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## LEADERSHIP STYLES

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### ABSTRACT

In this global competitive environment, effective leadership style is necessary to reduce the attrition rate. From the effective leadership styles only it is possible to achieve organizational goal productively. Leadership styles affect on the employee performance and productivity. This paper summarizes and analyzes the available literature of leadership styles and effect on different components of Quality of work life.

### Keywords:

Leadership styles, productivity, performance, work life.

### INTRODUCTION

An effective leader influences followers in a desired manner to achieve desired goals. Different leadership styles may affect organizational effectiveness or performance. Transformational leadership is a stronger predictor of both job satisfaction and overall satisfaction. In the study it was concluded that organizational performance is influenced by a competitive and innovative culture. Organizational Culture is influenced by leadership style and consequently, leadership style affects organizational performance.

### Types of Leadership

**1. Authoritarian Leadership :** The Leader is generally strong-willed, domineering and aggressive. Whether dictatorial or paternalistic. He must have his own way, which for him is the only way.

He looks upon his employees merely as functionaries. The best employee, in his estimation, is the one who follows his direction without question. Hence he is ordinarily not ready to listen to employee suggestions for a change in procedures. "Just do what I say". Also, he neither develops close relationships with his employees, nor does he encourage them to get close to one another. He is extremely task-oriented, "Get the job done". He generally blames poor results on the inability of the employees to follow correctly his directions.

**2. Democratic Leadership :** This type of Leader is generally as concerned about relating well to his employees as about getting the job done. He realizes that high commitment to the organization, as well as creative effort, rests on his employees. Feeling free to express ideas and he therefore encourage this. He also encourages joint decision mainly and goal setting. He rarely sets a policy without explaining his reasons for doing so and baring the matter open for suggestions and criticisms. He believes that the responsibilities of getting the job done is as much his employees, as his own and tries to inculcate this attitude in them. He allows his employees a good deal of freedom in their work and develops a good sense of team spirit. He is always looking for better ways of doing things and therefore is ready to change when convinced, the change will be productive.

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**3. Laissez-faire style :** this style of behaviour permits the members of the group to do whatever they want to do. No polices or procedures are established. Everyone is left along. No one attempts to influence anyone else. They are unwilling to accept responsibility, give direction or provide support. They tend to act not so much of their own initiative but in response to specific requests from their staff.

## LEADERSHIPSTYLE

Consideration and Initiating Structure : In 1945 Shartle instigated the Ohio State University Studies to investigate the nature of leadership behaviour and its relationship to various criteria of leadership effectiveness. He and his associates began by collecting a list of 1,800 phrases, which described leadership behaviour. These were then placed into nine different behavioural categories. of the initial items only 150 fell into only one category. These items formed the first questionnaire designed to assess aspects of leadership behaviour (Hemphill, 1950). Two independent factors emerged when data collected by using the questionnaire was subjected to factor analysis (Halpin and Winer, 1957).

The inter-correlations producing the first factor, consideration, were among items like 'exhibits concern for welfare of group members', 'appreciates good work', 'is easy to approach', 'responds to suggestions' and 'obtains approval of actions'. The inter-correlations producing the second factor, initiation of structure, reflected associations between such leader behaviours as 'maintains standards', 'meets deadlines' and 'defines in detail objectives, methods of work and roles'. Two tests, one for subordinates, the leader behaviour description questionnaire (LBDQ) and another for supervisors, the leader opinion questionnaire (LOQ) were then constructed to provide measure of supervisors along each dimension.

The identification of these two dimensions of leadership behaviour and the development of measures enabling supervisors to be measured on each prompted to a great deal of research assessing their reliability and validity. A classic study of the effects of interactions between the scales on two organizational variables, grievance rate and turnover rate, established that quite complex relationships existed between the scales and these organizational variables (Fleishman and Harris 1962). It rapidly became clear, however, that the effects of consideration and initiation structure on the variables of productivity and job satisfaction were moderated by intervening variables such as the type of size of the work unit. For example, an early study by Fleishman and Harris (1955) found that merit ratings for supervisors by their managers were positively related to their level of structure in manufacturing departments but negatively related for supervisors in service departments. Similarly, Schriesheim and Murphy (1976) found that the supervisor's initiation of structure was positively related to subordinates job satisfaction in large work groups but negatively related in small groups. A number of other aspects of the workplace the nature of the task ; skill differentiation between supervisor and subordinates also appear to alter the relationship between effectiveness and the two types of behaviour.

Some researchers have pointed out that, although assumed to be conceptually distinct, empirically the scales used to measure initiating structure and consideration do not appear to operate independently. A number of studies have shown that the scales can correlate with each other. In other words, managers who are high on one scale tend to be high on the other (Schriesheim et al., 1976). This has lead to the claim that we can also describe leaders along one general activity factor, termed motivation to manage vs. laissez-faire management. Laissez-faire or inactive managers are unwilling to accept responsibility, give directions or provide support. They tend to act not so much on their own initiative but in response to specific requests from their staff. There is some evidence that the level of a leader's activity is an important explanatory variable (Bass et. al., 1975). Inactivity in leader is consistently negatively related to productivity, subordinate satisfaction and group cohesiveness (Stogdill, 1974).

While some people have suggested that the Ohio dimensions can be collated into one general activity factor, others have stressed the very opposite, that two dimensions are not enough. Bass (1981) argued that by using only two factors much specific information about a leader's behaviour is thrown away. For example, a moderate score on the initiation of structure dimension may mask certain specific difficulties a leader has, such as maintaining work standards. To counter this, some techniques of factor analysis have produced as many as twelve factors describing leadership behaviour. In practical applications, such as counseling, selection or leadership training, where information about a manager's leadership is required, it may well be important to have available a more detailed description of leadership behaviour.

One of the main problems in interpreting the results of research using the Ohio dimensions is that much of it is of the concurrent correlation type. This means that data on leader behaviour and organizational variables are collected at one point in time. We are not able to tell from the results whether high performance has caused high consideration or vice versa ; each is equally plausible. This makes

studies of the effects of changes in leadership behaviour and organizational variables over time particularly valuable. Unfortunately, these studies are few and far between. One series of studies, however, has collected data on leader behaviour, subordinate satisfaction and productive behaviour at different points in time and across a wide variety of industrial settings (Greene, 1975, 1979). The results suggest that considerate leadership was causally antecedent to increased subordinate satisfaction. But it also seems that changes in the productivity of the subordinates resulted in changes in leader behaviour. An increase in productivity caused an increase in consideration and a decrease in initiation of structure. Additionally Smith, Peterson (1988) provides evidence suggesting items on the leader opinion questionnaire are culturally specific. It could well prove to be the case that leaders in organizations from all parts of the world do indeed need to attend both to the task in hand and also to the maintenance of good relationships within the work team. But how this is to be accomplished in each setting will be dependent on the meanings given to particular leadership acts, in that setting. A supervisor who frequently checks up that work is done correctly, can be seen as a kind father in one setting, as task centered in another setting, officious and mistrustful in a third. However, despite methodological problems, there are two reasons why initiation of structure and consideration remain the most widely used concepts in leadership research. First, the availability of reliable and easily administered measure for them means data on leadership style of individual or groups of supervisors can be gathered quickly. Secondly, the validity that measures their ability account for some of the variance in organizational variable such as productivity and staff turnover indicates that the Ohio research have identified two key dimensions of supervisory behaviour.

Early efforts to identify key traits that set leaders apart from other people the great person theory generally failed. However, recent evidence suggests that leaders do, in fact, differ from followers in certain respects. They are higher in leadership motivation, drive, honesty, self-confidence and several other traits. In addition, successful leaders appear to be high in flexibility – the ability to adapt their style to the followers needs and to the requirements of specific situations. Leaders differ greatly in their style or approach to leadership. One key dimension involves the extent to which leaders are directive or permissive toward subordinates to the extent to which they tell subordinates how to do their jobs. Another involves the extent to which they are autocratic or democratic in their decision making – to the extent to which they permit subordinates to make decisions. Leaders also vary along two other key dimensions : concern with and effort to attain, successful task performance (initiating structure) and concern with meaning favourable personal relations with subordinates (consideration structure).

Leadership is defined as influence, that is the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals. Ideally people should be encouraged to develop not only willingness at work but also willingness to work with zeal and confidence. Every group of people that performs near its total capacity has some person as its head who is skilled in the art of leadership. This skill seems to be a compound of at least four major ingredients : The ability to use power effectively and in a responsive manner. The ability to comprehend that human beings have different motivational forces at different times and in different situations. The ability to inspire and the ability to act in a manner that will develop a climate conducive to responding to and arousing motivations. Leadership is therefore important to commit a group of people towards specific goals and make use of their potentials to realize the goals. Leadership has the ultimate aim of raising the level of human conduct and ethical aspirations of people.

## CONCLUSION

It is observed that from the available literature, all the studies conducted are related to the large sector which interns reveal that leadership style, organizational commitment and work satisfaction are interrelated. Thus, leadership styles can affect the quality of work life. Since much work has not been carried out with respect to SMEs, there is a need for the study of the effect of Transformational and Transactional leadership styles on the Quality of work life of employees working in the SMEs.

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