested, Human capital of an organization involves the skills and knowledge needed to solve problems and variety of leadership styles.

Sofia Kjellestom, Kristian Stalne, Oskar Tornblom stated, leadership must be considered as multifaceted phenomenon and given different six ways to understand the leadership development those are: 1. Leadership is one's own development 2. Fulfilling a leadership role 3. Personal development 4. Leader and organizational development 5. Collective leadership development 6. Human development. Leadership development activities may also involve that employees are being treated as a means to a greater good of high productivity.

Ahmad Khator in his article. The role of Leadership in Organizational Development comment that leadership involves developing an understanding of your own as well as the others. He has also given down some of the key points of leadership as: 1. Leadership is the process of understanding the worldview of others and yourself 2. Leadership is used for recognizing and developing your strengths 3. Leadership always focuses on messages not the messenger.

Many scientists has given the various statements on the leadership, leadership is the crucial part involved in the development of organizations, any leader must be having some characteristics stated as follows: skills and abilities, honesty and integrity, confidence, commitment and passion, accountability, delegation and empowerment, creativity and innovation, empathy, resilience, emotional intelligence, humility,

transparent nature, vision and purpose , good qualities of teamwork and he/she must be well versed with instructional strategies. The leader should always remember his job in the organization is the change initiator and facilitator. As leadership comes with various styles, known as leadership styles, for that one needs to understand the traits and conduct of the leader, for understanding of this the parameters like his/her innate characteristics, energy levels, physical stamina, level of stress tolerance must also be taken care of.

With the changing business scenario, the prerequisites of leadership are dynamic and changing, in today's business world the style of leadership is getting very complex in nature, this keeps on increasing with the changing needs of business world.

The employee behaviour in organization is affected by lot many parameters and variables, but the prominent and important variable in this is leadership style of the leader and the nature of supervisor along with the behaviour this was stated by Anthony Chikaodiriko while explaining the concept of leadership and its impact on organizations.

For any organization to transform them and to finalise the goals accordingly a vision is necessary, and this creation of vision can be done through a facilitator or a change agent many a times known as leader, demand of leadership is more sensitive to context and supportive for organizational transformation.

When we talk about the leadership program in terms of large organizations the program focused on fostering the shared values and vision of organization this has explored in prior studies by Cynthia Mccauley and Charles J. Palus. To become a successful leader many scientists and researchers driven out some theories in the management field this statement is supported by Ali et.al.,2020; Demir & Bulut 2018; To become a successful leader to whom people may called a visionary must also possess some qualities or say positive attributed into his or her personality apart from the educational qualification. High level of integrity, character, honesty, trustworthiness and must also possess the quality and ability of justice.

Styles of leadership:

When we talk about the style of leadership, organizations have a variety of almost five leadership styles to choose the best suited option for their leadership style. Generally, there are major five types which are followed in organizations are 1. Transactional leadership style 2. Transformational leadership 3. Autocratic leadership 4. Charismatic leadership 5. Situational leadership. The names of the theories clearly show the motive and need of creation of the leadership style, majority of times a leader chooses the leadership style according to their personal traits and behaviour and on style of working.

When one speaks about the organizational leadership it always has a connection with the employee performance and satisfaction. When the leadership style is properly imparted, and employees get well versed with style of working they feel contented and automatically this satisfaction reflects in them with respect to organization.

Transactional style of leadership mainly focused on skill exchange or knowledge and information exchange it involves the efforts between the leaders and their subordinates which mainly includes extrinsic motivation.

James Macgregor Burns (1978) defined the transactional leadership as the type of leadership where the initiative is taken by the leader to establish the contact with their other subordinates for the exchange of valued information which will be beneficial to both, when transactional style is considered, it mainly governed by two factors those are 1. Management by exception and 2. Contingent reward. Management by exception involves the reward which is granted to the employee when person shows the expected good level of performance in organization whereas the exchange of exception is moreover acts as a status quo in organization where the leader comes in picture whenever the employee fails to perform at the expected level.

Transformational leadership is about transforming the followers by making out some positive changes in the followers under your leadership, the main requisite of transformational leadership is the qualities of leader. The leader must be enthusiastic, passionate, and energetic. In this type of leadership, leaders not only

involved in the process of leadership they particularly help their subordinates to get succeeded. These leaders control the any situation with a clear vision with them.

Autocratic leadership is a type of leadership which is also known as authoritarian leadership in which the leader has an overall control over all decisions, this style of leadership demands the leader with a bossy characteristic, or they are like detectors.

Fourth type of leadership is charismatic leadership as we know the word Charisma means leaving out the charm on the others, when we talk about charismatic leadership the leader who follows this style leaves his charm on the other subordinates. Charismatic leadership designed to influence employee and inspire the people around you to get the work done with optimum output from the people in organization. Leader who follows charismatic leadership must be well versed with the interpersonal skills, great communication skills and last but not the least the ability to influence others through his charm. This type of leadership is effective for the organizations who are going through some crisis.

Situational leadership involves the adaptive strategies depending upon the current situation needs, by understanding the current circumstances and team composition in the organization. The leaders who lead through situational leadership formulates the strategies to overcome the circumstances, instead of unilateral approach they need to lead on multiple levels. The strategies formulated by them create better outcome by creating positively influenced team members.

Conclusion:

The paper is in descriptive in nature and depending on the secondary data. After a thorough reading of all the available articles and blogs I can conclude that, leadership is that parameter of organizational development which we can't ignore or take up lightly, leader is the one who shows the path to the organization. Leader acts as the guiding light for the organization, when the people in the organization feels they are not.

The paper has thrown light on the background of leadership, various definitions of leadership, the importance of leadership for the organization and given various styles

of the leadership and its needs according to the changing business world and dynamics of business.

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