

## **Leadership Principles and Traits**

**Biraj Hazarika.**

*Asst.proffessor. Dept of Political Science. Raha College,Raha,Nagaon,Assam.*

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**Abstract:** *The leadership one of the important topic of today's world. Today's world leadership topic has attracted the highest attention not only writers but also general people. Leadership was once upon a time associated with the exercise of authority over others in order to get the jobs or tasks completed. A leader therefore was considered to be a person who was strong, forceful, tough or in charge. He only had to order things around and expect compliance from others because, he possessed the authority to reward or punish your behaviour. Perhaps that is how leadership started in good olden days when people who came to the industry were not much educated. Today, men and women come from educated and intellectual backgrounds. They want to know why things are happening the way they are happening. Absolute authority as the basis of any decision is no longer acceptable to them. They are not willing to follow you just because you are in a senior position. Your decisions and behavior need to earn their acceptability. Thus, leadership has become a difficult and complex phenomenon. This paper try to study some theoretical Aspect of leadership.*

**Key words:** *Leader,Behaviour,Intellectual,forceful,Happening,Acceptable,complex.*

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### **I. Introduction**

Leadership has played an important role in the human societies. There is no society in the world which does not require leadership. Leader is one who controls, conduct, behavior and activities of his followers. The role of politicians, statesmen and emperors in the development of empires, territories and nations has received considerable attention in the imperial history. A leader must possess certain qualities such as vitality, endurance, decisiveness and persuasiveness. Leadership is a function which endeavors to achieve, maintain and strengthen the particular organization. Today's educated society leadership not a easy work, he can take risk and challenges in many times. The leader is something more than a citizen or a common man. He can rouse the blood of the ordinary man and possesses the strength enough to mobilize them as an unified spirit. Rise and fall of the countries in the international eyes has its deep interrelation with the rise and fall of the leaders of the country. A good leader is a national asset and a 'precious dynamic device' to boat out of the floating dangers of the time.

### **II. Objectives**

The following objectives are formulated for present study-

1. To study leadership activity.
2. To study effective role of leadership as a administrator.
3. To study technique of leadership.
4. To study function of leadership.
5. To study qualities & selection of leadership.

### **III. Methodology**

So far as methodology concern to this research paper basically dependent on secondary source materials collected from the different books, journals,article,news papers.

### **IV. The meaning of leadership**

It is really very difficult to attempt a definition of leadership or in other words, it is difficult to define what makes certain persons 'leader'. Barnard has rightly put it: "Indeed, I have never observed any leader who was able to state adequately or intelligently why he was able to be a leader, nor any statement of followers that acceptably expressed why they followed." Leadership is often regarded as the important modifier of organization behavior. It is said: 'Get the right man in the leadership job ,and all your problem will be solved.' In the words of Millet, 'Leadership is often thought of as being primarily personal in character, as being founded upon individual pre-eminence or accomplishment, in a particular field of Endeavour. Superior strength, superior cunning, superior intelligence, superior knowledge, superior determination-any or all of these may be means to the attainment of leadership.' No one can deny that these personal qualities do pay dividends but leadership is not all personal pre-eminence. It is something more and that "something more" is the essence of leadership. It is the capacity to set new goals, to hold forth new and loftier expectations for the groups, to

embody moral and spiritual aspirations and to show the groups its nobler potentialities that make a man a leader. Leadership has, therefore, double meaning. The dictionary meaning of the verb 'to lead' shows that the term is used in two different senses: (a) "to excel, to be in advance, to be prominent", and (b) "to guide others, to be head of an organization, to hold command". In the former sense, leadership is identified with individual pre-eminence and in the latter sense, it is identified with managerial talent or leadership. Allen has, therefore, rightly distinguished personal leadership from management leadership when he says: 'A person is born with the talent for personal leadership; he must learn management leadership.'

### **V. Development of leadership**

It is now widely accepted that "high talent manpower does not grow wild; it requires careful seeding and meticulous cultivation." With the growth of modern industrialization, we will have to accept the basic assumption that leaders are not born; rather they are made. Generation and accumulation of managerial resources is increasingly a matter of careful planning, judicious investment, and conscious effort. In the words of Barnard: "I suppose no one doubts that without education the supply of leaders of an organization competent for condition of the modern world would be wholly inadequate and many of us suspect that if we knew better how to train men, we should be much better able than we are to cope with the social dilemmas we confront." Hence there is a need for proper education, both in theory and practice of organization, to our leaders.

### **VI. Techniques of leadership**

There are mainly three types of leadership techniques. (1) authoritarian; (2) democratic; and (3) laissez-faire: Under the authoritarian technique the leader determines the policy procedures and activities in the group. Under the democratic technique the leader encourages participation by members in deciding group matters and behaves in a friendly, helpful manner to the members, giving technical assistance and suggesting alternative procedures. In the Laissez-faire technique the leader allow complete freedom for decisions and activity, keeping his own initiative and suggestion to a minimum.

In 1939, Lewin, Lippitt and White, carried on investigations regarding leadership techniques. Their findings were as follows:-

Authoritarian leadership induced greater dependency on the leader, marked inter-member irritability and aggressiveness, low frequencies of suggestions for group action and group policy, dissatisfaction with groups activities and high quantity but low quality of productivity.

Under laissez-faire leadership the group showed little dependency on the leader, great irritability and aggressiveness, high frequencies of suggestions for group action and group policy, considerable dissatisfaction with groups activities and intermediate productivity.

Democratic leadership produced low dependency on the leader. Low incidence of inter-member irritability and aggressiveness, high frequencies of suggestions for group action and group policy, great satisfaction with groups activities and an intermediate quality of production of high quality.

The leadership techniques have to be related to the attitudes of the membership, to the particular form of relation among the members including the leader and functions as a part of the group structure.

### **VII. Functions of leadership**

There is no unanimity of opinion as to what the function of leadership are. This is because detailing of functions depends on one's general concept of leadership. The advocates of democratic leadership feel that the essential function of the leadership is to work toward unity and cohesiveness in the organization and to see that membership in it is a pleasant, satisfying experience. Gordon, for example, has said that "a potential 'leader' of a group somehow must perceive what it is the group wants, he must contribute some-things that will move the group closer to that goal, and finally his contribution must be 'accepted' before he can be said to have patterned the group's behavior." The supporters of authoritarian leadership feel that higher production is the sole purpose for which the leader must work. This is, however, a very narrow approach to the function of leadership Even higher production may not be possible unless the leader is in a position to influence the organization behaviour. According to Barnard, a leader performs four main function:-

- (a) the determination of objectives;
- (b) the manipulation of means;
- (c) the control of the instrumentality of action; and
- (d) the stimulation of coordinated action.

The most exhaustive effort to attempt at the functions of leadership has been made by the studies at Ohio State University. The Ohio State University work was largely concerned with leadership in formal organization, most particularly the U.S. Navy and lasted for seven years from 1946 to 1953. It established nine dimensions, three of which are unique and mentioned below, to the leadership role:

(I) Maintenance of membership:- This involves the closeness of the leader to the group, the frequency of his interaction, and his acceptability to the group.

(II) Objective attainment:- The leader has a basic responsibility for seeing that work patterns are stable and understandable. He must also see that the groups achieves its goals.

(III) Group interaction facilitation:- The leader works to facilitate effective interaction among organization members. Communication is a particularly important feature of this dimension.

### **VIII. Dimensions of the Leadership Role**

It is very important to mention here that leadership is not the activity of an individual alone. In a large-scale organization, leadership becomes a collective activity for no single individual can meet the tremendous demands of working out the whole organization. Individual Leadership is important and many a time we associate individual with the whole of an organization, put blame on him or applaud him for the failure or success of the organization. Perhaps the most extreme example of this is the tendency among many people to see the Prime-Minister as the Indian Government, despite the fact that there are millions of civilian and military persons who are direct participants in the running of the government. Based on this concept are the biographic writer about the attributes of personality of the "great man" or "father" which highlight that management is perhaps a 'single man's show'. This line of thinking has resulted in many attempts to ascertain what qualities make leadership. Generalisation have been made about the personal qualities of leaders. Millett, for example, enlists eight such qualities which are usually characteristic of successful leaders. Ralph M. Stogdill refers to these qualities as:

- (1) Physical and constitutional factors (height, weight, physique, energy, health, appearance);
- (2) intelligence;
- (3) Self-confidence;
- (4) Sociability;
- (5) Will (initiative, persistence, ambition);
- (6) Dominance; and
- (7) Surgency (i.e., talkativeness, cheerfulness, geniality, enthusiasm, expressiveness, alertness, and originality).

Pfiffner and Sherwood emphasize the counter-view of individual leadership and feel that there is essentially a leadership structure predicated on the idea that no one person has all the leadership functions. The functions of an organization are divided and each individual in his respective position provides leadership, in so far as he provides the cohesiveness, the atmosphere and the progress towards organizational goals. Since power is dispersed throughout the organization, leadership too is dispersed.

There is no denying the fact that leadership is provided at several levels in the hierarchy but at the same time, the top leader's role cannot be dismissed. "He is the symbolic spokesman, the co-ordinator supreme, the important participant in decisions as to goals, the primary change agent, and the example to the organization. Even cut down this much, the man at the top still has a monstrous responsibility". We know what a great difference it made to the British Government in substituting Churchill as against Chamberlain during the World War II. Of course, we have to guard ourselves against treating the whole management as the product of 'personality cult' and we must give due importance to the role which leadership plays at other levels in the administration. Thus, leadership is a collective activity in which all key persons participate under the overall control of the Top leader.

### **IX. Qualities Of Leadership**

It is very difficult to lay down as to what the qualities of a leader should be. Almost every writer on the subject has a long list of the qualities which leadership must possess. We give below the qualities enumerated by some of the writers:-

#### **(A) Millett;**

- (1) Good health, personal and physical endurance.
- (2) A sense of mission, a sense of personal commitment to a cause or purpose, enthusiasm, self-confidence.
- (3) Interest in other people, a sense of friendliness, a concern for others.
- (4) Intelligence (not necessarily profound knowledge about detailed or highly specialized matters but good commonsense)
- (5) Integrity, a sense of moral duty and of fairness, willingness to share achievement, the capacity to set standards of personal and official conduct which will command the respect of others.

- (6) Persuasiveness, the capacity to win others, to acceptance of the point of view embodied in decisions.
- (7) Judgment, the capacity to know the strength and the weaknesses of the people one work with and how to obtain their maximum usefulness to an organization..
- (8) Loyalty, devotion to a cause and also to the persons with whom one works, a willingness to defend the groups against external attack.

**(B) Barnard;**

- (1) Vitality and Endurance;
- (2) Decisiveness
- (3) Persuasiveness; and
- (4) Responsibility and Intellectual Capacity

It is interesting to note that Barnard does not emphasize the intellectual attainments. His objection against intellectualism is that it prevents responsibility and decisiveness in the Leader. "We all know persons in and out of practical affairs of superior intellects and intellectual accomplishment who do not work as well as Leader. In matters of Leadership, for example, they prove to be irresponsible-non-decisive-,non-persuasive. Moreover, We can observe that intellectual capacity rises above physiological disabilities in active life, that the utmost perspicacity is useless for leadership if it does not decide issues, that persuasive processes must take full account of the irrational by which all are largely governed, that responsibility is a moral or emotional condition."

**( C ) Hoover commission:**

Thus Hoover Commission's Task Force Report on Personal and Civil Service (1955) noted: "His foresight must equal the hindsight of a host of critics.....The rules of the game of national politics allow no margin for error...To lead the life of a political executive of a high rank amidst the asperities of American Politics is a test of toughness, of intelligence, and the devotion to the public interest."

It is sufficient to say that a leader should be decisive, unerring, improvement conscious and good public relation man. He should have foresight and farsight, capacity to carry his subordinates with him and the ability to look to the organization as a whole. Millett has aptly described the essential circumstances of leadership as;

- (a) Political, and
- (b) Institution condition

By political conditions of administrative leadership we mean, says Millett, the need to be responsive to external political direction and control. In a democratic society, Leadership must be skillfully "attuned to the popular aspirations and desires of the time...of course, management does not necessarily have to behave like an isolated tree which bows in whatever direction the wind may come at the moment. But management must Endeavour to understand currents of popular ideas, and while endeavoring to inform or modify those ideas, it must acknowledge their existence and Endeavour to accommodate their demands within some degree." Thus administrative leadership has to be responsible both internally and externally. Externally, it has to be popular with the public and internally, it has to keep the agency running.

We may therefore come to the conclusion that a successful head of a big organization should be equipped with following qualities:

- **Foresight.** A leader should be foresighted and far seeing. He should have the capacity of seeing beyond the situation.
- **Clarity of vision.** A leader should have clear vision. He should not be a confused man. He must know what he wants and what he does not want.
- **Decisiveness.** A vacillating and indecisive chief is a potential danger to the morale of an organization. Hence decisiveness is an important trait of leaders character.
- **Correct judgment.** A leader's sense of judgment should be unerring type.
- **progressive.** A leader should be progressive and be enthusiastic enough to improve the performance of an organization.
- **A source of inspiration.** A good leader is to be a source of inspiration for the subordinates around him. He must win their confidence and make them feel an inch taller due to his inspiring leadership.
- **A good organizer.** A leader should be a good organizer. He should develop in them a feeling of owing the organization where they are working.

- **Good public relation man.** He should be a good public relation officer. He should be skilful enough as to explain his point of view to the public and know their reactions.

### **X. Selection of leaders**

This is rather a vexing question. Are the leaders manufactured or simply identified? In other words are the persons of qualities of leaders to be discovered and accorded a prominent position. Administrative leaders are procured by selection and not by formal preparation. Intellectual caliber of these leaders is discovered through selection on the basis of written tests. However organizational co-ordinative and leadership qualities are discovered through a prolonged psychological-cum-intelligence-cum-observation test. This is generally done when army officers are to be chosen. According to Barnard, "Balance perspective and proportion in the senses relevant to leadership are to be acquired almost exclusively from responsible experience in leading." In other words experience also is to play a vital role in the selection of administrative leaders. Barnard even suggests that the administrators should be encouraged to acquire experience in leadership outside the organization they work in. Thus We may conclude that proper method of selection, formal education and training and informal as well as formal experience are necessitated for creating the requisite qualities of leadership in modern society However it remains a reality beyond any doubt that leadership is not given, it is assumed.

### **XI. Conclusion**

Thus, Leadership one important topic of management and administration. Today's world every human being give importance to the leader. It is said, 'get the right man in the leadership job and all your problems will be solved'. In scientific environment, complicated work not performed without leadership. Successful implementation of various programmed depends upon the way in which various programmed are guided. In a management, we need dynamic, efficient, energetic and talent leaders, so that we all attained our goals. Leadership is essential because, without leadership ,an organization would be only a confusion of people, all busy in different directions but not able to synergise themselves to obtain results, just as an orchestra without a conductor would be a collection of musicians and instruments but not able to produce melody and rhythm in their music. Today's world every aspect we need leader, who leads us, guide us, and try to solved our problems.

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