THE ROLE OF LEADERSHIP IN A FORMAL ORGANIZATION

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Abstract
A leader is an important part of the organization especially in large educational institutions. Decision taken by a leader determines the sharing of responsibility among members. Also, decision of the leader determines the objective to be attained and how much power to be delegated to the group. This paper therefore, examines the types of leadership styles and the factors influencing the type of leadership style used in an organization. The leadership styles discussed in this paper are: autocratic, laissez – faire, democratic, pseudo – democratic, charismatic, transactional and nomothetic leadership. The paper therefore suggested that a leader should focus on the needs of the followers and helps them to become more productive through transparency, good policies and human consideration.
Keywords: Formal, Informal, Leadership, Organization

Introduction

Leadership is the act or process of influencing people towards the attainment of organization goals. It is an integral part of management and it plays a vital role in the management of any organization (Yukl, 2001). Leadership is not an individual activity alone rather a joint activity with its members. Ryan and Tipu (2013) defined leadership as a process where one person exerts social influence over the members of a group. A leader then, is a person with power over others who exercise the power for the purpose of influencing their behaviour. Ordinarily, leaders perform all management functions 'POSDCORD' meaning Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting. The essence of leadership is followership and it the willingness of people to follow that makes a person a leaders. Management as stated by Dess and Picken (2000) is the process of planning, organizing and controlling the activities of the firm towards business objectives. However, manager may not be a leaders, a leader is not necessarily a manager. A leader is also defined by Samad (2012) as individual who has an authority over others and he is responsible for guiding their actions.

A leader has power over an organization. Power could be described as the ability to influence decision and control over resources (Burns, 2003). The flow of an organization depends greatly on how a leader uses his power. Leaders may possess one or more of the following powers that influences over the organization namely: Legitimate Power, Reward Power, Coercive Power and Expert Power. Legitimate power is the authentic right of leaders to make certain type of request which members are to comply. Reward power refers to the control over resources that serves as rewards to the members such as salary and promotion. Coercive power is the ability to penalize others and Expert power relates on influence of the leader over others due to his special capabilities and skills. Though power may be exercised by both leaders, authority, which is the formal right to control people and resources, is formally given by an organization rather than by self-recognition. The study is therefore segmented into three sections: the first part introduces, the second part reviews the relevant literatures and the last part concludes and makes recommendations.

Formal Organization

Waddell, Jones and George (2011) describes formal organization as when two or more people worked together to achieve similar objectives or goals. According to Serrano (2016) formal organization establishes the specific job to be performed by each person with rules and regulations to be followed by the members and those in the authority. He further stresses that formal organization eyes on establishing the hierarchical relationship between authority and subordinate through an organizational chart. Formal organizations would give birth to formal leaders that are given authority over the organization. Formal

leaders tend to have decision-making authority, has the ability to control the career progress of the employees, recommendations to management and disciplinary action. Communication is more of a directive that a leader expects to be followed and decision making is more autocratic than consultative due to the nature of the position. Relationship strictly follows a hierarchical protocol and leaders have a natural tendency to give approval rather than advice employees.

By the structure of an organization especially a formal organization, a single individual cannot do everything or perform all function required. This denote the principle of division of labour which given rise to specialization. A leader is expected to delegate authority to the subordinate, although ultimate responsibility lies with the leader for the sake of efficiency (Jung, 2001). In a formal organization, decision taken by a leader determines the sharing of responsibility among members. It is decision of the leader which determine the objective to be attained and how much power to be delegated. In every formal organization there is a map out of objective which is an offshoot of decision which the leader has to make (Greenleaf, 1996).

Head of a team in a formal organization derives his ability to lead from comprehensive knowledge of organizational objective, how best to achieve the objectives and in an efficient manner. Leaders with authority and power, and not complement by knowledge of subject matter to help subordinate in any formal organization hardly command respect. Expertise knowledge of operation is a function of training and experience. All the bases attained above must be supplemented by leader's ability to organize, motivate and impact knowledge. Combinations of these qualities result in confidence and capacity building of leader.

Leadership Styles
According to House and Shamir (1993) leadership styles include:
(i) Autocratic/Coercive leadership: This is a control by a domineering leader who is forceful and referred to as a dictator. Here, the leader keeps the decision making authority and control solely in his own hands and assume full responsibility for all actions. This style could be advantageous in a crisis or emergency situation when the decision must be taken immediately. It is also useful when subordinates are not interested in seeking responsibility or when they feel in secure at their job. On the other hand, it has the disadvantage of being unsuitable when the word force is knowledgeable about their jobs and the job calls for team work and cooperative spirit.
(ii) Laissez – Faire leadership: This leadership has no hierarchy of authority, no defined code of regulations and therefore no way of determining whether someone is right or wrong in a given activity. Here, the leader participates very little and instead of leading and directing, he becomes just one of the members. He does not attempt to intervene or regulate and control things. In this type of situation, activities may be disorganized, leading to inefficiency and chaos.
(iii) Democratic leadership: In this type of leadership, the subordinates are consulted and their feedback is taken into the decision making process. Leadership is participatory in which case, responsibilities are shared, decision making and communication are based on consultation, deliberation and participation among the group. Here, the group members are encouraged to demonstrate   initiative creativity and take intelligent interest in setting plans and policies, having maximum participation in decision making. This style of leadership ensures better management labour relations, higher morale and greater job satisfaction. Thus, it leads to higher level of productivity and satisfaction, workers develop a greater sense of self-esteem due to the importance given to their ideas and their contribution, and this no doubt results into high employee morale. On the other hand, this style of leadership consumes a lot of time and some members don't see the opportunity they're given as a privilege but may want to contend ranks with the leaders, and this could go a long way to create problems.
(iv) Pseudo – democratic leadership: This also demonstrate democracy to the group but actually autocratic. Opinion and suggestions of members are sought but never utilized. It is generally a leadership based on deceit or pretense.

(v) Charismatic leadership: Followership is based on peoples' faith and devotion to the person due to specific traits. There are some individuals who have an exceptional impact on their organization such people may be called charismatic. They have extremely high level of confidence, dominance and the ability to capture the commitment and energy of followers, they are always careful to create an image of success and competence and exemplify their behaviour and the values they espouse.

(vi) Transactional leadership: This take care of both the organization needs and expectations of the group members. Transactional leaders believe in contractual agreements as principal motivators and use extrinsic rewards toward enhancing followers' motivation. The literature revealed that the "transactional style retards creativity and can adversely influence employees job satisfaction.

(vii) Nomothetic leadership: This considers only the output i.e. achievement of the pre-set go is of the organization. Individual needs no barrier. The elements of leadership include Authority, Power, Responsibility, Delegates of Authority, Decision Making and Expertise. The sources of leadership power though important but cannot be effective especially in a formal organization if it is not predicated on authority which is derived from formal document like general order, manual of procedure or constitution that guide the organization. In this wise leadership role in some circumstance is limited by what is dictated in the organization, line of authority, how to be followed which is a bottom form of communication.

Determinants of Leadership Styles

Serrano (2016) state the followings as factors influencing leadership styles:

(1) Size of the organization: As an organization grow large and gets more complex, there is a tendency for decision making to be centralized, leading to very limited participation. The manger may only present idea and invites questions. It is different where the organization is small and consultations are very easy. Large organization, have tendency, follow the line of authority very rigid, leading to a strict adherence to the principle of unity of command.

(2) Degree of Interaction: The degree of interaction in an organization influences the styles of management. Where employee must co-operate in order to accomplish a talk, there is bound to be an open channel of communication. Function specialization tend to promote an open channel of communication since members must interact, but where there is no functional specialization and the manager tends to have the expertise, an autocratic style of leadership is likely to be practiced.

(3) Goal concurrency: Goal concurrency exists as the goals of the individual and the goals of the organization are perceived to be the same. In this situation there is a unity of direction and purpose as everybody works towards the attainment of a common goal. Participative decision making is deal. If the goals are not identical, leadership will tend to be more autocratic and there will be adherence to rigid organizational structure, rules and regulations governing behaviours.

(4) Level of decision making: In a centralized organization, there is little or no provision for   decision to be made by people at the lower levels of the organization. Directives are handed and strict compliance is accepted. The style of leadership tends to be directive rather than participative or laissez-faire the location of decision making which is the function of technology of the organization and the functional specialization of the organization determines the style of leadership.

(5) State of the system: When the productivity of an organization is high, and company profit target is achieved, there is tendency for the organization to be more democratic, when the situation is different; the leadership style to adopt will be such as to encourage high productivity. Leadership becomes authoritative unproductive employees will have to be dismissed and some company expenses may be cut in order to improve the profit picture. In many cases, the leader makes decision and announces it.

Theoretical Review

The early theorists believed that born leaders were endowed with certain physical traits and personality characteristics which distinguished them from non-leaders. Trait theories ignored the assumptions about whether leadership traits were genetic or acquired. The failure in detecting the traits which every single effective leader had in common, resulted in development of trait theory (Burns, 2003). According to

Greenleaf (1977) contingency theorists assumed that the leader was the focus of leader-subordinate relationship; situational theorists opined that the subordinates played a pivotal role in defining the relationship. The theory of contingency leadership proposes that style of leadership should be accorded with the maturity of the subordinates (Bass & Avoli, 1997). "The situational leadership model, first introduced in 1969, theorized that there was no unsurpassed way to lead and those leaders, to be effective, must be able to adapt to the situation and transform their leadership style between task-oriented and relationship-oriented".

The leadership theories, by the late 1970s and early 1980s, activated to diverge from the specific perspectives of the leader, leadership context and the follower and toward practices that concentrated further on the exchanges between the followers and leaders. The transactional leadership was described as that in which leader-follower associations were grounded upon a series of agreements between followers and leaders (House & Shamir, 1993). The transactional theory was "based on reciprocity where leaders not only influence followers but are under their influence as well". Some studies revealed that transactional leadership show a discrepancy with regard to the level of leaders" action and the nature of the relations with the followers.

Bass and Avolio (1994) observed transactional leadership "as a type of contingent-reward leadership that had active and positive exchange between leaders and followers whereby followers were rewarded or recognized for accomplishing agreed upon objectives". From the leader, these rewards might implicate gratitude for merit increases, bonuses and work achievement. For good work, positive support could be exchanged, merit pay for promotions, increased performance and cooperation for collegiality.

Transformational leadership theory distinguishes itself from the rest of the previous and contemporary theories, on the basis of its alignment to a greater good as it entails involvement of the followers in processes or activities related to personal factor towards the organization and a course that will yield certain superior social dividend. The transformational leaders raise the motivation and morality of both the follower and the leader (House & Shamir, 1993). This theory conform the Maslow (1954) higher order needs theory. The literature suggests that followers and leaders set aside personal interests for the benefit of the group. The leader is then asked to focus on followers' needs and input in order to transform everyone into a leader by empowering and motivating them (House & Aditya, 1997).

Different researchers proposed three types of leaders, namely; autocratic, democratic and laissez-faire. The autocratic leader makes decisions without involving subordinates, laissez-faire leader allow subordinates to make decision and hence takes no real leadership role other than assuming the position and the democratic leader observed his subordinates then takes his decision. It is assumed that all leaders could fit into one of these three categories. They also proposed that the maturity of the individual or group would control the most operational style of leadership (Feidler & House, 1994).

The employees serving with democratic leaders displayed high degree of satisfaction, creativity, and motivation; working with great enthusiasm and energy irrespective of the presence or absence of the leader; maintaining better connections with the leader, in terms of productivity whereas, autocratic leaders mainly focused on greater quantity of output. Laissez faire leadership was only considered relevant while leading a team of highly skilled and motivated people who excellent track-record, in the past (Samad, 2012).

Conclusion
In conclusion formal leaders are important part of the organization especially in large educational institutions. They serve as feedback and source of motivation in establishing new goals and objectives within the group. Leadership literatures revealed that none of the theory is completely irrelevant. It was concluded that the most significant trait to retain was that most relevant to the task at hand. It was also

determined that, "a person does not become a leader merely by virtue of the possession of some combination of traits".

Suggestions

1. A servant leader should focus on the needs of the follower and helps them to become more autonomous free and knowledgeable through transparency, policies and also human consideration.
2. A leader should verify grapevine through factual evidences before reporting the conflicts to the higher authorities.
3. A leader should lead by example.

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