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Leaders' Leadership Theory in a Management Perspective

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ABSTRACT

Leadership is the most important characteristic of a manager. Leadership is a spiritual tool for the better use and organization of human activities, coordination, abilities and characteristics. The manager or leader has leadership resources. The basis of these sources may be formal and possibly informal, which is necessary to understand. There are various institutions in the political, cultural, social and economic spheres of societies; Each of these employees has different characteristics and different qualifications, which need to be studied so that organizations and institutions can develop well. To this end, the ability to lead has been researched by management science researchers. A manager has different solutions to achieve the goal to solve his problems better and reach the goal on a regular basis. These solutions are the various theories that have been developed by the science researchers. Management science researchers have already clarified the logical approach of any solution or theory for a manager or leader, highlighting the advantages and disadvantages, which makes it much easier for a manager to lead.

INTRODUCTION

The world's most advanced societies have intelligent leaders and excellent leadership. On the contrary, the backward societies of the world are currently facing various problems regarding leadership. The people of the backward countries still have wrong beliefs about leadership. (Muslih. 2019)

Leadership is the process of organizing and coordinating activities to achieve goals. Leadership is a skill for a leader or manager, which has an impact on the activities, achievements and behaviors of subordinates. The goal of leadership is to perform activities well and achieve goals. (MSG. 2023)

"The action of leading a group of people or an organisation."

This is the definition given above by the Oxford dictionary for leadership. Leadership is to control the situation in a good way and one of the abilities and duties of a manager is to lead. (Emeritus.2023)

Management scholars have given different theories about leadership. These theories are divided into two parts that exist in the past and the present. It is necessary for a manager and leader to have the ability to lead and to have extensive information about leadership. In order to achieve their goals in a good way, it is necessary for every manager and leader to read different theories of leadership and to understand well about different types of leadership. (Muslih. 2019)

In this article, leadership is explained from the point of view of management scholars. Information about formal and informal leadership has been given, and in the third part, there are various theories of management science researchers about leadership, which will be very necessary for a manager or leader in the field of leadership. In this

article, a large amount of information has been collected for every manager and leader to control the organizations of different parts of the society, to achieve the goals appropriately and to understand and use the human abilities in their place and time.

What is Leadership

Leadership is the science and art of influence in the people, which affects activities in such a way that people move towards the goal set. Leadership is the process of encouraging, influencing and guiding others in the organization, to ensure that employees work effectively and achieve the organization's goals. (Hill.2008)

Leadership is the ability and influence of an individual or group to influence the members and activities of a community, organization or team in order to achieve certain goals. Leadership is an ability and uniqueness that any individual can achieve by using his or her mental strength and material resources and enjoying that ability. In any organization, team and society, people who are working in lower positions can also achieve leadership capability. Leadership is an ability and necessity that every society needs economically, culturally, politically, socially and in every aspect of life. In every sphere of life, human beings face difficulties, problems, hardships and joys. In view of these situations, sometimes human beings are obliged to make difficult, comfortable, relaxed and serious decisions. (Barney and Pratt. 2021)

Leadership is a set of activities and capabilities used to implement and formulate large and continuous plans, to formulate guidance principles and to improve an organization. Leadership is a skill and ability that human beings can achieve and learn. Human beings haven't come into the world with this skill at the time of birth, this

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ability wasn't in the minds and activities of human beings, but over time every human being can better understand society, study human beings deeply, understand leadership and finally learn good leadership, and gain leadership skills. Every member of the community who works in a position can learn new skills, acquire new abilities, study their environment better and learn about leadership. Leadership is about learning what to do with it's subordinates and to be able to create better guidance, implement them and achieve set goals. (MC Kinsey. 2021) Leadership is an skill that has a motivating effect on others to better achieve goals. Leadership is a beautiful skill of motivation to motivate individuals to achieve set goals, make good use of resources and coordinate all members of a team, community or organization. (Ward. 2023) There are many similarities in the above views of the scholars and most of all the concept is the same. In my opinion, leadership is an ability to have an impact on the subordinates to achieve the appropriate goals, the best use of the staff's capabilities, to manage and solve problems in crisis situations, and ultimately to make as expected progress and innovations. Leadership is a great process to avoid future risks and problems and to take appropriate measures in times of trouble. Make progress and create innovations.

Formal and Informal Leadership

Leadership can have a formal aspect, formal leadership source is an official authority, such as leading in government agencies, various organizations and other formal societies. It can also be that leadership has an informal aspect and doesn't originate from an official authority, such as leading religious groups, tribes, and other informal groups. Whenever leadership has an official aspect so has an official authority and source ; and it's discussed in the administrative framework,

then the people under formal leadership are official employees and are called employees. But in the event that the leadership has an informal aspect and doesn't take its source from the official authority and is outside the official administrative framework, then the people under informal leadership are called followers. From the aspect of management leadership is defined formally, which means organizing and controlling most of the employees. Management leadership is done by giving direction, guidance, vision and encouragement. Every good manager who is appointed in official positions is checked for his leadership ability. It is obvious that the best managers have good leadership skills. Informal leadership is widely seen in religious groups, tribes and other such groups and we have examples of this type of leadership. So far, informal leadership doesn't has specific and accepted rules. (Faqerzai. 2013)

Theories of Leadership

Theories about leadership: People have been interested in leadership since the time when the work in organizations and societies started in group form. This means that when organizations and societies started using groups, it became necessary that these groups should be led and managed. But this work wasn't done until the beginning of the 20th century; Rather, since the beginning of the 20th century many people have thought about leadership and researchers of various sciences have conducted researches in this area. In the same field, researches was also done by management science researchers, and in result management science researchers have created some theories. This theories divides into two parts, One is an ancient theory and the other is a contemporary theory. (Muslih. 2019)

The following chart summarizes the leadership theories related to the article:

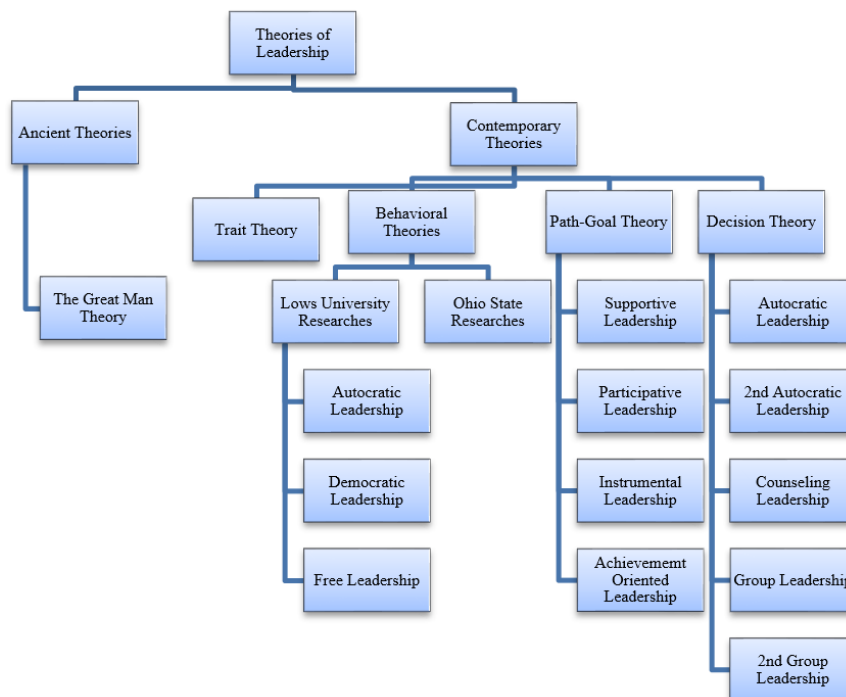


Figure 1: Summarizes the Leadership Theories

Ancient Theories About Leadership

Ancient theories have more emphasis on the leader and the leader's image with other individuals and other groups under investigation. The former theories make it clear who the leader says to, what the leader does, how he treats individuals and groups and so on... The first theory in the series of ancient theories is called the Great Man Theory. (Muslih. 2019)

This theory became very popular in the 19th century. Historian Thomas Carlyle has a great influence in creating this theory. According to Carlyle, the best leaders in the history of the world were born with the best characteristics and leadership skills. Carlyle was a historian, he believed that the best leaders in difficult situations have been created on the basis of divine inspiration with excellent leadership skills. Carlyle's same thoughts created this theory. According to this theory, leadership is a divine gift and when man is born, leadership is also born with him. The emphasis of this theory is that the leader has some abilities that God has given to leaders naturally and these abilities can't be acquired. According to this theory ordinary people and leaders are different from the time of birth. Some famous and leading leaders of the world were said to be born in a legendary and natural way; such as Mahatma Gandhi, Abraham Lincoln and Alexander the Great. In the 19th century, the leaders of the time and their activities helped to popularize this theory. (Cherry. 2020)

The Great Man Theory soon lost its originality, faced many criticisms and was rejected. Instead of this theory, new theories have been created, which according to the new theories, leadership qualities can be learned. (Muslih. 2019)

Contemporary Theories

In contemporary times, with the development of societies, social activities and the production of various sectors also increased. With the increase of these activities, the increase of production, the emergence of various groups and companies, the emergence of organizations and many other large institutions, the need for management scholars to create new theories in order to meet the needs of human societies has increased. They answers and solves the existing problems in the field of management so that the activities are carried out in a regular and coordinated manner and the goals are achieved. Managers or leaders of different departments needed to learn new leadership methods and types according to the current situation in order to organize their institutions and organizations in a better way. In order to meet these needs, management scientists have conducted various researches, which we will read together here. These researches have been created in different ways, in order to solve different situations and different problems, and they are very necessary for the present time. These theories are as follows. (Muslih. 2019)

Trait Theory

In the field of leadership, the researches that was

conducted during the 1920 and 1930 years was on the characteristic of the leader, which distinguishes the leader from the people who aren't the leaders. (Shafritz. 2011)

In this section the characteristics and traits of some leaders have been studied and researched. Leaders' physical development, appearance, social class, emotional stiffness, eloquence of language and so on were studied and researched. After all this researches, researchers haven't been able to find traits that make a difference between a leader and a non-leader at any time and in any place. (Stephen. 2006)

This theory also derives from Carlyle's vision, which he gave in the middle of the eighteenth century. Carlyle believed that the characteristics of leadership were born with human beings in a divine and hereditary way, they are with these traits from creation. (Cherry. 2022)

After research, the scholars suggested that we are optimistic that there are certain qualities that can be used by leaders around the world. There are seven of these characteristics, each of which we study in detail below: 1. Leaders must show their power to the people at the highest level and be more interested in achieving their goals. 2. Honesty: The leader must establish a real and credible relationship with his followers, there isn't always a difference between his words and deeds. 3. Self-confidence: The leader must have self-confidence and be able to convince his supporters about his goals and decisions. 4. Intelligence: The leader must be vigilant in order to gather and analyze a large amount of information. 5. With information related to the job: A good leader should have enough information about his organization and technique and this in-depth information can lead to the right decisions. 6. Eager for leadership: The leader must have a strong desire to influence others, lead them and be willing to take responsibility. 7. The leader must be strong, friendly and alive. (Stephen. 2006)

Behavioral Theories

Behavioral theorists believe that leaders are made, not born. In this theory, the action of the leader is looked at, not his understanding of how much intellectual power he has in which area. (Griffin. 2006)

This theory is also known as style theory and sometimes researchers refer to it as style theory. Researchers of this theory believe that every person can learn how to behave and then be a leader. (WGU. 2023)

Behavior is a set of actions and reactions that all living things perform in order to organize their affairs in order to achieve their goals. Our goal here is human behavior, so it is better to discuss human behavior as well. Human behavior is also a part of the behavior of living beings that can be affected by human emotions, culture, ethics, religion, coercion, love, relationships and others. Human behavior is different from other living beings due to the existence of the above factors. (Technofunc. 2023)

Researchers believe that behavioral theory can create a more specific and effective way to lead than trait theory. Attitude theory is based on the leader's behavior, morals

and behavior, what kind of behavior and morals a leader uses among his employees in order to be able to lead people properly. There are four basic researches in this section, each of which we will study in detail. (Muslih. 2019)

Lows University Researches

This research was done by Kurt Levin and his friends. They identified three types of leadership by looking at the leader's behavior. After the publication, this theory gained international recognition. (Ahmadzai. 2012)

Autocratic Leadership

This is the leadership in which the leader keeps all the power in his hand and uses command to do the work and orders others. The leader makes comprehensive decisions and sometimes allows others to participate in it, but their opinion isn't given any importance by the command. This is the reason that all the employees accept the order in this leadership, if the order has a good result and if it has a bad result, then the employees don't pay attention to it. This type of leadership has some advantages and disadvantages. (Ahmadzai. 2012)

Advantages of Autocratic Leadership

✓ In this leadership, decisions are made easily because the power is with one leader and there is no consultation with others, therefore wasting time is prevented.

✓ Using this type of leadership is effective in emergency situations. (Muslih. 2019)

✓ When a group wants to make a negative decision in emergency situations, this theory can manage them quickly and prevent negative results. (Sam. 2016)

✓ Mandatory leadership is very useful for leading an inexperienced team because the employees don't have good work experience, so they need serious instructions. 5. There is less pressure on employees and they are only focused on performing their duties. (Harappa. 2021)

Disadvantages of Autocratic Leadership

✓ In this type of leadership, the relationship of employees with the leader deteriorates, and their interest in work decreases.

✓ Since the staff isn't given a share in the decision-making, their talents and abilities aren't being used properly and as a result their progress is hindered.

✓ If this method of leadership is used continuously, it will have many negative consequences. (Muslih. 2019)

✓ Creating a system that is unconsciously left unconscious, because this leadership is very fast. (Harappa. 2021)

Democratic Leadership

This is the type of leadership in which the leader considers his employees as partners in the decision while making decisions, the leader entrusts his powers to others in some areas and gives confidence and courage to his employees to make decisions and participate in setting goals. In participatory leadership, decisions are made jointly and with each other's cooperation, there is

full cooperation in work and affairs, and the relationship is friendly. The leader listens to the opinion of each of his employees and values it well. The leader like a good coach, only supervises the work and guides the employees in order to improve the work in some areas. (Ahmadzai. 2011) Leaders in democratic leadership take the opinion of their employees from time to time. He asks about the problems of the employees and takes their opinion. He takes a look at the development of every part of the employees and uses their abilities to create a better development. The leader tries his best to make the employees cooperate and develop with each other as a team. (Srivastava. 2022)

Advantages of Democratic Leadership

• In this leadership, decisions are made easily because the power is with one leader and there is no consultation with others, therefore wasting time is prevented.

• Using this type of leadership is effective in emergency situations. (Muslih. 2019)

• When a group wants to make a negative decision in emergency situations, this theory can manage them quickly and prevent negative results. (Sam. 2016)

• Mandatory leadership is very useful for leading an inexperienced team because the employees don't have good work experience, so they need serious instructions.

• There is less pressure on employees and they are only focused on performing their duties. (Harappa. 2021)

Disadvantages of Democratic Leadership

• As there are many consultations in this method, the decision-making process takes a lot of time and the decision isn't easily made.

• In this way, the employees doubt the knowledge and talent of the leader.

• When making a wrong decision, all employees blame each other and don't accept any responsibility in particular. (Faqerzai. 2013).

Free Leadership

Free leadership: In this type of leadership, leaders give all their power and authority to employees and do their work as they see fit. The leader has a symbolic figure and all other work is done by the employees. In this type of leadership, employees are satisfied and use their knowledge properly. In practice, this type of leadership has many problems. For more clarity, we first study its advantages and then its disadvantages. (Russell. 2011)

Advantages of Freedom Leadership

• In this method, the employees under the hand freely and continuously benefit from their knowledge and talent.

• Employees feel high job satisfaction.

• Knowledge and experience of employees are used. (Russell. 2011)

Disadvantages of Independent Leadership

• In this type of leadership, the commander loses his dignity and status among the employees and the

employees don't respect him.

- In this type of leadership, employees don't perform activities properly and the level of activities is weak because the leader generally doesn't have proper monitoring and control.

- In this way, arbitrariness is revealed in the activities of the employees under the hand. (Russell. 2011)

In the research of Kurt and his friends, it was revealed that sometimes Autocratic and sometimes democratic leadership is beneficial. That is because sometimes high performance is seen in autocratic leadership and sometimes high employee satisfaction is seen in democratic leadership. From commanding leadership when more work is needed; And when the issue of employee happiness arises, democratic leadership is used. Or when the manager has knowledge and experience then Autocratic leadership, and if on the contrary the employees have full experience and knowledge, then it is useful to use democratic leadership. (Kendra. 2023)

Ohio State Researches

Ohio State Research: The owners of this research have considered two dimensions about the behavior of the leader, one of which has an innovative structure; In which your principles and the principles they have developed for other members should be used properly. To achieve set goals, to be a workaholic and to have a good relationship with his employees. The second dimension is the care that a leader's job relationship is mutually believable and respectful of and respecting the views and feelings of other members. When a leader has a high level of attention, he can easily cooperate with them in their personal problems. The leader has friendly relations with all and also treats all equally. (GRIFFIN. 2006) According to Ohio State Research, when a leader has these two dimensions, the innovative structure and attention, he is the highest and best leader. But if one isn't one of these two dimensions or both, it causes the leader not to be well. (Muslih. 2019).

Payh-Goal Theory

The main purpose of this theory is that the leader should set goals to his employees, clarify the goals to them, explain the appropriate way to achieve these goals and overcome the existing obstacles. (Muslih. 2019)

The theory of goal-determination considers the actions of the leader to be very important. Researchers in 1970 developed the theory of goal-determination, but later in 1996, Robert J. House entered a good framework. This theory emphasizes that the style, ethics and actions of the leader all have a direct impact on staff and achievements. According to this view, standards must be set for the leader's actions and styles so that the leader can achieve better goals. (Bailon. 2023)

In this theory, leadership has been studied in a variety of situations and it will be clear that effective leadership is created with the help of the causes of the situation. These factors are: 1. Characteristics of individuals or employees such as needs, self-confidence and ability.

2. Maintain work environment, job segments, rewards system and relationship with colleagues. (Stephen. 2006)

Parts of Payh-Goal theory

Supportive Leadership

In this leadership the needs and happiness of the employees are valued, the leader strives to create a happy and comfortable organizational environment.

Participative Leadership

In this leadership, employees are given a share in decision-making, as it encourages encouragement.

Instrumental Leadership

In this type of leadership, employees are given special instructions and it is clear what is expected of them.

Achievement Oriented Leadership

Setting challenging goals, making progress in performance and believing that employees will achieve higher goals. (Stephen. 2006 498-499)

A good leadership approach in this theory depends on the situation. When the situation is dull, the pressure on the employees is high and it's difficult for them to find a solution, the leader encourages them at this time; creates solutions, guides all the subordinates and controls the situation to make progress and achieve great achievements. It's permissible for a leader to take advantage of all of the above, but the leader must better understand the characteristics of his employees, the work environment and all existing conditions based on this theory and then decide which approach to use. It depends on the ability of the leader to get out of the difficult situation and choose the right approach. (Muslih. 2019)

Decision Theory

This theory is also called (Leaders Participation Theory). This theory was developed by Victor Vroom and Phillip Yetton. They consider the type of leadership as participative in decision-making, the extent to which employees are given the right to participate in decision-making. They have proposed five types of leadership in terms of employee participation in decision-making. (Terry. 2014)

Decision theory has a wide range of users. It's used by marketers, companies, politicians, traders, psychologists, philosophers and many others around the world. Decision theory is important because it helps us find the best solutions in difficult situations. (Wallstreetmojo. 2023)

Decision Theory has Five Types

The First Type of Automatic Leadership

In this type of leadership, the leader makes his own decision in all areas and to solve all problems. That is, it depends on the available information.

The Second Type of Automatic Leadership

In this type of leadership, the leader asks for information from his employees about the subject, then makes a

decision on his own without the intervention of the employees. He gives his hand, but he doesn't have the authority to decide on his own.

Counseling leadership

In this type of leadership, when a problem arises, the manager shares the problem with each of his employees and collects suggestions from them to solve it. Then, after that, take a decision with a lot of attention.

Group Consultative Leadership

In this type of leadership, the problem is shared with the employees as a group. Each group discusses a specific problem, collects ideas and suggestions from group members and submits them to the leader. The leader studies the opinions and suggestions of each group, analyzes them and then makes a decision.

Second Group Leadership

In this type of leadership, the leader shares information about the problem with all the employees at once and takes information, suggestions and opinions about the problem from all of them. In this type of leadership, the leader gives great importance to the opinions of employees and subordinates. After collecting the ideas, the leader accepts the ideas and implements them; That is, he gives all the power to the group and accepts their correct decisions. (Terry. 2014)

CONCLUSION

Leadership is both a skill and a knowledge that can be used in various areas of society. There are various institutions and organizations in the society in cultural, political, economic, social and other fields, and these institutions and organizations need a good type of leadership and a good leader. Leadership is a useful ability to organize activities, make good use of employees' abilities, find solutions to achieve goals, solve problems and achieve good results. There are good standards and theories for learning leadership, so that we can learn leadership in a good way and respond positively to the needs of communities in this area. Leadership can have different forms, the most important of which is formal and informal leadership. In every society, there are different types of leadership, some formal and some informal, so it is important to understand these types of leadership. Formal leadership is a part of leadership that has originated from a recognized and official source at the international or national level, on the contrary. Informal leadership doesn't have an official and recognized source at the international or national level. There are many theories about leadership. This Theories is divided into two parts, one part is the old Theories and the other part is the current Theories. In the past, there were no known standards about leadership, or maybe the leaders of the time didn't want to create new leaders, so there were wrong beliefs about leadership. The oldest leadership theory we have is the Great Man Theory. This theory

believes that leaders are created in a mythical and divine way and no one else can join in this ability. With the further development of societies, there were many criticisms on this theory and this theory fell out of use. Management researchers have started trying to find a logical and good solution to this need in the field of leadership. After this, there was a theory in the field of leadership that examined the physical structure of the leaders, the firmness of emotions, the eloquence of language and logic, social behavior and ethics. Scholars in this field created a theory that the characteristics of leaders are different from other people. After this, further developments were made in the field of leadership. Another group of scholars created a theory that a leader isn't born, rather it's an ability and every human being can acquire this ability if he tries. Various universities and many scholars have conducted research on this theory, which has created better theories and types of leadership to respond positively to the needs of human society. At this stage, these theories shed light on the dark side of leadership. Different types of leadership have emerged that leaders can control difficult situations in a good way. In this regard, Lows University research and Ohio State research are worth mentioning. There was further development in leadership and the pay-goal theory was born. This theory turned out to be very useful. This theory proposed various factors and put them under investigation. In these factors, human needs, self-confidence, abilities, working environment, different parts of jobs, reward system, cooperation system and other factors were well studied. After considering these factors well, this group of scholars created different types of leadership. After these types, the leaders were able to lead in a good way by considering the situations, goals and problems of the organization after a detailed analysis of the personalities and abilities of their employees. In order to better understand the leaders and managers and to find systematic solutions, another theory came up to help them in making decisions. This theory is called decision theory. This theory gives leaders and managers the ability to use the abilities of all employees according to the situation in decision-making and finally make a good decision. In short, taking into account the personality, abilities, experiences, enthusiasm, logic, eloquence and eloquence of the employees, different theories and types of leadership will help a leader and manager to find good solutions from a crisis situation. To pursue his goals in difficult situations, to keep the morale and courage of his subordinates high, to expand the production level, to carry out new initiatives and to lead a successful leadership that is a good and reform for all mankind. Create a better society. A society that is free from all kinds of negative factors will have beautiful achievements and life will be beautiful and comfortable.

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