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## A STUDY OF LEADERSHIP IN MANAGEMENT

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### Abstract

Leadership is the ability to build up confidence, enthusiasm and zeal among people and to create an urge in them to be led. Leadership is an important element of the direct function of management. Wherever there is an organized group of people working towards a common goal, some type of leadership becomes essential. According to Marry Parker Follet, “The power of leadership is the power of integrating. The leader stimulates what is best in us; he unites and concentrates what we feel only gropingly. He is a person who gives form to the unutilized energy in every man. The person who influences me most is not he who does great deeds, but he who makes me feel that I can do great deeds.” This research paper presents an analytical study as regards leadership in management.

*Keywords:* Leadership, Styles, Functions, Management.

## Introduction:

Leadership is the ability to build up confidence and zeal among people and to create an urge in them to be led. To be a successful leader, a manager must possess the qualities of foresight, drive, initiative, self-confidence and personal integrity. Different situations may demand different types of leadership.

Lawrence A. Appley remarked that the time had come to substitute the word leadership for management. A good dynamic leader is compared to a 'dynamo generating energy' that charges and activates the entire group in such a way that near miracles may be achieved. Every leader develops a pattern in the way he handles his subordinates or followers in various situations.

## Objectives of the study:

The focus of the study is on the following objectives:

- i) To review the leadership style in management.
- ii) To review the importance of leadership in management.
- iii) To study the leadership functions in management.
- iv) To suggest suitable measures to improve leadership in management in India.

## Methodology Adopted:

Significant part of the study depends on secondary sources. Materials for the present study were collected from the published records available in the library of B.G.S.B University, Rajouri (J&K), magazines, journals, annual reports and periodicals, have also been gone through to derive information pertaining to the present study.

## Limitations of the Study:

Nothing is perfect so is this study. The present study suffers from certain limitations. The study is based on the information from secondary source which reduce the degree of reliability.

## **LEADERSHIP STYLES IN MANAGEMENT**

The leadership style is the result of the philosophy, personality and experience of the leader. It also depends upon the types of followers and the conditions prevailing in an organization. According to their attitude and behavior patterns leaders are classified into four major leadership styles or types of leaders as follows.

### **CLASSIFICATION OF LEADERSHIP STYLES**

1.	Autocratic or Authoritarian Style Leader
2.	Laissez-faire or Free-rein Style Leader.
3.	Democratic or Participative Style Leader
4.	Paternalistic Style Leader

#### **1. Autocratic or Authoritarian Style Leader**

Under the autocratic or authoritarian style, the leader expects complete obedience from his subordinated and all decision-making power is centralized in the leader. No suggestions or initiative from subordinates is entertained. The leader forces the subordinates to obey him without questioning.

## **2. Laissez-faire or Free-rein Style Leader**

Under laissez-faire or free-rein style, maximum freedom is allowed to subordinates. They are given free hand in deciding their own policies and methods and to make independent decisions. The leader provides help only when required by his subordinates otherwise he/she does not interfere in their work. This style brings self-confidence in the workers and provides them an opportunity to develop their talents. Laissez-faire leadership is successful where workers are competent, sincere and self-disciplined.

## **3. Democratic or Participative Style Leader**

Under democratic style, the supervisor acts according to the mutual consent and the decisions reached after consulting the subordinates. Here subordinates are encouraged to make suggestions and take initiative. Participative style provides motivation to the workers by ensuring their participation and acceptance of work methods. This style reduces the number of complaints, employee's grievances, industrial unrest and strikes.

## **4. Paternalistic Style Leader**

Under this style, leadership is based upon sentiments and emotions of people. A paternalistic leader is like a father to his subordinates. He looks after the subordinates like a father looks after his family.

## **IMPORTANCE OF LEADERSHIP IN MANAGEMENT**

The success of an enterprise depends to a great extent, upon effective leadership. The importance of leadership can be highlighted from the following:

### **1. Improves Motivation**

A good leader influence the behavior of an individual in such a manner that he voluntarily works towards the achievement of enterprise goals.

## **2. Acts as a Motive Power to Group Efforts**

Leadership serves as a motive power to group efforts. It leads the group to a higher level of performance through its persistent efforts and impact on human relations.

## **3. Acts as an Aid to Authority**

Leadership acts as an aid to authority by influencing, inspiring and initiating action.

## **4. Needed at All Levels of Management**

Leadership plays an important or pivotal role at all levels of management. In the absence of effective leadership no management can achieve the desired results.

## **5. Provides the Basis for Co-operation**

Effective leadership increases the understanding between the subordinates and the management and promotes co-operation among them.

### **Different Types of Leadership Functions**

Different important types of functions of leader are as follows:

#### **1. Good Link between Management and Workers**

A Leader works as a necessary link between the management and the workers. He/She interprets the policies and programmes of the management to this subordinates and represents the subordinates' interest before the management.

#### **2. Direction and Motivation**

It is the primary function of a leader to guide and direct his group and motivate people to do their best in the achievement of desired goals. He/She should build up confidence and zeal in the work group.

### 3. Co-ordination

A leader has to reconcile the interest of the individual members of the group with that of the organization. He/she has to ensure voluntary co-operation from the group in realizing the common objectives.

### 4. Initiating Action

The important function of a leader is to take the initiative in all matters of interest to the group. He/she should not depend upon others for decision and judgment. He/she should float new ideas and his/her decisions should reflect original thinking.

### 5. Organizing

The other function of a leader is to create and shape the organization on scientific lines by assigning roles appropriate to individual abilities with the view to make its various components to operate sensitively towards the achievement of enterprise goals.

Today's organizations must thrive in complex and unpredictable environments and must be extremely agile. This demands the development and implementation of good leadership and processes that facilitate incremental change.

### Conclusion

Leadership is the ability to build up confidence, enthusiasm and zeal among people and to create an urge in them to be led. Leadership is an important element of the direct function of management. Wherever there is an organized group of people working towards a common goal, some type of leadership becomes essential. A manager always tries to influence the behavior of the subordinates through leadership. Leadership is of paramount importance for the success of any organization. Different individuals exhibit similar and dissimilar pattern of behavior. They have their own set of needs drives, goals and experiences. Management should be aware of their requirements. Good leader will enhance efficiency and performance of people at work. In the present complex environment, no business or organization can exist and grow without appropriate leader. A leader has gained more importance for the organizations in recent years because human resources are seen as the most valuable assets of the organizations for gaining competitive advantage. Human resources departments have started to play a strategic role in the organizations and all HR functions are

integrated with mission, vision and strategies of the organizations. The leader coordinates all functions and supporting the strategies by attracting and retaining the essential qualified employees.

## Abbreviations and Acronyms

HRM : Human Resource Management

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