Effective Leadership in Organization

Bhumika Shah

Abstract—In this article, different factors that impact organization leadership has been described, and how it effects leadership effectiveness is examined. Different sixty articles have been studied to find integrative model on effective leadership in organization. The aim of the model is to study all the important aspects that builds effective leadership in the organization.

Index Terms—Effective Leadership; Leadership Behavior; Leadership Ethics; Leadership Styles.

I. INTRODUCTION

Leadership is natural and spontaneous process that gives meaning to unstructured mechanism of the organization [1].Its proposed growth of the organization can be best achieved by working for common goal and capacity of leaders to make commitments [2]. It is not mandatory to have leadership traits at upper levels of organization, it can exercised at any hierarchical level of organization [3]. Leadership is necessary in the organization for innovation, creating enthusiasm , creating focus ,motivating and aligning people [4].

II. RESEARCH METHOD

In the research presented here the focus is on combining the most important "previously established studies and concepts" that I have identified in the academic literature based on which I provide a synthesis that "advances our understanding" [5]. In this study I identified t most important variables that help in the current business or organizational situation to build leadership, to accomplish a competitive advantage. My examination approach joins the "interpretive paradigm" in which a rich depiction of each factor in our present association setting is built up [6].

In aim of the study is to create hypothesis on leadership effectiveness, which is coordinated, reliable, conceivable, and sufficiently clear [7]. It is a comprehensive literature review on factors effecting effective leadership in business.

Different articles have been reviewed in relevant journals to create theoretical foundation of this paper.

The commitment of the investigation is planned to survey and compress the hypothetical and exact information that ought to rouse new dialogs and headings for additionally explore movement [8].

III. DISCUSSION

A. Effective Leadership in Business

Leader inspires confidence and support among people ,who aspires to achieve organizational goals [9]. leadership expands the extent of the life span and achievement of a business. Making and growing a business, especially for a new business or one that has as its essential concentration on technical advances, requires the help of leaders and managers [10]. Leader influence his team members to work for a common goal [11]. It is believed that, different situations demands for different leadership styles and leader should know which style to use [12]. Effective leadership play vital role in success of virtual teams at both team and individual level [13] and leaders traits are positively connected to small business [14]. Wise pioneers move from a restricted concentrate on operation and methodology to a more all-encompassing point of view and reacts to outside occasions with wisdom, adaptability, and validness [15].

Management and leadership though sound similar but they are different, leadership is seen to be a part of management and they are both important for the organization [16]. Manager of the organization faces complexity and leader makes changes, but both of them take decisions about organization plans and building relationship among people [17]. Management is important for leadership effectiveness [18]. It is important for top management to have leadership qualities to motivate ,inspire subordinates, resolve conflicts between people and for power sharing at different levels in organization [19]. In innovation administration, top managers will be more successful with empowering leadership, middle managers will be more viable with directive or supportive authority and supervisors will be best, if they stay away from supportive leadership [20].
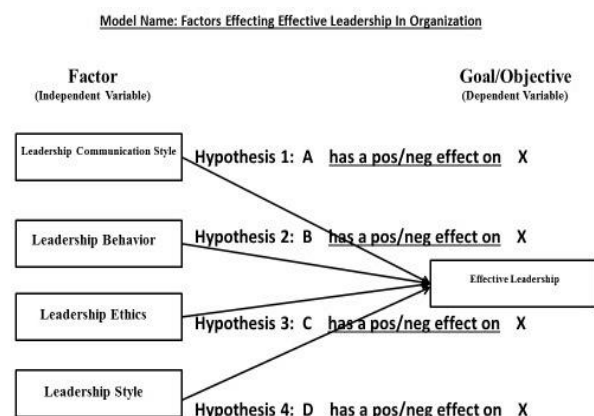

Fig. 1. Factors Affecting Effective Leadership in Organization

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B. Communication Style

In the different researches it has been found that social and communication skills contribute to leader's emergence and effectiveness [21]. Leader should be aware of the factors that focus on relationships, symbolic communication, body language, and cognitive complexity for a better, more effective communication strategy [22]. Moreover, verbal and written communication directly relate to team outcomes and sometimes also customer's satisfaction [23]. It has been seen that leader's communication style boost worker's motivation and performance ,that in turn gives dedicated workforce to the organization [24]. It has also be seen that motivational language of leader helps the team members to come with more innovation [25]. In the study it is found that 10%increase in leader's motivational language, increases 5% employees intention to stay [26]. There are four fundamental communication styles: Analytical, Intuitive, Functional and Personal [27].
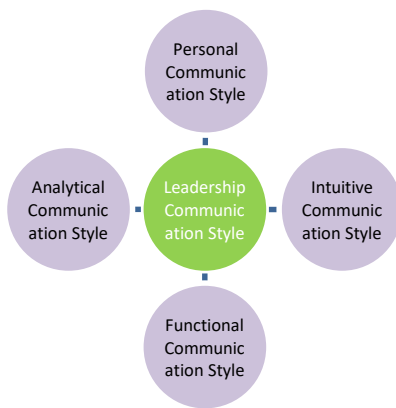

Fig. 2. Leadership Communication Style [28]

1) Analytical leadership Communication

Analytical leadership is based on data and facts, it favors logic and accuracy. Every action is taken by some thoughtful consideration and follows some rational process [29].

2) Intuitive leadership Communication

Intuitive leadership communication is based on intuition and instinct of leader. Though it does not fit any scientific model but are important part of leadership communication. It is said that suggestions or actions that comes out of intuition are clear, focused and are comes from alert and conscious mind. This style is commonly found in top levels of organizations [30].

3) Functional leadership communication

In this style, fundamental occupation is to do, or complete, whatever needed to complete group job. Inside this approach the pioneer is compelling to the extent that he/she guarantees that all capacities basic to undertaking and group upkeep are finished [31].

4) Personal Leadership Communication

Personal communication style is open and straightforward, leaders can practice this style to get nearer to subordinates, construct trust, advance exchange, connect

with workers, and adjust their correspondence to organization planning [32].

C. Leadership Behavior

For effectiveness in leadership , traits and skills should be transformed into behavior of leader [33]. In one research conducted by scholars at Ohio university, it was found that two important factors of leadership are consideration and initiating factor [34] and both the factors together contribute towards leader's effectiveness [35].

Consideration factor of leader focusses towards feeling of warmth, support, friendliness and trust among subordinates ,Initiating structure focusses towards assigning tasks, specifying procedures, scheduling work, clarifying expectations and establishing realistic goals [36]. Consideration provides employee satisfaction and initiating factor contributes to employee performance [37]. From the study it has been analyzed that leader's consideration and initiating factor contribute to subordinates satisfaction [38]. Leader with high score in initiating factor will pay more attention towards planning the task, communicating and scheduling job and new ideas ,on the other hand leader with high score in consideration, will talk more about employee's trust ,feeling ,rest and job satisfaction [39].
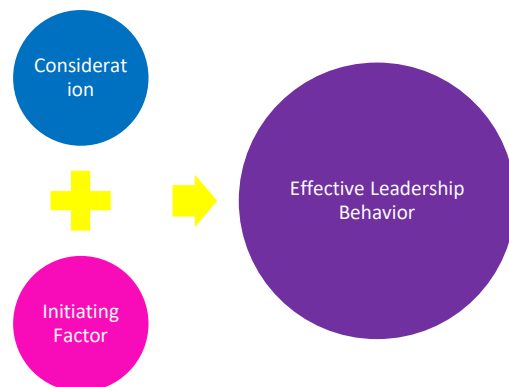

Fig. 3. Factors Determining Effective Leadership Behavior

1) Consideration

Consideration factor of leader focusses towards feeling of warmth, support, friendliness and trust among subordinates. Leader with high score in consideration, will talk more about employee's trust ,feeling ,rest and job satisfaction [39].

2) Initiating Factor

Initiating structure focusses towards assigning tasks, specifying procedures, scheduling work, clarifying expectations and establishing realistic goals [36].leader with high score in initiating factor will pay more attention towards planning the task, communicating and scheduling job and new ideas [39].

D. Leadership Ethics

Ethical leader is believed to influence the employee and organizational behavior [40]. Ethical leadership is important to ensure that the actions, and values of leadership ethics consists of right, wrong, great, insidious, righteousness, obligation, commitment, rights, equity, decency, and so on in human associations with each other and other living things [41]. An effective ethical leader guarantee that his subordinates perceive him or her as an ethical person who

can be trusted and respected, who treats everyone equally [42]. If leader will be ethical, his team members will also work in ethical direction for the organization [43]. Ethical leadership promotes positivity and morality in the team, to support building individuals, company and community [44]. When the impact of the company leader upon the company image, identity and prestige is considered, it becomes important to create competitive strategies with codes of ethics [45].

1) Fairness

Fairness in the organization acts as a driving force that guides people to work for a common goal and motivates them to come into the agreement to work [46]. It is studied that fairness in the workplace builds trust of the employees in the organization [47].

2) Power Sharing

Power sharing, appropriately organized, can support balance and debilitate radicalism. Power sharing builds stability and reduce violence [48].

3) People Orientation

Individuals situated administration works since individual representatives and colleagues esteem compassion and welcome a bona fide concentrate on their prosperity [49].

4) Integrity

Integrity means adherence to moral and moral standards; soundness of good character; trustworthiness; the condition of being entire, whole, or undiminished; a sound, healthy, or consummate condition [50].

5) Ethical Guidance

leaders ought to be a key origin of ethical direction for workers. Most workers look outside themselves to some noteworthy others for moral direction. Consequently, in the work environment, leaders ought to be a central source for such direction [51].

6) Concern for Sustainability

We set that organizations are perplexing versatile frameworks working inside more extensive complex versatile frameworks, making the issue of translating just how an association is to be manageable, a phenomenal request on leaders. Henceforth, leadership for manageability requires leaders of unprecedented capacities [52].

Fig. 4. Effective Leadership Ethics [53]

E. Leadership Styles

Leader's conduct with his group members reveals regular, predictable, consistent pattern. This pattern characterizes leader's action into leadership styles [33]. It can be characterized into three styles, named as participative, entrepreneurial and autocratic. According to various studies it is believed that there are differences in the leadership styles based on gender. There is no winning formula ,effective leadership comes from all the styles used at right situation [54].Though not universally accepted, it is believed that females possess behavioral oriented style and males have task oriented behavioral style [55].

1) Participative style

In this leadership style, team leader values team member opinions in decision making. This leadership styles makes employees feel involved and motivated [56].

2) Entrepreneurial style

In this leadership style, leaders are highly motivated and have strong achievement sense in them. They are highly enthusiastic and creative. They have high vision and act quickly when opportunity arises [57].

3) Autocratic style

In this initiative the leader holds all expert and duty. In this leadership style, leaders settle on choices all alone without consulting subordinates. They achieve choices, convey them to subordinates and expect provoke execution. autocratic workplace does regularly have little or no flexibility [58] behavioral style [55].
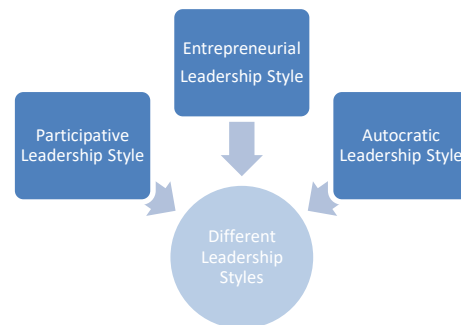

Fig. 5. Different Leadership Styles [59]

IV. RESULTS

There are many researches and studies on effective leadership, but this topic is still debated and talked about. Effective leadership is a secret ingredient to effective organization performance. It is leader's responsibility to motivate people to work together for common goal. Effective leadership play vital role in success of virtual teams at both team and individual level [13] and leaders traits are positively connected to small business [14].

Different Sixty articles are studied to formulate this model, which shows how leadership communication, leadership ethics, leadership behavior and style effects leaders performance in the organization.
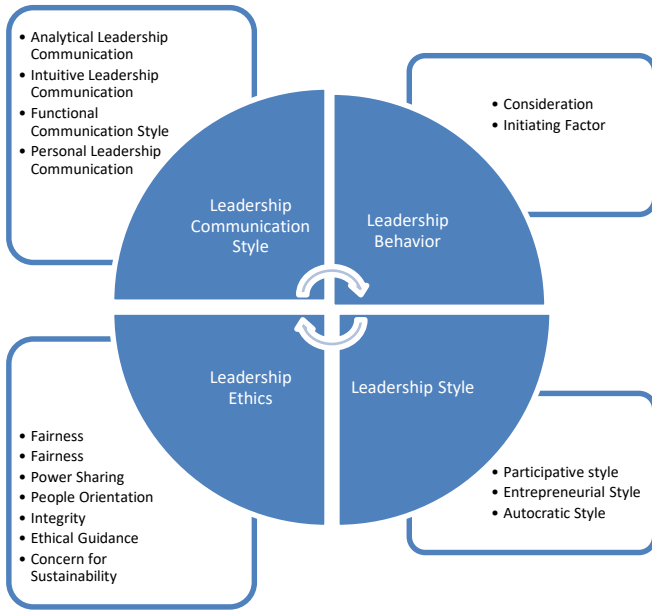
Fig. 6. Effective Leadership Model

V. CONCLUSION

The goal of the paper is to develop the model, to understand important factors that makes a leader effective for an organization. The paper studies how different leader's communication, behavior, ethics and styles results leadership effectiveness, and in turn impact performance of the organization.

Fig. 7. Factors determining Effective Leadership

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