

# Leadership –A Tool for Achieving Success.

“A LEADER IS NOT ONE WHO DID GREAT DEEDS, BUT ONE WHO MAKES  
ME TO FEEL THAT I CAN DO GREAT DEEDS”

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## **Abstract**

Leadership is not a new Phenomenon, the concept of leadership exists since long back and the world has seen so many leaders in all walks of life (Business, Political, sports etc.). Still no one is able to define what qualities exactly make a person effective leader. In this article we summarized some essential qualities of leader and collected primary data from 80 Management students and evaluated their perception about the degree of importance of various qualities and their preferred Leadership style.

**Key words: Leadership, Effectiveness**

## **Introduction:**

Leader is one who has followers and what leader does is leadership. Role of leader is very vital in a team/organizational success; all of us aware that Leader is a motivator, decision maker, problem solver and a role model. The success factors for organizations are many but leadership is most vital among all.

## **Qualities of a leader:**

No one in this universe can define what qualities exactly make person a good leader. The situations, complexity, prevailing law, need of the hour and group or organizational objectives various from one to another. The qualities of Leader relate to inner core and are different from one to another and always dynamic. However most of the people try to list out the qualities of effective/good leader. The following is the list of qualities which are essential for a good leader.

1. High degree of Inter personal communication skills.
2. Sound decision making power.
3. Supporting, coordinating, motivating and inspiring skills.
4. Focus.
5. Empathy.
6. Open mind and sound knowledge on various task related issues.

## **Leadership Functions:**

William black and mouton described all functions of a leader in brief. They are either concern for task or concern for people. The degree of concern ranges from 1 to 9, where one shows minimum concern or no concern at all and 9

represent maximum concern. Precisely application part of the most of the qualities are said to be functions of Leader.

### **Styles of Leadership:**

1. **Autocratic Leadership style:** Basic philosophy is there is only one way of doing things, boss is supreme power and all followers have to listen to him. Followers have no voice to express grievance or to give a suggestion. The power of the leader make people work. Flow of communication is only top to bottom. Decision making is quick and only the leader will take all decisions. Follower work out of fear and their morale is negative. This style is best suited when followers are illiterate.
2. **Democratic Leadership style:** Basic philosophy is there is two heads are better than one head, boss behaves like a peer and invites followers in decision making. Followers have voice to express grievance or to give a suggestion and also take part in decision making. Flow of communication is both top to bottom and bottom to top. Decision making is little time consuming as people has to discuss and take decisions. Follower morale is positive.
3. **Free rein Leadership style:** In this style decisions are purely taken by followers only. Two way communications is visible in this style. the role of the leader is central guiding force and controlling. This style is best suited when all subordinates are educated and knowledgeable.
4. **Paternalistic Leadership style:** Basic philosophy is there is only one way of doing things, leader is supreme power and all followers have to listen to him. The leader will see followers in such a way that the Followers will not have any problems. The love and affection shown by the leader make people work. Flow of communication is only top to bottom. Decision making is quick and only the leader will take all decisions. Follower work because they treat leader as a as philosopher, guide and a role model. The morale of followers is maximum positive.

### **Methodology:**

Survey tool: Structured questionnaire.

Sample size: 80

Sample frame: Two management college students in Hyderabad.

Sample technique: Convenience quota sampling.

### **Objectives:**

- To know the theoretical aspects of Leader and leadership.
- To know and understand Management students philosophy about leader and leadership.
- To know most preferred Leadership style.
- To analyze the data and to draw meaningful conclusions.

### **Review of Literature:**

Bano Fakhra Batool (2013) in their study on emotional intelligence on working class of male and female managers in a private and public sector provided the following results.

- There exists a positive and significant relationship between leadership style and Emotional intelligence.
- Emotional intelligence is a measure for identifying potentially effective leaders.
- Emotional intelligence can be used as a tool for developing effective leadership skills.

Szu-Fang chuang (2013) synthesized the literature findings with respect to both cross-cultural management and international leadership in order to identify essential leadership skills for global leaders. According to the author the following are the various skills essential for global leaders.

- Develop self-awareness
- Understand cultural stereotypes
- Increase self-assurance
- Look at a bigger picture

- Create a vision and be able to sell it
- Develop a global mindset
- Gain and offer supports
- Build effective communication skills
- Search for and utilize available resources
- Create appropriate motivational techniques
- Take social responsibility seriously

Alice H. & Blair T, (1990), in their study on gender and leadership styles opined that Male leaders tended to be more task oriented than female leaders to the extent that a leadership role was more congenial to men. Further they explained in their paper that women tended to be more task oriented than men in leadership roles that are feminine.

Nor Famiza, (2014), in their study on leadership styles identified that transactional leadership style showed significant difference among age groups. The study was based on 201 librarians of four universities in Malaysia. The study was supported by University Technology MARA (UiTM), Shah Alam, Malaysia. The study also suggested that librarians should apply a variety of leadership styles and practices based on the need and situation as they help in better problem solving and motivate subordinates to be proactive other factors that can help them to engage with subordinates in the organization.

Alexander & Eissa Al-Safran, (2002), in their study on “The effect of principal’s leadership style on school environment and outcome”, provided the following conclusions:

- School outcome is purely dependent on principal’s leadership styles.
- An integrative principal leadership style promotes, encourages and creates cooperation and collaboration among the teachers more than the leadership of the authoritative principals.
- Hence schools with integrative principals achieve higher academic outcomes than schools with authoritative principals.
- Culture has a significant impact on the principal’s leadership style. The appropriate principal leadership style depends on the culture in which the school exists.

Nattavud Pimpa and Timothy Moore (2012) in their study on comparison between Thai and Australian public sectors leadership styles confirm that communication-oriented, strategic thinking and planning, relationship building, and conflict management are the four styles which suits both the countries. The results also indicate that Thai public sector system, leadership that focuses on goal orientation is ranked most highly whereas, Australian public sector focused on leadership that fosters equity among organizational members. Finally, the author of this paper recommends that each country is unique and leadership theories should be tailored and modified to be applied effectively in the local organizational context.

David.E and Susan (2010) in their study on, “Achieving High Organization Performance through Servant Leadership” empirically tested the model of servant leadership in three high performing organizations. They observed that servant leaders could develop a culture of followers who are servant leaders themselves.

Gopal and Rima Gose, (2014), conducted a study on leadership styles in a leading oil and refinery company and gave the following conclusions.

- Indian employees are motivated by social rewards, self-actualization needs, compensation, and improved working conditions.
- In order to reach the hearts and minds of employees, leaders need to ‘walk-the-talk’, with a clear vision.
- Leaders should encourage employees to push the bar and challenge themselves with roles which utilize their full potential, talent and creativity.
- An ideal leadership style should be a mix of transactional managerial abilities, intellectual stimulation, individualized consideration, and other ingredients such as creativity, team orientation, and appreciation of others, coaching, and recognition.

**Analysis:** Samples 40 of each were taken in 1.Exclusive MBA College.

2. MBA College in Engineering College.

**1. Exclusive MBA College.(Table:1)**

<b>Leader qualities</b>	<b>Very important</b>	<b>Important</b>	<b>Moderately Important</b>	<b>Of Little Importance</b>	<b>Un Important</b>	<b>Total 40</b>
Focus on task	15 (37.5%)	18 (45%)	5 (12.5%)	2 (5%)	0 (0%)	(40) 100%
Focus on Followers	3 (7.5%)	5 (12.5%)	27 (67.5)	5 (12.5%)	0 (0%)	(40) 100%
Inter personal communication skills	32 (80%)	6 (15%)	2 (5%)	0 (0%)	0 (0%)	(40) 100%
Decision making power	30 (75%)	10 (25%)	0 (0%)	0 (0%)	0 (0%)	(40) 100%
Supporting & coordinating	10 (25%)	10 (25%)	12 (30)	4 (10%)	4 (10%)	(40) 100%
Motivating	20 (50%)	18 (45%)	2 (5%)	0 (0%)	0 (0%)	(40) 100%
Sound knowledge	18 (45%)	15 (22.5%)	3 (7.5%)	4 (10%)	0 (0%)	(40) 100%
Empathy	8 (20%)	10 (25%)	18 (45%)	3 (7.5%)	1 (2.5%)	(40) 100%
Open mind	34 (85%)	4 (10%)	2 (5%)	0 (0%)	0 (0%)	(40) 100%
inspiring skills	20 (50%)	14 (35%)	4 (10%)	2 (5%)	0 (0%)	(40) 100%
Others	10 (25%)	10 (25%)	18 (45%)	2 (5%)	0 (0%)	(40) 100%
Preferred Leadership style	<b>Autocratic</b>	<b>Democrati c</b>	<b>Free rein</b>	<b>Paternalistic</b>		
	12	20	3	5		

## 2. MBA College in Engineering College.(Table-2)

Leader qualities	Very important	Important	Moderately Important	Of Little Importance	Un Important	Total 40
Focus on task	8 (37.5%)	16 (45%)	8 (12.5%)	8 (5%)	0 (0%)	(40) 100%
Focus on Followers	13 (7.5%)	25 (12.5%)	2 (67.5)	0 (12.5%)	0 (0%)	(40) 100%
Inter personal communication skills	28 (80%)	10 (15%)	2 (5%)	0 (0%)	0 (0%)	(40) 100%
Decision making power	22 (75%)	18 (25%)	0 (0%)	0 (0%)	0 (0%)	(40) 100%
Supporting coordinating	8 (25%)	12 (25%)	12 (30)	6 (10%)	2 (10%)	(40) 100%
Motivating	18 (50%)	17 (45%)	5 (5%)	0 (0%)	0 (0%)	(40) 100%
Sound knowledge	8 (45%)	15 (22.5%)	10 (7.5%)	6 (10%)	1 (0%)	(40) 100%
Empathy	5 (20%)	12 (25%)	16 (45%)	3 (7.5%)	4 (2.5%)	(40) 100%
Open mind	10 (85%)	13 (10%)	12 (5%)	5 (0%)	0 (0%)	(40) 100%
inspiring skills	28 (50%)	8 (35%)	4 (10%)	0 (5%)	0 (0%)	(40) 100%
Others	5 (25%)	8 (25%)	21 (45%)	4 (5%)	2 (0%)	(40) 100%
Preferred Leadership style	Autocratic	Democratic	Free rein	Paternalistic		
	4	30	3	3		

**Total Sample (80) (Table :3)**

Leader qualities	Very important	Important	Moderately Important	Of Little Importance	Un Important	Total 40
Focus on task	23 (28.75%)	34 (42.5%)	13 (16.25%)	10 (12.5%)	0 (0%)	80 (100%)
Focus on Followers	16 (20%)	30 (37.5%)	29 (36.25)	5 (6.25%)	0 (0%)	80 (100%)
Inter personal communication skills	60 (75%)	16 (20%)	4 (5%)	0 (0%)	0 (0%)	80 (100%)
Decision making power	52 (65%)	28 (35%)	0 (0%)	0 (0%)	0 (0%)	80 (100%)
Supporting coordinating	18 (22.5%)	22 (27.5%)	24 (30%)	10 (12.5%)	6 (7.5%)	80 (100%)



Motivating	38 (47.5%)	35 (43.75%)	7 (8.75%)	0 (0%)	0 (0%)	80 (100%)
Sound knowledge	26 (32.5%)	30 (40%)	13 (16.25%)	10 (12.5%)	1 (1.25%)	80 (100%)
Empathy	13 (16.25%)	22 (27.5%)	34 (42.5%)	6 (7.5%)	5 (6.25%)	80 (100%)
Open mind	44 (55%)	17 (21.25%)	14 (17.5%)	5 (6.25%)	0 (0%)	80 (100%)
inspiring skills	48 (60%)	22 (27.5%)	10 (12.5%)	2 (2.5%)	0 (0%)	80 (100%)
Others	15 (18.75%)	18 (22.5%)	39 (48.75%)	6 (7.5%)	2 (2.5%)	80 (100%)
Preferred Leadership style	Autocratic	Democratic	Free rein	Paternalistic		
	16	50	6	8		

**Conclusion:** Survey results shows that most of the Management students opined that the interpersonal communication skills are most important to be a effective leader. Both set of management students gave highest rank for this quality followed by Sound decision making and Motivating followers to attain greater heights. Out of total respondents 62.5% prefer Democratic Leadership style. Finally we conclude that leadership is situational.

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