



A STUDY ON THE ROLE OF LEADERSHIP IN WORK FORCE

Dr Surender Naik Dharavath

Consultant, Department of management

ABSTRACT:

Creating and maintaining sustainable businesses require an understanding of the role of leadership in addressing personal outcomes of employees. Happiness is a common goal of everyone and most other things are possibly means to that goal. The competitive global markets are forcing organizations to look past their products and the bottom line and move beyond just employee motivation and towards having an engaged workforce. Due to globalization, companies are changing their structure and competing in a bigger arena. Most of these organizations used to think of capital simply as shares, cash, investments, or some sort of wealth. The evolving role of leaders to attract, retain and connect with a diverse workforce in a changing environment gives rise to interactive leadership competency requirements. This article suggests that managing diversity requires business leaders to adopt an approach to diversity management that is sensitive not only to race and ethnic differences, but also to the background and values of all individuals at work.

Keywords: Leadership, organization, leaders.

INTRODUCTION:

An organization's success is determined largely by the quality of its leaders. Leaders decide not only which financial and business strategies to adopt, but they also set the vision, values, and culture of the organization. It is with this latter group of responsibilities that organizational psychology can contribute valuable insight into the antecedents and processes that maximize organizational effectiveness. The importance of business leadership is well articulated by this observation: A good leader can make a success of a weak business plan, but a poor leader can ruin even the best plan. That's why developing effective leadership by using a consistent talent management program at all levels across the organization can return significant business value. To identify, attract, fill, and retain corporate leadership talent, companies need leadership development programs focused on hiring strategies, employee development, and career and succession planning.

LITERATURE REVIEW:

Idah Naile et al (2014) intend to establish the role of leadership style in motivating the teaching staff to be committed to their work. From these 13 high schools, 184 teaching staff were selected to participate. It should be noted that these 'high schools were not performing above the provincial benchmark. In order to obtain a holistic view of the overall leadership style present in the school system, a Multifactor Leadership Questionnaire (MLQ) was used. The researchers



administered the questionnaires with the assistance of schools' administrative clerks and the completed questionnaires were collected by the research support group.

Namasambu Andrew Simiyu et al (2015) Personal outcomes of employees like meaning in life and subjective well-being have become an important concern for organizations in the intense competition for attracting and retaining talent. Meaning in life makes one's life purposeful and subjective well-being is about being happy; these are important dimensions of anyone's life, and people expect work organizations to contribute to them. Focusing only on work-related outcomes may not be sufficient anymore. There is a need to better understand the processes by which desirable personal outcomes of employees can be enhanced.

Jan C. Visagie et al (2013) Leadership appears to be approached from two fundamental perspectives: an organizational perspective (the influence that is exercised to change the direction of the organization), and an individual task perspective (the influence that is directed at changing the work behavior of an individual). In this article, it is suggested that the symbolic interaction of perspective integrates the two fundamental perspectives in that both perspectives require meaningful, reflexive integration and meaning, group membership, organizational role and experience

OBJECTIVES:

1. To study the style and role of leadership
2. To study the kind of relationship exists between team leader and team member
3. To analyses the relationship between leadership behavior (charismatic and ethical leadership) and the level of employees' affective commitment to organizations

Leadership: Leadership and its role are the most concerning issue for the business and organizations now days. The "Leaders are individuals who establish direction for a working group of individuals and who gain commitment from this group of members to established direction and who then motivate members to achieve the direction's outcomes". The term leadership can be viewed through multiple angles and concepts. Traditionally leadership is a set of feature owned by the leader or it is a social phenomenon that comes from relationship with groups.

These concepts can give different opinions about the definition of leadership. It is a continuous debate that whether the leadership comes from the personal qualities of a leader or a Leader makes followership through what s/he does or believes. Grint also highlight position problems with the leadership, which explores, is the leader a person in charge? With the true authority to decide or implement, or it is only a person in front who takes h/her directions for someone. Recent reviews take leadership as "a process whereby an individual influences a group of individuals to achieve a common goal. Another view about leadership is that "leadership is like the Abominable Snowman, whose footprints are everywhere but who is nowhere to be seen"



The Role of Leadership: In all four companies, there are fewer conflicts for senior and middle managers in balancing social, environmental, and financial performance because these conflicts are resolved higher up in the organization and are well integrated into the informal systems. Upper management has bought in to the benefits relating to sustainability. Thus people are able to make certain tradeoffs because they know their leaders will be supportive.

Corporate responsibility is one of Nike's nine strategic priorities. The CEO and other company leaders support CR intensively and consider it an enhancing element in reaching strategic goals. In fact, leadership engagement is number one. "Making a sustainable decision that negatively impacts margins is not so wrong, but they have to inform me because we can offset this somewhere else," one vice president explained. "I want to give guidance to subordinates because I don't want to have them struggle with it [the tradeoffs related to making social, environmental, and financial decisions]. And we need to teach them because all these decisions cannot be done by me alone." This training takes place through information sharing and collaboration. People learn as they become part of the process where leaders make decisions.

To this extent, leadership development may well incorporate elements of more typical management and self-development programmes (including time management, planning, delegation and self-awareness) but with the objective of creating a reflexive space in which - 6 - the leader/manager can critically reflect upon their current practice and experience. There is no reason to consider, therefore, that leadership development should only be offered to senior managers and, indeed, there would be good reason to encourage this kind of development opportunity throughout the organization to enhance collective as well as individual capacity. The nature of the required intervention, however, is likely to vary according to the job role, experience and personal abilities/attributes of participants.

Leadership development represents an important HRD activity undertaken by organizations. Given the complex and dynamic external environment within which organizations operate, leadership development activities are considered vital to enhancing leadership capability and the leadership pipeline. Specific organizational benefits highlighted include productivity, financial performance and competitive advantage. A representation of how this impacts programme structure and content is displayed in Table 1.



Key Trends	From	To
The Programme	<ul style="list-style-type: none"> • Prescribed course • Standard • Theoretical 	<ul style="list-style-type: none"> • Study programme and real issues • Customised • Theory in context
The Time-frame	<ul style="list-style-type: none"> • One-off event 	<ul style="list-style-type: none"> • A journey with ongoing support
The Mode	<ul style="list-style-type: none"> • Lecturing/ listening • Conceptual 	<ul style="list-style-type: none"> • Participatory, interactive and applied • Experiential and conceptual
The Focus	<ul style="list-style-type: none"> • Individuals 	<ul style="list-style-type: none"> • Individuals within a group and for a purpose
The Consultant	<ul style="list-style-type: none"> • Supplier 	<ul style="list-style-type: none"> • Partner, co-designer, facilitator, and coach

Table 1 – Changing trends in leadership development

Underlying these changes are a number of transforming concepts about the purpose of management and leadership development. There are, of course, the practical concerns of creating more effective managers and leaders, enhancing the competitiveness of organizations and providing programmes that people will pay for, but associated with these are changing philosophical perspectives on the role of management and leadership within organizations and how best to develop them.

The Organizational Leadership: Organizational leadership is not a magic that one person has and others don't have. It is also not all about the ordered by boss and then observed by him that how much these ordered are obeyed. The leadership of an organization is instead, an ability of management to get and protect the company benefits by realizing employees need and company targets and bringing them together to work in a better environment to achieve the common goals. Organizational leadership has a central role in evolution and cultivating an organization. It can help the member of an organization and working teams to face the challenges and to work for organizational goal in a worthy way.

Motivation: Motivation is the driving force in pursuing and satisfying one's needs. It is anything that affects behavior in pursuing a certain outcome. Motivation is also defined as the process that accounts for an individual's passion, direction, and persistence of effort toward attaining a goal, meaning the result of the interaction between an individual and a situation. Motivation focuses on and includes the processes that guide the general strength and direction of a person's action over time. This duration is of great important because although motivated behavior takes place only in the present, its direction is toward the future.

Motivation is a fundamental instrument for regulating the work behavior of employees. The motivation to work, whether intrinsic or extrinsic, is critical in the lives of employees because it



forms the essential reason for working in life. Intrinsic motivation is regulated by personal enjoyment, interest or pleasure and it involves the performance of an activity for the inherent satisfaction of an activity. Extrinsic motivation refers to doing something because it is inherently stimulating or enjoyable.

The following characteristics of motivation:

1. Motivation is based on human needs and is generated within an individual;
2. Motivation is whole, not piece-meal. Thus, an individual cannot be motivated by fulfilling certain of his/her needs partially;
3. Motivation is a continuous process; as soon as one need is satisfied, new ones arise;
4. Motivation causes goal directed behavior; a person behaves in such a way that he or she can satisfy his or her goals or needs; and
5. Motivation is a complex process: there is no universal theory or approach to motivation and individuals differ in what motivates them. Thus, a manager has to understand a diversity of needs and has to use a variety of rewards to motivate them.

Consequently, successful organizations use positive strategies to motivate their employees to be able to compete in the market. It is indeed against this observation that reveals that if employees of an organization are not motivated to perform their duties, no organization can progress or achieve success.

Evolving Nature of Leadership

The role of line managers explained through symbolic interaction is established out of what interacting people have to deal with the nature of the role is established through interaction. ‘When symbolic interactionists speak of role, they do not mean a social role that is specified by culture; rather they mean something more flexible and capable of improvisation’. A global survey on people and business challenges, conducted by Deloitte and Tohmatsu and the Economic Intelligence Unit, found ‘people issues’ to be the most important strategic issue for global enterprises, driven by changing workforce demographics, increased globalization and a relentless focus on innovation, productivity, growth and customer service. ‘In the past, discussions of people issues tended to focus on the efficiency and effectiveness of human resources operations. The focus now is increasingly on leadership, talent management, performance, culture and how organizations can create more value with the people they already have. Leadership as a component of diversity management is regarded as the ability of a manager to influence the activities of an individual or group towards goal achievement. As such, the inherent function of leadership is to achieve commitment of employees within the complexity of work as influenced by contextual factors.

Interactive Role of Leaders: It is clear that management, as a social process involving interactive relationship, is aimed at achieving results through others – by influencing subordinates to pursue organizational objectives. The performance of a manager will thus be

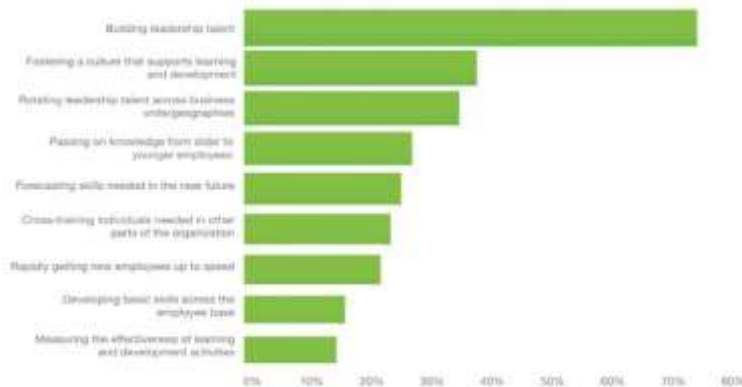


measured against the output achieved, individually and collectively, by the individuals for whom the leader is directly responsible. The aim of this article is to determine the kind of leadership style organizations need to adopt in order to create a positive experience of diversity management to continue to be successful. It involves the leader in the role of adapting to contextual, environmental factors, achieving the commitment of diverse followers, and dealing with the complexity in achieving goals.

Leadership Challenges in Organization or Business

leadership scandals a few years ago caused an erosion of confidence and a tremendous loss of faith in leadership of companies around the globe. In a *Harvard Business Review* poll, 51 percent of those surveyed said they had diminished confidence in business leaders at non-U.S. companies and 76 percent had less confidence in U.S. business leaders.

In addition, building and retaining good leadership has been cited as a major area of concern. In the “2008 IBM Global Human Capital Study,” more than 75 percent of the survey respondents identified building leadership talent as their current and most significant capabilities challenge.



The overall talent shortage has also led to challenges in leadership development, according to a global Taleo Research 4 survey, which found that more than 80 percent of the 930 companies surveyed stated that talent shortages were hindering their leadership development efforts.



Figure: Global talent shortages hinder leadership development.



CONCLUSION:

It introduced the evolution of leadership as a science and studied the evolving role of leaders to adapt to a complex world of work. To meet the role expectations of leaders, managers need to display interactive competencies towards effectively managing a diverse workforce. Symbolic interactionists support the understanding of diversity management, using the model. The evolving nature of leadership and diversity contextualizes interactive leadership styles. The study relies on the leadership competency model, explained. There is a positive correlation between the heroic leadership style and the statement ‘racist comments made.’ Engaging leadership, however, correlates negatively with this item. An engaged workforce has higher levels of commitment to the organization, lower levels of intentions to turnover, and higher rates of satisfaction. This implies that organizations need to invest in employees on a continuous basis.

REFERENCES:

1. Abbas, W. & Asgar, I. 2010. The role of leadership in organisational change: Relating the successful organisational change to visionary and innovative leadership. Masters Thesis. University of Gavle
2. Chi-Ha, T. & Walker, D.H.T. 2008. A study of project management leadership styles across life cycle stages of an IT project in HongKong. *International Journal of Managing Projects in Business*, 1(3): 403-426
3. Gary, J. 1996. Theories of work motivation, leadership, organisational behaviour: Understanding and managing life at work. Concordia University Harper Collins College Publishers.
4. Dreachslin, J. L. (2007). The role of leadership in creating a diversity sensitive organization. *Journal of Healthcare Management* 52 (3): 151–5.
5. Hernez-Broome, G., and R. L. Hughes. 2006. Leadership development: Past, present and future. *Human Resources Planning* 50:25–31.
6. House, R., P. J. Hanges, M. Javidan, P. Dorfman and V. Gupta. 2004. Cultural leadership and organisations: The globe study of 62 Societies. Thousand Oaks, ca: Sage
7. Kark, R., and D. Van Dijk. 2007. Motivation to lead, motivation to follow: The role of the self-regulatory focuses in leadership processes. *Academy of Management Review* 32(2): 500–28.
8. Martin, A. 2006, “The changing nature of leadership”. [Http://www.urbanlibraries.org/emergingleaders.htm](http://www.urbanlibraries.org/emergingleaders.htm).
9. Hay, I. (1995). Transformational leadership: Characteristics and criticisms. *E-journal of Organizational Learning and Leadership*. Retrieved November 4, 2008, from <http://www.leadingtoday.org/weleadinlearning/>



10. Walumbwa, F. O., Orwa, B., Wang, P., & Lawler, J. J. (2005). Transformational leadership, organizational commitment, and job satisfaction: A comparative study of Kenyan and U.S. financial firms. *Human Resource Development Quarterly*, 16, 235-256.