

Critical analysis of leadership theories and assessing their links flashcard



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An organisation is comprised of a big set of persons, working together to achieve a specified common end. The concrete organizational model is based upon specified values and positive civilization escorted by magnetic leaders that are required to grok their functions and duties towards both the employees and the administration. A positive work environment is comprised of rational and puzzling leaders that believe in authorising employees and appreciate their active engagement in the patterned advance of the company (Balain, and Sparrow 2009, p. 227) . The construct of leading is generated to supervise the behavioral forms of employees including and actuate them to heighten their trueness towards the administration. The behavioral forms of employees greatly vary depending upon their single fortunes and hence, it is highly important for the leaders to develop an empathic attack towards deciding the issues of employees and to animate them for effectual part to accomplish the organizational aims. It is the duty of the organizational leaders to develop disputing but accomplishable ends and hike the squad spirit amongst the employees to accomplish maximal organizational productiveness (Knight, Durham and Locke 2001, p. 329) . There could be diverse scope of motivational factors that might act upon an person ' s strong belief and the effectual leaders have the ability to individual out those factors to carry the employees to heighten organizational growing and maximize its productiveness (Choi 2006, p. 26) . This paper is intended to analyze the function of leading and employee motive in long term organizational success by critical rating of the

theoretical underpinnings of the topic. The thought is to reflect the behavioral forms of both the leaders and employees by acknowledging the demand for employee motive and understanding the function of leaders to optimistically motivate the employees in the best involvement of the administration (Knight, Durham and Locke 2001, p. 335) . The chief aim of this paper is to explain the functional characteristics of an administration in which the function of leading becomes highly important in order to develop smart employee motivational schemes to guarantee their satisfaction and thereby, bring forth constructive employee ' s attitudes to continue long term organizational success.

ROLE OF LEADERSHIP IN ORGANISATIONAL SUCCESS

Routine functionary work environment has several challenges and issues which are required to be sorted with sheer intelligence and finding.

Organizational construction is highly complex including diverse nature of employees and hence, the function of leader becomes highly important to keep a positive and constructive workplace (Hamlin 2002) . The most built-in facet of a leader ' s personality is the understanding towards duties and willingness to battle with troubles and challenges. Not all directors can go effectual leaders (Knight, Durham and Locke 2001, p. 335) as the complex organizational construction and diverseness of employees makes it hard to recognize the kinetics of cardinal actuating factors that facilitate in enhanced organizational productiveness. The globalised work environment of today is comprised of administrations holding employees coming from different backgrounds, talking diversified linguistic communications and

competent in changing scope of accomplishments and hence, leaders today, are non merely required to concentrate on undertaking achievement but must besides turn to the employee ' s outlooks by prosecuting them as efficaciously lending member of the administration. Employees look upon their organizational leaders as a manager who enables them to understand and execute their undertaking in right mode (Hamlin 2002) . Employees expect their leaders to efficaciously pass on and direct them to predominate over the work-related issues and obstructions by motivational accomplishments. The construct of leading is based upon the combination of personality, political orientations, mind, motive and trust (Balain, and Sparrow 2009, p. 228) . Organisations endeavour financial growing and productiveness which can be achieved by progressive employees followed by a magnetic leader. It is important for the organizational leaders to enroll maximal figure of followings and for that, leaders through their personal appeal, political orientations and intellect addition trust of employees and actuate them to carry through organizational ends (Kaplan and Norton 2004, p. 37) . Long term organizational success is extremely dependent upon leading and employee motive. It has been studied that, in order to accomplish long-run organizational success, leaders are required to derive trust of employees and actuate them (Baldoni, 2005, p. 175) . The distinguishable qualities embracing excellence in public presentation and direction accomplishments ascertain the organizational leaders. The ability to envision, empathise, and empower are the three nucleus constituents that determine the magnetic property of a leader. Visualizing behavior of a leader influences other organizational members by exciting a demand to carry

through and the empathetic behavior facilitate the followings to gel with their leader based on ideological associations (Choi, 2006, p. 41) .

ANALYSING THEORIES OF LEADERSHIP

Leaderships are the symbol of political orientations that are followed by others and administrations get enormous growing and success by incorporating magnetic leading within their work environment. Interaction of leaders with the followings tends to develop a positive and extremely motivated work environment which finally consequences in the organizational success (Pratti et al, 2003, p. 27) . The six most built-in leading theories have been critically analysed to understand the grounds behind advanced public presentation degrees which enhances the economic and organizational strength.

Great Man Theory

The theoretical account of Great Man theory was based on a belief that the leading is confine merely to the blue people that are destined to escort the remainder. Once the people belonging to upper-class were treated otherwise and were looked upon by others due to specific qualities they posses or the exceeding criterion of life they enjoyed. It was believed that merely a limited figure of people were unambiguously gifted with certain abilities and traits that made it possible for them to go leaders and the remainder are meant to follow them (Pratti et al, 2003, p. 32) . The most critical component of the Great Man theory was the unsighted strong belief in the leading of blue people and steadfastly believing that the traits of leading can ne'er be inherited, developed, learnt, or acquired (Baldoni, 2005, p. 179) , which limited the range of leading. The term ' Great Man ' <https://assignbuster.com/critical-analysis-of-leadership-theories-and-assessing-their-links-flashcard/>

itself has a limited range as the theoretical account is chiefly male, military and west oriented. While analyzing the phenomenon of intrinsic domination of the Great Man theory, it is so true that there are certain work forces possessing some inborn power to act upon over their coevals, confirming their right to leading nevertheless, the construct of restricting the headship to a group of blue is unjust (Choi 2006, p. 42) . If the Great Man theoretical account is applied to the modern-day organizational construction, it might bring forth unconstructive results as the variegation of employee ' s background, linguistic communications, accomplishments and single circumstance has given rise to a much perplexed work environment where blue facet of Great Man theory would develop pessimism amongst employees. The globalised nature of work environment has developed a strain of employees that are much more cognizant, educated, adept and competent (Hamlin 2002) . Employees today do not needfully be content with fine-looking wage bundle alternatively they look forward to professional growing and enhanced chances. The Great Man theoretical account does not turn to the chances and outlooks of being organizational work force as it is confined to offer leading chances to blue group of people merely. Followed by the Great Man theoretical account which advocates the innate high quality, the exceeding traits, qualities and properties of the leaders were explored and as a consequence of which Trait Theory was developed.

Trait Theories

The Trait Theories were developed with a intent of finding the nucleus features of leaders that contributed towards organizational success. The

theory was put forward with purpose to ease the administrations in the designation of cardinal traits, qualities and properties of leaders so that the right set of people can be recruited and installed into leading places of the administration. There are a figure of leading traits identified by several surveys including adaptability, decision, cooperation, dependableness, assertiveness, finding, self assurance (Wheatley 2001, p. 92) nevertheless, it has been observed that there is no quantifiable means to place leading features and there are no consistent set of qualities that might back up the construct of a true leader (Baldoni, 2005, p. 212) . Human existences have legion positive and negative traits that are responsible in determining up the overall personality of an person. All leaders posses the cosmopolitan quality to influence others nevertheless, the set of cardinal traits that enables them to rule over their coevalss might well differ (Pratti et al, 2003, p. 37) . It has been studied that the generic qualities of a leader such as magnetic personality, sociableness and intelligence are non limited to themselves merely alternatively the most normally held traits of leaders can besides be shared by diverse group of people which do non needfully go leaders. On the other manus, generic traits of the leaders might be similar nevertheless, the absence of some of these generic traits do non do them any less leader. There has been slightly consistence in the generic traits of leaders that may include administrative accomplishments, decision, reactivity and shrewdness which enables them to guarantee enhanced organizational productiveness. It has been argued that there is the chance of outstanding leaders being gifted by few common traits however ; it is about infeasible that all leaders pose a corporate set of features (Pratti et al, 2003, p. 39) and therefore, the Trait Theory failed to prolong its impulse. It is important to observe that, neither <https://assignbuster.com/critical-analysis-of-leadership-theories-and-assessing-their-links-flashcard/>

the important traits corroborate the place of a leader and not the place of leading can be acquired by the identified important features (Gosling and Mintzberg 2003) .

Behavioral Theories

The contradictory nature of the Trait Theories, led the research workers to concentrate on the behavioral facet of organizational leaders and as a consequence of which the Behavioural Theories were formulated that are chiefly based on analyzing the changing leading manners. The McGregor ' s X & A ; Y Managers Theory has been widely publicised stating that the leader ' s premises about human nature greatly influences the overall organizational leading ploy. In conformity with McGregor ' s theoretical account, the theory Ten directors deem that there is an intrinsic antipathy amongst human existences towards duties and duties which circumvents their desire to work unless persuaded. Theory Ten directors are required to consistently direct and command their work force to accomplish organizational aims. On the other manus, theory Y directors believe that right work atmosphere combined with employee ' s committedness facilitates people in exerting autonomy and self-denial that finally aid in carry throughing the pre-set organizational ends. By analyzing the McGregor ' s theoretical theoretical account, it can be observed that the theory Ten troughs support the domineering manner whereas ; theory Yttrium directors support a participative attack of leading. The tyrannizing leaders have strict control over their employees characterised by their decision conversely, the participative leaders are much more considerate and are found to act sympathetically towards the employees and thereby, develop a sense of

association and trust (Pratti et al, 2003, p. 40) . While contrasting both the leading behaviours it can be constituted that the bossy leaders are rigorous but disciplined which consequences in obtaining better consequences in footings of enhanced financial growing conversely, the participative leaders are the preferable pick of the employees but the public presentation border is well reduced due to their considerate behavior. The Blake and Mouton ' s Managerial Grid is another behavioral theory focal points on organizational production and employee orientations by analyzing the combinations of concerns between the two extremes. Blake and Mouton ' s Managerial Grid measures the leader ' s concerns for production on horizontal and concerns for people on the perpendicular axis by placing the five cardinal leading manners. By analyzing the Blake and Mouton ' s Managerial Grid, it has been observed that the most important facet of leading behavior is to value the collaborative attack and teamwork that finally consequences in long-run organizational success.

Situational & A ; Contingency Theories

Depending upon the systematically germinating work environment and inconsistent fortunes, it can be constituted that the leading styles has to be well flexible and adaptative in order to turn to the implicit in organizational issues. After placing the behavioral facets of leading it was inevitable to use them in changing state of affairss to measure their practicableness. Fiedler ' s Contingency Model was put frontward with purpose to turn to workplace issues that are extremely reliant upon the impinged situational factors explaining that mechanistic organizational environment may come on good with bossy leading manner whereas a participative attack is suited to a

dynamic work environment holding a flexible attack (Heslin, VandeWalle, Latham 2006, p. 882) . Fiedler Contingency Model categorised directors in two distinguishable groups i. e. undertaking and relationship oriented and environment as favorable or unfavorable. This theoretical account enables the leaders to pull strings the environmental variables to fit their leading manners. In conformity with the eventuality model the relationship and power placement of a leader with its squad members greatly influences the undertaking construction (Baum and Locke 2004, p. 587) and it has been observed that the favorable work environment characterised by constructive leader-member relationship tends to give a high undertaking construction where a leader has the power to appreciate or punish its employees with absolute authorization and frailty versa. Both the undertaking motivated and relationship motivated leading manners comes with their comparative set of pros and cons as the task-motivated leaders can derive financial growing by surpassing the cardinal rivals (Kaplan and Norton 2004, p. 42) whereas, the relationship motivated leaders gain client satisfaction which establishes the positive image of the administration which reasonably contributes in achieving long-run organizational success. The theoretical evidences of Hersey-Blanchard Model of Leadership are based on measuring the developmental capacity of employees which tends to find the suitability of a leading manner in a specific state of affairs. The theory is based on the combination of undertaking behavior and relationship behavior of a leader depending upon the adulthood of its subsidiaries within a workplace putting. With regard to the situational variables of subsidiary ' s adulthood degrees, the leading manner have been categorised into four sorts out of which two major leading manners including directing behavior and supportive

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behaviors are deemed as the most important (Perren and Burgoyne 2001) .

In directing behavior class the leaders adopt a one-way communicating scheme where leaders decide, communicate, direct and closely supervise the public presentation of the subsidiaries to accomplish the nucleus organizational aims (Balain, and Sparrow 2009, p. 229) . On the other manus, the supportive behavior of a leader is bipartisan communicating procedure in which leaders adopt a flexible attack by prosecuting the subsidiaries in the determination devising procedure, listen to their positions, offer support and promote their parts in undertaking public presentation. The most important facet of Hersey-Blanchard Model is that, it provides a multi-purpose attack by letting the leaders to measure the adulthood degree of their subsidiaries and thereby, adjust their behaviors consequently. The theory emphasises on heightening the adulthood degree of subsidiaries by effectual coaching techniques, increased support and motivational strategies so that the load on leading can be fine-tuned as per the developmental capacity of the employees which non merely benefits the leaders but is every bit favorable to the administration in longer tally. The Tannenbaum & A ; Schmidt ' s Continuum theoretical account is an extension of eventuality theories proposing that there are four chief leading behavior varies along a continuum including bossy or revealing manner, persuasive or selling manner, consultative or consulting manner and democratic or joining manner. The continuum theoretical account has distinguished the leading manners and applied them to stipulate state of affairss as for illustration stating manner is most suitable to maturate squad in an exigency state of affairs, the merchandising manner is applicable to an aggressive work puting where leader is decisive nevertheless the enthusiastic engagement of the

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subsidiaries is every bit valued. The consulting and fall ining leading is complimentary to somewhat similar state of affairs where corporate determination devising by both the leaders and subordinates consequence in enhanced productiveness of the administration (Heslin, VandeWalle, Latham 2006, p. 886) . Another important situational or eventuality theoretical account is the Adair ' s Action-Centred leading which is characterised by a three circle diagram. The situational and contingent elements determine the reactivity of leader to turn to the organizational issues and accomplish the coveted ends.

Leaderships and Followings

Previously the construct of leading was confined to idealize the solo frontal figures that contributes in accomplishing organizational aims. The theories of Leaderships and Followings are intended to foreground the mutuality of leaders and their subsidiaries and reflect the significance of collaborative work environment. The theory of Servant Leadership determines the single perceptual experience to function foremost and so take by promoting teamwork, prevision and trust within the organizational construction by authorising all and handling them with equity. Team Leadership is another theoretical attack that is put frontward by Meredith Belbin underscoring on the balanced squad attempts by suggesting a web of persons working together for a common organizational end holding both single strengths and failings. Team work is most suitable to the complex construction of globalised work environment as the leaders are less meddlesome and believe in prosecuting their subsidiaries as actively take parting members of the administration (Goleman, McKee and Boyatzis 2002, p. 22) . The volatile

organizational construction of today requires concerted working relationships due to its diverse nature and the leading manner that promotes employees development offers a holistic attack where job resolution and decision of a leader is complimented and supported by the full squad. In add-on to this, James MacGregor Burns came up with the Transactional and Transformational Leadership Model which is which enables to develop an apprehension of pecuniary and ethical demands of administration followed by a leader. The transactional leading is based on concern position by trusting on short term financial benefits to maximize organizational efficiency. The transactional leading focuses on tactical issues and is difficult informations orientation by back uping the entrenched construction and systems and is preponderantly occupied by power, political relations and fringe benefits (Baum and Locke 2004, p. 589) . On the other manus, the foundation of transformational leading is has high moral and ethical evidences based on pre-defined intents. The significance of transformational leading is the diffusion of responsibilities and duties amongst the squad to get meaningful and disputing occupation functions for the subsidiaries in order to develop a sense of dignity by admiting the human potency (Drach-Zahavy and Erez 2002, p. 668) . Transformational leaders work towards geting long-run organizational success by providentially alining the internal construction and systems without consisting the nucleus values and rules.

Dispersed Leadership

It is an informal leading manner that is significantly dissociated with the organizational hierarchal theoretical account. The Dispersed Leadership theoretical account is the most modern-day theoretical theoretical account

which encourages the all persons within an administration to lend their leading accomplishments without any restrictions of hierarchy and positively act upon their co-workers to maximize organizational productiveness. It has been studied that, by developing ' leaderful ' civilization and work environment by the aid of synchronized, concerted and empathic leading theoretical account (Raelin 2003, p. 62) , the administrations can go more progressive as the duty and committedness of a leader can be extensively entrenched throughout the full administration without the restrictions imposed by formal concatenation of bids. The relationship and societal behavior of an single determines its leading qualities and the intrinsic features and traits of a leader have the power to act upon other by bring forth following (James and Burgoyne 2001) . Hence, the phenomenon of spread leading i. e. promoting the development of leaders amongst the little groups of same political orientations may besides profit the administration by the preliminary of a modern work environment holding shared set of duties.

ASSESSING THE LINKAGE BETWEEN LEADERSHIP & A ; EMPLOYEE MOTIVATION

Leaderships are expected to bring forth enthusiasm within their subsidiaries to maximize their efficiencies and are far-sighted to develop effective schemes to get the better of the obstructions that may impede in smooth patterned advance of the administration. The most extremely equipt organizational leaders utilise utile tools of communicating, job resolution, people direction, determination devising and motive to develop a strong bond with their squad members and derive their trust to extort extreme end

product of their organizational public presentations (James and Burgoyne 2001) . Suited to the diverse scope of state of affairss and contexts, the administrations put frontward effectual leading manners in order to develop associations with their employees by exhibiting unbelievable thrust and enthusiasm in order to accomplish the coveted ends. To get the desired consequences by the enhanced efficiency of their subsidiaries, leaders are required to excite them with the aid of legion motivational tools including inducements, growing chances and waggess (Rodgers, Frearson, Holden and Gold 2003) . Leadership theories combined with right motivational schemes tends to present enhanced organizational productiveness. Leaderships are hence anticipated to understand the human psychological science as the organizational public presentations are greatly influenced by the psychosocial aims of an person (Heslin, VandeWalle, Latham 2006, p. 882) . It is highly important to admit the substance of human demands while developing organizational aims as the labour force of the administration is preponderantly worlds that are engaged in specific occupation functions to carry through their basic demands. Apart from pecuniary benefits, an person may besides hold changing psycho-social demands that develops an single personality based on a personal belief system (Raelin 2003, p. 65) . An administration can successfully develop a high-performing work force by turn toing the psycho-social demands of its employees through pecuniary and symbolic waggess that tends to heighten a sense of dignity and thereby lend in geting the coveted organizational ends (Renn 2003, p. 572) . Sing the primary human demands and psychosocial necessitates, smart leaders develop effective schemes to actuate their subsidiaries by unswervingly exciting the right single motivations (Wegge and Haslam 2005, p. 404) .

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The employees of today have enormously grown in footings of educational makings and thrive on cognition based work environments where they expect to have the due regard to their political orientations and recognition of their parts and attempts profiting the administration. Leaderships are the primary and the most critical connecting point of the work force with the administration that enables the work force to show their positions with complete freedom and recognize their organizational parts (Goleman, McKee and Boyatzis 2002, p. 22). The old methods of pull offing subsidiaries through leaders have been replaced by the modern-day techniques of using personnel-centric schemes within the administration in order to exceedingly motivate employees to derive competitory advantage in the market. Directors are required to actuate the employees and attain their uttermost trueness and devotedness by animating them through effectual leading manners.

The democratic nature of modern-day administration supports the thought of authorising their employees and the leaders are now anticipated to bring forth their followings by following a flexible attack and widely recognized leading manner. Today, the merchandises and services offered by the administrations are non the lone means to vie in the market but the power of an administration to retain a extremely competitory, loyal and productive work force find their market domination (Drach-Zahavy and Erez 2002, p. 669). The linkage between true leading and motivational schemes has been greatly emphasised by the administrations and it has been observed that leaders with their motivational ploy play an built-in function in maximizing organizational productiveness. The bossy leading manners followed by

purely hierarchical organizational constructions have been subsided in the modern-day globalised work environment where employees prefer a democratic leading that is meant to esteem their psycho-social aims and is just towards admitting their single parts in the overall organizational success. It has been identified that the modern-day work force appreciates leaders that are persuasive and non coercive. Employees have now become more inclined towards professional pragmatism and disputing occupation functions instead than curtailing their growing chances to short-run benefits like position and place (Goleman, McKee and Boyatzis 2002, p. 39) . Therefore, administrations have besides recognised the strong bond between effectual leading and motivational schemes and have put forward their puzzling leaders that are willing to acclimatise their leading accomplishments in order to turn to the psycho-social demands of today ' s work force. The long-run organizational success is extremely reliant upon its imperfect and devoted work force (Hamlin 2002) that can be achieved by incorporating the right set of motivational schemes through the most appropriate leading manners. Administrations providentially choose the appropriate leaders that have sufficient propensity of analyzing the nucleus psycho-social demands of the employees and rectify cognition about the organizational environment (Wegge and Haslam 2005, p. 401) . The strength of leader ' s receptivity to suitably come back towards the systematically germinating state of affairss together with their ability to turn to the unprecedented outlooks of employees, ascertains the long-run organizational success.

CONCLUSION (250)

Peoples ' s attitudes towards their employment have been well altered due to a displacement from manual to knowledge based work environment in the modern-day globalised organizational construction. The fast-paced work environment combined with extremely antiphonal employee ' s behavior has enhanced life criterions and employee ' s outlooks and hence, effective and incorporate leading has become indispensable to actuate the organizational work force of today. Depending upon changing state of affairss, administrations place their best leaders that are required to actuate their subsidiaries through the most suited leading techniques in order to continue the trueness and committedness of the employees towards accomplishing maximal organizational productiveness. To reason, there is a strong relationship between effectual leading and employee motivational schemes that non merely bring forth financial benefits by enhanced organizational productiveness but besides contribute in carry throughing long-run organizational success.