

## LEADERSHIP: AN EFFECTIVE DEVICE IN AN ORGANIZATION

---

Dr. Rupali R Shinde\*

### ABSTRACT

*Leadership is not only a research area but also a practical skill, regarding the capability of an individual or organization to "lead" or guide other individuals, team or organization. Leadership can also be classified as a process of social influence in which a person can enlist the aid and support of others in the achievement of a task. Leadership seen from a European and non-academic point of view of a leader who can be moved not only by communitarian goals but also by the search for personal power. A person who influence to a group of specific result is known as a Leader. It is not reliant on title or formal authority. A social influence process in which the leaders assay the voluntary participation of subordinates in an effort to reach organization goals is known as Leadership. A leader can be distinct as a person who delegates or affects others to act so as to carry out specified objectives. Today's organizations need effective leaders who understand the complex and rapidly changing environment. Effectiveness is high on the employees if the leader has good communication with the employees this can also be applied when the task is highly structure. The leaders take great support intendance to include all the members in the discussion and can work without a large team with a small but highly motivated team. Leadership concentrates on the growth of followers as well as their necessity. Management with leadership concentrate on development a evolution of value system of employees their creative level and ethics with the preamble of their abilities. Leader in institute play a important role in exchange between managers and subordinates, guidance style is understood to be exchange of credit or targets between employee and management. Leaders encourage followers to view obstruction from new perspectives, to provide help and encouragement communicates a vision, stimulates feeling and identification. This paper discuss the meaning, nature, function and relation & some dos & don't of the leadership.*

**KEYWORDS:** Leadership, Relationship, Skill, Motivation, Management.

### Introduction

**Meaning:** An effective leader as an individual with the ability to consistently achieve success in a given condition and be viewed as meeting the expectations of an organization or society. A commitment to last, clear communication and their ability for caring for others are the qualities by which leaders are recognized. A person who has been appointed on the managerial position has the right to order and enforce compliance by virtue of the authority of their position. However, she or he must have enough personal aspect to match this authority as the authority is potentially available to him or her, in the absence of enough personal ability, a manager may be fronted by a coming out leader who can challenges his or her role in the institution and reduce it to that of front man. However, only authority of position has the support of formal permission. It follows that whoever exerts personal influence and power can make this legit by gaining a formal position in the ranking, with corresponding institution. One's ability to get other follow willingly can define as leadership. Leaders are required at every level in an institution. Leadership is a holistic spectrum that can arise from:

---

\* Head, Department of Commerce, K.V.N. Naik Arts, Commerce & Science College, Nasik, Maharashtra.

- Higher standers of physical power, required to show power and control others, force superiority, able to generate fear, or group-members required for a powerful group protector (Prime Leadership).
- Higher great mental power, higher motivational forces, perceivable in communication and behaviors, lack of fear, courage, determination (Psycho-energetic Leadership)
- Higher abilities in managing everything (Macro-Leadership),
- Higher abilities in specialized task (Micro-Leadership)
- Higher ability in managing the execution of a task (Project leadership)
- Higher level of wisdom, values and spirituality (Spiritual Leadership), where any leader derives its leadership from a unique mix of one or more of the former factors.

The Nature of a True leadership is special, fine and complex. Too soon we confuse things like personal style and a position of authority with leadership.

- A particular personality trait is not primarily leadership. Charisma is a treat closely related to leadership, all leaders have charisma but many people who have charisma are not leaders. (for example, movie actors and sports figures)
- Leadership is not primarily a set of important objectives. It indulges, grating things done.
- Leadership is not primarily a formal position. There have been great people who did not hold high positions and there are people who hold high positions who are not at all leaders, but they are the administrators who don't want to rock the boat.
- A set of behaviors is not only primarily leader. Many manuals suggest that leadership is delegating and providing inspiration and vision; but some effective leaders don't do them and people who are not leaders do them.

#### **Objective of Research Paper**

- To through light on leadership meaning
- To study function of leadership
- To study nature of leadership.
- To understand the leadership & relationship
- To know the leadership & management.

#### **Function**

A business can maintain singular focus on its operations with the help of leadership as the say says to many cooks spoil the broth, many individuals attempting to make business discussions can cause larger business organizations to suffer. Business owners can use leadership skills to get managers and employees on the same page and focus on the original idea. Leadership skill can also help correct bad business practices and conflicts between employees.

#### **Leadership & Relationship**

"Leadership" is really about human behavior and developing successful relationships with other people. This gives us hope that leadership can be learned through changing our nature and strategically improving relationships. The most important skill to "leadership" is the ability to develop successful relationships. When the relation with others followers, key stakeholders, etc. are healthy and successful, people are motivated to work toward the goal. The goal becomes "our" goal rather than "my" goal. So, are leaders born or made? This question are now answer which leads to tell that the desire to lead may be from birth but the skills required have to been learned. These skills are all about the relationships leaders develop with themselves and with their followers. Developing successful relationships is the foundation of excellent leadership and improving our ability to develop good relationships can improve our ability to be successful leaders. Emotional Intelligence theory indicates that self-awareness - how well we "know" ourselves and social awareness -how well we "know" others - can be improved.

These are the five competencies Self-awareness, Self-regulation, Motivation, Empathy, Social skills. The determination of how well we manage ourselves is done by the first three competencies. Reorganization of our emotions, strengths and weaknesses, self worth and capability is known as self awareness. The first three competencies determine how well we manage ourselves. Self-awareness means recognizing our own emotions, strengths and weaknesses, self-worth, and capabilities. Taking responsibility for our performance, being flexible maintain integrity managing our emotion and impulses is dealt by self regulation. Marinating optimism, taking the initiative, and maintaining institution goals is focused on by motivation.

The determination of how good we handle relationships is done by the last two competencies. The relation between subordinates and leaders is based on the contract. Transactional leadership focused on the basic and external demands of the staff. The basic purpose to obtain a stable institution specific job roles and mission design are tend to be attained by them. Understanding others needs, leveraging diversity, developing others is included in reading the feeling of others. Dealing with others feeling and their by inducing desirable responses is known as social skills. These five abilities are basically about relationship with our selves and with others and all of these are required for effective leadership. Leadership is complex. Emotional intelligence teaches us that the more difficult the task to be done, the more important it is for the individual to have a high level of emotional intelligence. The good is that emotional intelligence is not based on genetics but can be learned, practiced and improved. Good relationship begins with mutual understanding. Improving relationship is a difficult process, but its starts with self awareness. Till the movement, a leader understands him or herself, he or she cannot open up to understand others. And understanding the others person is essential to the development of good relationship.

Leadership behavior can affect satisfaction and trust of employees to institution and institutional citizenship behavior further enhances the relationship between leadership style and institutional commitment directly. Leadership is focused on staff's external and basic demand, the relationship between subordinates and leaders is based on the contract. They tend to attain institutional objective by specific job roles and mission design, their basic purpose is to maintain a stable institution.

### **Leadership & Management**

Management Leadership and management are two distinctive, complementary systems of action. Each has its own functions and characteristics. Each of them are necessary for successful Leadership and management have different functions and activities. Not everyone has the ability to both lead and manage equally well. Some people are excellent managers but not good leaders. Many people have a great capacity to be leaders but cannot be successful as executives because they are not skilled or effective managers. Both Management and Leadership are necessary in Organizations. Smart organizations value both management and Leadership and encourage personnel to develop their skills in both areas. People who are good managers are able to develop a sound plan and make sure that it will be carried out by competent personnel with the needed resources. They are skilled in using the major management practices. On the other hand, people who are good leaders are able to develop a compelling vision that is ultimately shared with everyone. They can focus organizational efforts on achieving that vision.

Effective managers carry out four essential management practices: They plan, They organize, They implement, They monitor and evaluate. This is how these practices are carried out in daily life. 1) Plan: Health professionals who lead plan how to achieve desired results and document these activities in form of a work plan with set objectives and outputs 2) Organize: Health professionals who lead make sure that resources are available for planned activities and that the necessary structures and systems exist 3) Implement: Health professionals who lead execute and delegate execution of planned activities, coordinating multiple efforts to achieve desired results 4) Monitor and evaluate: Health professionals who lead track activities, outputs, and results and compare them with what was planned and collect feedback. Good management is complemented by good leadership. Good management alone does not guarantee sustainable result. Some Dos and Don'ts about the leadership which is helpful to the organizational leader are as under:

#### **Dos**

- Read/understand own emotions and recognize the impact on self and others
- Know ones strengths and limits
- Know and have a good sense of one's self-worth and capability
- Think and act with optimism...seeing the upside-there is two kinds of people in the world: optimists and pessimists.
- See and Seize opportunities for contributing to the greater good.

#### **Don'ts**

- Discount others emotions and perspective
- Miss Key organizational clues, norms, decision network and politics - These types of "leaders" are mostly leaders for namesake.
- Avoid dealing with and resolving conflicts.

- Isolate self and/or team others in the organization.
- Blame other for outcomes-Great leaders look “in the mirror” when things go wrong and “out the window” applauding others when things go right. In fact, when things go wrong, it is about the leader since that he is responsible for the culture and the success of their team. Holding people accountable for their performance is important; blaming them for mistakes or failures is a non-starter. Management and leadership are necessary in organization. Smart organization value both management and leadership.

### **Conclusion**

It is observed that leadership style, organizational commitment and work satisfaction are interrelated. Leadership is an effective device toward understanding what enables leaders to develop successful organizations. It shows the specific conditions under which leaders and group members can make effective use of their intellectual abilities, technical knowledge and experience. The good relationship between subordinates and leaders attain organizational goal and make the organization successful.

### **References**

- Bass B.M. (1981). Handbook of Leadership: A survey of theory and research.
- Rotemberg, J. and G. Saloner (1993) “Leadership Style and Incentives.” Management Science,
- Bennis, W., & Nanus, B. (1985). Leaders: the strategies for taking charge. New York: Harper & Row.
- Crosby, P., (1997.): The absolutes of leadership, San Francisco (Jossey-Bass Publishers).
- Fiedler, F. E., (1967.): A Theory of Leadership Effectiveness, New York (McGraw-Hill Book Company).
- Fiedler, F. E., (1987.): New approaches to effective leadership, New York (John Wiley & Sons, Inc.)
- Sadler, P.J. (1970), Leadership style, Confidence in management, and job satisfaction. Journal of Applied Behavioral Science,
- Management Theory and Practice V.S.P RAO, Excel publications, Delhi.
- Northouse, P.G. (2003), Leadership: Theory and Practice, 3rd ed., Sage-Response, New Delhi.