

The Role of Leader in an Organisation

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Abstract:

Leadership and its role are significant issues for any organisations. Leadership is the power where it has an ability to restyle all the qualities of the employees in an organisation i.e., values beliefs , behaviour and attitudes . The most significance in motivating and encouraging its employees in an organisation is influenced by effective leaders. Role of leader helps in increasing the employee efficiency in performance. Every organisation should have an clear vision in order to either succeed in industry or to survive in its day to day operations ,this vision is only can be defined by an leader who can imagine and feel that he can do, and can lead others to lead themselves can become a super leader. In the similar way leaders will communicate the duties and role of the employee in achieving the overall managerial objective. Creating and maintaining sustainable businesses require an understanding the role of leadership in addressing personal development of employees. Visioning and modernization thought of a leader builds the organizations to manage better way the work processes.. An employee in an traditional organisation were confined to the individual roles and responsibilities,but in today's challenging modern organisations a good leader will influence the employees to perform their duties by explaining the vision and the importance of their role resulting in growth of the organisation.

Keywords: Leadership, Vision, Sustainability, Efficiency, Growth of the Organisation.

1. Introduction:

Leaders are an executive who can help others in attainment of specific goals according to the situation by directing and influencing the behaviour. Leadership is a quality which has a potential to inspire all his subordinates work with credence and passion.

Leaders are the one who can inspire others by their thoughts and ideas. In every Organization Leaders will accountable in designing the vision and mission Statements which in turn will be projected as the overall objective of that organization.

According to Keith Davis, "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."

1.1 Characteristics of Leadership

1. A manager is into influencing and directing workers towards accomplishment of goals which is an inter-personal quality of Leadership.
2. Intelligence, maturity and personality are the few qualities will be reflected in every leader.
3. It is an Interaction process between two or more people.
4. In achieving the Organization goals the leader plays an important role by sculpturing and designing the efforts of a group of people.
5. Leadership is a situation-based quality. There is no style or structure of leadership. It all depends upon how the leader deal or react according to the situation.

1.2 IMPORTANCE OF LEADERSHIP

Leadership is a chief role of management which helps to increase competence and to accomplish organizational objectives. The below points are grounds for the importance of leadership in a concern.

- 1.2.1 Initiation-** Leader is one who clearly communicates all his thoughts and ideas with all his subordinates about what he going to Start or initiate.
- 1.2.2 Motivation-**Leader always gets the work done with his subordinates and motivates them by giving the economic and non-economic rewards. He is knowing for paying incentives for the work done.
- 1.2.3 Guidance-** A leader must give guidance in the form of instructions and directions to all his subordinates in order to increase their work efficiency. His role should not be more confined to supervising but should also be an equal to the employees.
- 1.2.4 Building confidence-** Confidence is a chief factor and it creates when leader clearly conveys all his views to his subordinates. And the leader also needs to give the freedom to his employees to express their views if any with regards to their complaints and problems.
- 1.2.5 Morality Building** A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals. -A leader creates an environment where employees are willingly, working co-operatively towards their objectives and winning their beliefs and trust.
- 1.2.6 Work environment Building-** Management will get things done from employees. A good work environment helps in good progress and successive growth. Therefore, human relations should be kept into consideration by a leader. He should build a friendly relationship with all his subordinates where he can listen to their problem and in turn suggest some better solutions.
- 1.2.7 Co-ordination-** Co-ordination is one of the important when working with a group of people. This can be achieved through interlinking the personal goals of employee's organizational goals.

1.3 Objective of the Paper:

this paper will follow its objectives using the following outline:

1. review of role of leadership in organisation.
2. leader's responsibilities towards organisation growth.
3. leader influencing fundamental strategies for organisation growth.

1.4 Research Methodology

Methodology is on written materials, published and unpublished papers, and extensive Internet research, were used.

1.5 Review of literature

Leadership is simply the ability of the manager to influence subordinates to strive willingly toward realizing group goals (Onodugo, 2000). Seen in this context, one is tempted to think that leadership is an exclusive preserve of managers as they perform their organizational roles.

Hersey et al (1998) sees leadership as the "process of influencing the activities of an individual or a group in effort towards goal achievement in a given situation". The above definition brings out certain important points.

First, the activity cuts across all organizations whether formal or informal, business or socio-political, etc; wherever anybody is trying to influence another person or group of persons, then leadership is taking place (Haiman and Hilgert, 1987). It is clearly evident that without effective leadership, organizational activities would be un-coordinated and devoid of unity and direction

Second, leadership is a process, which comprises an ever-changing interplay of relationship amongst the leader, the led/follower and the situation. This simply implies that leadership is a dynamic process which must be adapted to the changing needs of supervisor, the work group and the varying situations in the environment for it to be successful.

Goldman Sachs, Steve Kerr was a prominent figure running GE's legendary Management Development Institute at Crotonville—the world's first major corporate university—during Jack Welsh's tenure. Kerr argues that intensive employee development is a “huge competitive advantage” in terms of recruitment as well as retention, in addition to building the leadership capacity needed to stay competitive in today's business environment.

Piccolo and Colquitt (2006) found that transformational leadership was positively related to perceived levels of the five core job characteristics (variety, identity, significance, autonomy, and feedback), which were related to intrinsic motivation and goal commitment. Intrinsic motivation was related to both task performance and organizational citizenship behaviour (OCB).

Gooty et al. (2009) showed that transformational leadership enhanced followers' positive psychological capital—a higher-order construct that represents an individual's motivational propensity and perseverance toward goals.

2.I Review of role of leadership in organisation:

Optimum effectiveness of organizations needs strong leadership. Leadership is a trait which can be both inbuilt and can be acquired also. Human and psychology are both tactics part of Organizational leadership. Organizational leadership focuses on developing leadership skills and capabilities that are relevant across the development of organizations. The hard times in the industry will still grow during these times according to the potential of individuals to face. The leader should have confidence to manage the group of individuals.

2.1 Role of a Leader

Following are the main roles of a leader in an organization:

2.1.1 Leader as responsibility in the organization- A leader, has to represent his views and ideas at seminars, conferences, general meetings, etc. i.e., A leader in an organization also be called as a manager who will be the representative of the enterprise. His role is to communicate the vision and mission of the organization to all his subordinates and outside people very clearly.

2.1.2 Leader As An Innovator -In today's competitive world leader should be an innovator in order to face all the real time challenges. When an organization is heading towards innovation Leader will be the first person who will personally experience the outcome and he need to communicate the same very clearly to all his subordinates. He should be an initiator for every strategic process that organization would implement. He will be one point of contact for all the effectiveness in the work process.

2.1.3 Leader as a support- A leader is a manager who he should be a co-worker with all his employees by entertaining an invitation of support from all his subordinates. Leader's personality, intelligence, maturity and experience which can provide him successive result. In Every point of time, a leader has to invite views and thoughts, implement them into programmes and plans of enterprise. This way, he can get full support of employees which results in creating good work environment and atmosphere.

2.1.4 Leader As An Analyst -In the strategic management process, leader should act as an analyst where should analyse each and every concern that he have in achieving organizational objective. Not every situation will be common or similar to other it differs, but leader should be responsible for handling all situations with an productive outcome by analysing with all resources that what he have at that point of time.

2.1.5 Leader As A Decision Maker -Leaders make decisions that are very important at the crucial time. He will be the one who have the future vision in his mind that help to achieve organizational objectives. Even though he will invite all the views and ideas from his

subordinates while making the decision, but still he has an individual strategy to make a right one at right time. He will be only one responsible and initiator in making the decisions.

2.1.6. Leader as a friend, philosopher and guide- A leader must possess the three-dimensional traits in him. He can be a friend by sharing the feelings, opinions and desires with employees and suggest the best suggestions to them. His intelligence and experience and thereby directing the employees as and when time requires where he will be a philosopher. He can also guide and counsel the employees in addressing all their work related, personal issues.

2.1.7 Leader's Responsibilities Towards Organisation Growth.

Leadership is the action of leading people in an organization towards achieving goals. Leaders do this by influencing employee behaviours in several ways. A leader sets a clear vision for the organization, motivates employees, guides employees through the work process and builds morale.

A responsible leader responds to both existing gaps in challenges faced by a leader. Leader firmly believes on matters of responsibility, including accountability, appropriate moral decision-making, and trust. Leader being accountable for actions, answerable for decisions, and reliable to subordinates but also maintains a good relationship with his followers.

2.2 Leader's Responsibilities'

2.2.1. Action Initiation: Leadership starts from the very beginning, even before the work actually starts. A leader is a person who communicates the policies and plans to the subordinates to start the work.

2.2.2 Motivating Employees: A leader motivates the employees by giving them financial and non-financial incentives and gets the work done efficiently. Motivation is the driving force in an individual's life.

2.2.3 Guidance Provider: A leader not only supervises the employees but also guides them in their work. He instructs the subordinates on how to perform their work effectively so that their efforts don't get wasted.

2.2.4 Building Confidence: A leader acknowledges the efforts of the employees, explains to them their role clearly and guides them to achieve their goals. He also resolves the complaints and problems of the employees, thereby building confidence in them regarding the organization.

2.2.5 Building work environment: A good leader should maintain personal contacts with the employees and should hear their problems and solve them. He always listens to the point of view of the employees and in case of disagreement persuades them to agree with him by giving suitable clarifications. A positive and efficient work environment helps in stable growth of the organization.

2.2.6 Acts as Co-ordinator: A leader reconciles the personal interests of the employees with the organizational goals and achieves co-ordination in the entity.

2.2.7 Succession Planning: A leader trains his subordinates in such a manner that they can succeed him in future easily in his absence. He creates more leaders.

2.2.8 Change Initiator: A leader persuades, clarifies and inspires employees to accept any change in the organization without much resistance and discontentment. He makes sure that employees don't feel insecure about the changes.

2.3 Leader influencing fundamental strategies for organisation growth .

The first three principles of strategic leadership involve non-traditional but highly effective approaches to decision making, transparency, and innovation.

2.3.1 Responsibility Distribution: Strategic leaders gain their skill through practice, and practice requires a fair amount of autonomy. Top leaders should push power descending, across the organization, empowering people at all levels to make decisions. Distribution of

responsibility gives potential strategic leaders take the opportunity to see what happens when they face risks.

2.3.2 Honest and open to Information: The management structure traditionally adopted by large organizations evolved from the military and was exclusively designed to limit the flow of information, but employees need a broad base of information if they are to become strategic leaders.

2.3.3 Raising Creative Ideas: Developing and presenting ideas is a key skill for strategic leaders. Even more important is the ability to connect their ideas to the way the enterprise creates value. By setting up ways for people to bring their innovative thinking to the surface, you can help them learn to make the most of their own creativity.

2.3.4 Granting access to potential strategists: Give potential strategic leaders the opportunity to meet and work with their peers across the organization. Otherwise, they remain hidden from one another, and may feel isolated or alone. Once they know that there are others in the company with a similar tendency, they can be more open, and adept in raising the strategic value of what they do.

2.3.5 Expanding opportunities for experience-based learning: Most of the professional leadership development is informative as opposed to experiential. Classroom-based training is, after all, typically easier and less expensive to implement; it's evidence of short-term thinking, rather than long-term investment in the leadership.

2.3.6 Employ for transformation: Hiring decisions should be based on cautious considerations of capabilities and experiences and should aim for diversity to overcome the natural tendency of managers to select people much like themselves. The better they are at keeping near and far points of view at the same time available, the better their potential to be strategic leaders.

2.3.7. Tackling critical situations: Strategic leaders understand that to tackle the most challenging situations and problems, they need to draw on everything they have learned in their lives. They want to tap into their full set of capabilities, interests, experiences, and passions to come up with innovative solutions. In so doing, strategic leaders create a lower-stress environment, because no one is pretending to be someone else; people take responsibility for who they truly are.

2.3.8. Focusing on Time: Strategic leaders are skilled in what organizational theorists Chris Argyris and Donald Schön named as "double-loop learning." Single-loop learning involves thinking in depth about a situation and the problems inherent in it. Double-loop learning involves studying your own thinking about the situation — the biases and assumptions you have, and the "un-resolvable situations" that are too difficult to rise.

2.3.9 Practicing Innovation: Strategists have the modesty and intelligence to realize that their learning and development is never done, however experienced they may be. They declare that they are exposed and don't have all the answers. This characteristic has the added benefit of allowing other people to be the expert in some conditions. In that way, strategic leaders make it easy for others to share ideas by encouraging new ways of thinking and openly asking for advice.

3.1 Recommendations:

1. A leader must lead himself, only then he can lead others and can be called as super leader. He must be committed on personal and professional front and must be responsible. He should be a role model for others and set an example for them.

2. A Leader should recognize the culture of the organization affects change and Organizational change should focus on adaptability.
3. A Leader should help employees to promote their self-efficacy. He should be well aware with them, have concern for them and encourage them to take initiatives.
4. A leader must boost up the morale of the employees. He should motivate them well so that they are committed to the organization.
5. A leader must work as a team. He should always support his team and respect them. This will result in more efficient and effective employees and creates positive organizational success.

Conclusion:

In conclusion, after thorough study of articles, journals and books, it is believed that organizational change, which is based on leader's vision and then followed by his/her innovative approach to get this vision, has a relatively strong and closer relation with organizational development. Organizational changes which are perceived initiated and implemented by a visionary and innovative leadership, seems to have a relatively strong relation with his employees and success. Creating and maintaining strategic businesses require an understanding the role of leadership in addressing personal development of employees. Visioning and Innovation thought of a leader leads to organizations to manage better way the process of organizational growth. And leader can initiate change and implement change efficiently and effectively. An efficient leader is asset to the Organisation and its growth.

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