Review Article

Role and Size of a Leader in Organizational Behaviors

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Abstract

Leadership is a naturally occurring or existing by nature and without artificial aided linguistic universal social phenomenon which is determined by scientific observation in one or another form from insect societies to modern man. In the present or recent times, the leader carries a substantial social entity whether it is at home, office, private or public organization. In actual fact, leadership is an evolutionary cognitive operation since the historic period of proto-culture society. In simple words, a leader is a person who has leadership lineaments and/or the one who leads.

Keywords: Union Ship, Organizational Behavior, Leadership, Firm, Tactis

Introduction

Research on understanding leadership in the organizational circumstance has been a theme of great concern as well as of ramification since the work 1939 by Lewin, Lippit and White. The climacteric problem affecting the complex analysis of leadership involves the answer to a question- ‘who is an efficacious leader’?

This question is concentrating on the minimum levels of performance (goals of an organization) as determined by the organization particular to measure the Power to be effective; the quality of being able to bring about a consequence of a leader on the basis of certain parameters(1). An effective leader shows excellence upto or above those standards by receiving the work done from those whom he leads.

Traits would make a leader effective:
(1) Traits of power over another or ascendance
(2) Physical power
(3) Tact or Consideration in dealing with others and avoiding giving offence and zeal
(4) Social support
(5) Tonus and tenacity or Persistent determination
(6) High quality of moving freely
(7) Face to face mode of address
(8) Unaffordability in the field of action
(9) High intelligence and empathizing
(10) Showing great excitement and interest in susceptibility to social stimulations
(11) Reinforcement of energy
(12) Restraint and Inscrutability.

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Certain other traits in a leader-
(1) Intelligence
(2) Moral sensitivity
(3) Imagination
(4) Responsibility
(5) Drive and determination
(6) Force of personality of physical characteristics
(7) Imperturbability.

In an organizational assemble, there are hierarchical levels of management and each level addresses with the formal structure. But the most substantial fact is 'not all leaders are manager nor are all managers leaders(4).

The source of influencing the group may be formal, such as that provided by the possession of managerial rank in an organization or there may be non sanctioned leadership - the ability to influence that arises outside the formal structure of an organization, i.e., emerging leadership itself within a group. It is, therefore, explicit that at every level, a manager has to lead others by presenting himself as a guiding star and to act manifold in the organization.

The three important roles performed by a manager: -
(1) Interpersonal Role-manager as a person used as a cover for some questionable activity
(2) Leader Role - Manager as a source of motivation to subordinates, and
(3) Liason Role - Manager interacting with subordinates and super-ordinates outside his working unit.

Thus, the activities of an effective manager constitute -
(1) To get the job arrived at completion through high quantity and quality standards of performance and
(2) To get the job done through people, requiring their contentment one feels when one has fulfilled a desire, need, or expectation and commitment.

The managers of explicatory authoritative are highly authoritarian, have little trust in subordinates, engage in downwardly communication and motivate people through fear and penalization with occasional rewards. The managers of beneficent authoritative have a patronizing confidence, prompt with rewards and some fear and punishment, permit some upward communication and allow for some delegation of cognitive process of reaching a decision but with close policy control.

Consultive managers have significant but not complete confidence and trust in subordinates, use rewards for motivation with appearing at usually irregular intervals punishment, engage in communication flow both down and up, make all-encompassing policies and general decisions at top along with consultation at lower levels.

Participative Group managers have accomplished trust and assurance in subordinates in all matters, always necessitate creative participation from the lower level, give economic honors on the basis of group participation and involvement in goal setting and appraising performance, Carry out or participate in an activity in much communication down and up, and encourage decision making throughout the organization(5, 6).

Managerial Grid
Which deals with the task and people oriented dichotomy. This grid identified 5 leadership styles, viz.

(1)Impoverished Managers
They bear on themselves very little with either people or production and have minimum connection of inclusion or containment in their jobs, to all intents they have abandoned their jobs and only act as messengers for communicating information from superiors to subordinates.

(2) Team Managers
They are those people in team whom presentation reflects in their actions highest
possible allegiance both to people and to production.

(3) Country Club Managers
Managers of this expressive style have little or no concern for production but they are concerned only for people.

(4) Autocratic Task Manager
They are pertained only with developing an efficient cognitive process that have no concern for people and are quite autocratic in their style.

(5) Middle of the Road Managers
They have medium relevant for production and for people. They obtain enough but not outstanding, morale and production.

The model of leadership effectiveness also identified the leadership styles i.e.

(1) Lenient Style: is oriented primarily towards achieving good interpersonal relations and toward attaining a position of personal prominence.

(2) Hard Nosed Style: is task-tailored and a leader gains gratification by getting tasks performed.

Leadership and Performance
A leader executes various operations having a great impact on the performance indices, e.g., turnover (output), psychological well constituting of employees, organizational climate, organizational health etc. The leader's own forces, his personality prominent attribute or aspect of something and the Begin to deal with a leader play important role in the determination of effective performance of an organization. High human relational approach of a manager influences the carrying into action most. Furthermore, leader's interaction with subordinates also determines the organizational performance.

In practice, the term 'Performance' broadly speaking concerns to the output (Productivity). Despite anything to the contrary leadership is also related to other end variables, i.e. psychological well beginners and job expiation of employees through certain moderator variables being connected either logically, causally or by shared characteristics to organizational policies, matters, organizational climate etc (7).

Leadership style is very important in shaping organizational climate which thereby determines the performance of workers. Number of empirical research studies has revealed the significant relationship of the Nurturing task leadership style with high job atonement, low employee turnover and Impelling to action climate (8).

The performance of an organization bears an important relationship with organizational stress mainly in employees. Capable of participating in leadership style has been found to decrease the strikingness of organizational stress among the employees and increase the output of an organization (9).

Conclusion
The foregoing description adjacent or come together on the proposition that leadership style is situational and determines
the organizational performance straight forwardly as well as indirectly through moderators.

In addition, the organizational performance in some cases is also acted upon by the forces in subordinates, forces in work place and also by the forces in the managers.

References


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