

# Specifications of task oriented leadership management essay

[Business](#), [Management](#)



C: Users\jyd\Desktop\untitled 1. png VS C: Users\jyd\Desktop\images\CAM73TNM.jpg

## **OBATOYINBO BABAJIDE**

**000763056**

### **INTRODUCTION**

Globalization has changed the competitive structures across markets, restructured supply chains across industries and redefined skill sets required of leaders to succeed. Every business firm, country, or organization strives towards achieving their desired goals and objectives; and this can only be done if the style of leadership employed is effective and efficient. According to Taleghani (2010), leadership is defined as the process of having dominance on group activities in order to realize a laid down objective(s). In order to carry out leadership tasks, managers always try to have influence on the people under their supervision, thereby motivating and directing them so as to achieve organizational goals. It has become a common agreement among researchers that effective management and leadership processes must reflect the culture in which they are found (Ayman et al 1993). Distinct cultural characteristics such as language, values, beliefs, social organization, and religion are generally presumed to necessitate distinct leadership approaches in different groups of countries - popularly known as culture clusters (Hofstede et al 1993). For instance, researchers who are of the opinion that culture specific position often cite the individualistic nature of the United States of America as support for the argument that leadership theories developed in the United States are limited

in their applicability to different cultures (Adler et al, 1991). Therefore, leadership styles and management methods all over the world are diverse and are influenced specifically by the dominant environment. The complex nature of modern organisations requires flexibility in leadership and management. Leadership is dynamic, and is built by means of an on-going process requiring considerable time and organisational resources and culture (Fleishman et al, 1992). Previous researches on leadership models of organisations affirm leadership's significant role in steering organisational culture and change. Conversely, organisational culture is pivotal in shaping leadership styles (Pors, 2008). For example, family leadership of business enterprises, including large companies, occurs in very similar ways in both America and Asia, but is more common in Asia. But there is less freedom of action for executives and boards in America than in Asia. Studies have also confirmed the profound impact of organisational culture on the success or failure of an organisation's leadership, and that organisational culture and leadership cannot be separated (Schein, 1992). The key challenge for modern organisations is to understand the strong influence of organisational culture on leadership styles and its direct and indirect effects on individual members of organisations. The obstacles encountered during the process of understanding leadership and the measurement of competency of leaders is reported as the underlining factors contributing to slowness in organisational development. This research work focuses on China and United States of America; two different countries in socio-cultural and political backgrounds. United States is described as a Western developed society where individualism, social equality and progression are seen as the social norm. In

contrast, China is perceived as a collectivistic and harmonious society. Therefore, differences in these nations' organisational cultures and leadership styles are expected. This study investigates this notion by looking at the various determinants of the issue.

## **LEADERSHIP**

### **Specifications of leadership**

According to Taleghani (2010), one of the most important characteristics of leaders is to have an insight with which they can see what occurs in the group, organization or society and diagnose the way it could be resolved. Such an insight gives leaders energy and power to work. This energy and power can be created in them by inspiring their followers and motivating them. This inspiration is defined in their beliefs and is converted into reality. Leaders also inspire their followers to recognize desirable ways and ask them to recognize their leader and to reach to the desirable state that he has specified.

### **Cultural studies of leadership**

Several studies have been carried out about leadership and the key factors in leadership efficiency have also been inspected. A characteristic which is regarded positive in a situation might be regarded as a negative specification of leadership in another position. A special style of leadership that is suitable for individualism cultures may lead to defeat in a collectivism culture. According to Kozan, K. (1992), he concluded that in countries placed in the low rank of industrialization, autocratic leadership styles are more common than other leadership styles. For instance, one of the issues found

frequently in comparative studies is the comparison of Japanese culture with other cultures, specifically the American type. In this report, two types of leadership i. e. Task-Oriented and People-Oriented leaderships are looked at closely. In task oriented leadership, performance of task is emphasized and in people oriented leadership, realization of objectives through morale reinforcement and providing welfare for the staff are of great importance. The specifications of each of the mentioned styles are defined and specified as below:

### **Specifications of Task-Oriented leadership**

It informs staff of the plans and tasks. It directs and instructs them. It determines accurate and clear timeline for performing the works. It is fully aware of work devices and equipment available to the staff. It wants staff to report their work progress. It leads the staff to work in specified time limit. It doesn't allow waste of time due to unsuitable planning. It tries to lead the staff to work in their maximum capacity and ability.

### **Specifications of People-Oriented leadership**

It improves working facilities of the staff. It understands attitudes of the people. It wants to know beliefs of the staff. It behaves staff justly. The staffs are available to communicate. It deals with personal problems. It trusts in staff. It is interested in the work future of the staff. It recognizes their good performance. It supports staff. From the foregoing, it is noted that both two types of leadership are available in all cultures; however the way staffs perceive the distinction between two styles depends on their cultural field. This also shows that while a special behaviour is regarded task oriented in

some culture, it might be considered people oriented in another culture. People of different cultures have different expectations from their managers and leaders; origin and cultural records of people have effect on formation of their expectations. It is a common knowledge among American managers that the role of a manager is to help solve problems, meaning he can help staff detect the ways for solving problems by their own, not he just answers all their questions. The reason is giving solution to all problems causes staff lose their own motivation for innovation and creativity, and finally their productivity decreases. On the other hand, most of French managers believe that manager should give his staff accurate and clear answers so that he can preserve his credit among them.

### **Intercultural contingency model of leadership**

On the basis of the findings of this model, participatory leadership is recognized suitable for all studied cultures. This doesn't suggest that participatory leadership is the best leadership style in intercultural management; it refers only to its vast application in the world (Mayntz, 1997). However it is not suitable in Australia, New Zealand, and North Europe. In some regions and countries such as Philippines and Hong Kong, there is high diversity in leadership style. Generally, leadership style should be adapted with cultural environment and space dominant in the organizations (Wiley, 1996). In business leadership, there also is a diversity of models: In America, with its longstanding experience with professional business leadership, the most readily available role model for the head of a company is the corporate CEO. In China and Chinese-related businesses it is

the head of the family. In France it remains the military general. In Japan it is the consensus builder. In Germany today it is the coalition builder.

## **THEORIES OF LEADERSHIP**

The practice of leadership has been backed up by variety of theories to help explain and give a better understanding of the concept. The various theories of leadership as identified by Bolden R, et al (2003), include the following:

### **Fiedler's Contingency Theory**

This theory states that it is impossible to adopt a particular style of leadership but believes that the most appropriate style that best fits the situation should be used. Fred Fiedler developed a contingency or situational theory of leadership. Fiedler postulates that three important situational dimensions are assumed to influence a leader's effectiveness. These include:

**Leader-member relations (Relationship/Task Oriented):** the degree of confidence the subordinates have in the leader. It also includes the loyalty shown the leader and the leader's attractiveness.

**Task structure:** the degree to which the followers' jobs are routine as contrasted with non-routine.

**Position power:** the power inherent in the leadership position. It includes the rewards and punishments typically associated with the position, the leader's formal authority (based on ranking in the managerial hierarchy), and the support that the leader receives from supervisors and the overall organization.

## **Path-Goal Theory**

This theory postulates that increase in subordinate motivation by charting out and clarifying the paths to high performance, makes leaders to be more successful. Therefore, in order for an effective leader to be successful he must: Motivate their followers to achieve group and organizational objectives. Be sure that to be in control over outcomes their subordinates desire. Reward those that perform at a high level or achieve their work goals by giving them desired outcomes. Raise their subordinates' beliefs about their ability to achieve their work goals and perform at a high level. Take cognisance of their subordinates' individual characteristics and the type of work they do.

## **Leader–Style Theory**

This model describes the different ways leaders can make decisions and also guides them in determining the extent to which their subordinates should participate in decision making. The expanded version of this model holds that (1) organizational decisions should be of the highest quality and (2) subordinates should accept and be committed to organizational decisions that are made. The model presents methods for determining the appropriateness of leader style.

## **Hersey and Blanchard Theory**

This model identified a three-dimensional approach for assessing leadership effectiveness: Leaders exhibit task behaviour (the extent to which leaders are likely to organize and define the roles of subordinates and direct the work) and relationship behaviour (the extent to which leaders are likely to be



encouraging, supportive, and so on). The effectiveness of the leader depends on how his or her leadership style interrelates with the immediate situation around him. The readiness and willingness of an employee to do a particular task is an important situational factor. This very approach is easy to understand, offers suggestions for changing leadership style, and shows leaders what to do and when to do it. It is more of the opinion of adaptability (i. e. the degree to which the leader is able to vary his or her style appropriately to the readiness level of a follower in a given situation).

## **Transformational Theory**

This theory postulates that transformational leadership occurs when a leader transforms, or changes the subordinates in three major ways that together result in followers trusting the leader, exhibiting behaviours that contribute to the achievement of organizational objectives, and being motivated to perform at a high level. Transformational leaders therefore: Increase subordinates' awareness of the importance of their tasks and the importance of performing well. Make followers aware of their needs for personal growth, development, and accomplishment. Motivate their subordinates to be more committed for the good of the organization rather than pursue for their own personal gain or benefit.

## **LEADERSHIP IN WESTERN AND ASIAN COUNTRIES**

Researchers have seen the phenomenon of leadership as widely conceived to be universal across cultures, i. e. the way in which it is operationalized is usually viewed as culturally specific. There are different views concerning

leadership literature about the transferability of specific leader behaviours and processes across nations.

## **Leadership model in China**

Political connections and family control are the most common factors that are hardly separated from businesses in Asia. Chinese people especially have been influenced by a philosophical doctrine known as Confucianism for over 5000 years Taleghani (2010). Majority of the people living in China have unchanging Confucius thoughts in their character. Chinese culture is significantly effective on the function of management. Below are some of the cultural specifications effective on organizational behaviour in China:

Decision making concentration  
Special attitude to time  
Administrative corruption  
Importance of face and face-to-face conduct  
Limited partnership  
Dominance of " secondary groups" on the " primary groups"  
Importance of relation orientation  
Belief in grievance and necessity of coordination with nature  
The powerful persona behind Confucius Philosophy plays a major role in centralization of power in Chinese organizations, as enshrined in the country's constitution. Superiors don't believe in the inferiors and prevent from conveying power to them. Limited partnership is also a direct result of concentration in decision making. Many beliefs such as " silence is gold" and " necessity of conservatism" also lead to decrease in participation of the followers in management of affairs related to work place. In this regard, supervisors are assumed to control affairs and don't allow the inferiors to participate effectively. Emphasis on secondary groups and decrease in the role of primary group are also result of the same centralized

system. Key decisions and major issues are made by putting the interests of the decision makers and the beneficiary groups. But the primary groups which consist of most people are forced to be silent. Due to the dominance of hierarchical relationship, progress and promotion of staff depend on their relationship with higher levels of management or political powers rather than their individual function.

### **Leadership model in United States of America (USA)**

Most CEOs in America usually use one of these five leadership styles: directive, empowering, participative, charismatic, or celebrity. There is less freedom of action for executives and boards in America than in Asia. US have no specific culture since different individuals with different cultural backgrounds have immigrated to the country. However, group of general tendencies are observable in common history of Americans. Some of these tendencies are as follows: Categorizing human being as good or bad  
Functionalism  
Individualism  
Dominance of culture  
Non-compulsory thinking  
Attention to present and future instead of past  
In summary, it is a general knowledge in America that human beings are either good or bad, contrary to what is obtainable in Confucius communities which regard nature of all human as being good. In USA, government has imposed severe penal laws for regulating behaviours of the people. Americans have non-compulsory thought, and believe in performance of work and change rather than acceptance of fate. The people know themselves dominant on the nature, have tendency to solution of problems and emphasize on three variables of structure, strategy and system. In Hofstede view, people in

individualism culture enjoy personal particulars and successes in order to define themselves, while in collectivist societies such as China and Japan, they emphasize on unity and group fidelity. In collectivist societies, supervisors rely on fidelity of staff, reliability and coordinated group relationship with others and for this purpose they prefer to select staff among their friends and relatives, while in USA to employ friends or family members is not a good act and regarded even destructive. Americans put value on the work and put importance on planning and decide what to do and when. They firmly believe that success is achievable through practice. American managers believe that they can control their environment and what occurs in it, and they assume themselves responsible for the problems out of home such as strikes and economic events. For a very long time, Americans have progressed in self-consciousness and they also believe they are master of the world and confide in continuation of their superiority.

## **SUMMARY AND CONCLUSION**

In summary, leadership is a way of influencing teamwork with the sole aim of achieving some desired goals. Furthermore, leadership styles and management techniques are many, diverse, and are influenced by cultural specifications dominant in the environment. In different researches and tests of theories of leadership, one cannot generalize a theory to the entire world and in many countries these theories are not applicable. Finally, it was also found out that Western (USA) and Asian (China) leadership models have some level of differences. Conclusively, Asian leadership model can be said to be dramatically different from Western leadership model because Asian

leaders are more conservative while Western leaders are more risk-taking. It is also observed that while Asian leaders directs, their Western counter-parts persuades. Western leaders are more informal while Asian leaders are more formal at work place. Culture wise, leadership positions is usually passed within the family structure in Asia compare to Western countries where leadership is passed or given to the individual that merits such. In the same vein, family and political connections are more in Asia than in the West. This is because businesses in Asia rely more on this so as to keep the business afloat.