



# Leadership Structure and Practices in Organizations and the Development of a New Leadership Sustainable Model

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Leadership has become the center of attention of organizations across the world. The studies of leadership have emerged and were developed progressively by business practitioners and social scientists. It's become an essential element in almost every single field of study. There are even, nowadays, specialized degrees in leadership, bachelors, and masters as well as doctorate studies. With that end, we intend to provide an analysis of leadership backed by in-depth research of leadership studies in the 1990s with an in-depth analysis. The study highlights the significance of leadership, structure of leadership, and practices of leadership in a selected century of studies. All of which has resulted in the development of a sustainable model of leadership that is beneficial for today's organizations that are search towards sustainable ways of doing business locally, regionally, and globally.

**Key words:** *Leadership, Leadership structure, Leadership practices, Leadership model.*



## Introduction

Leadership is denoted as the procedure of operations and actions, imagination and reaction of body, mind, and soul. It can be said that a leader is a person who inspires others for the fulfillment of the body, nature, mind, and activities of the surroundings to any specific purpose in the career, life, and business. Within the organization, leadership is said to be the capability of the manager for inducing the subordinates for working with motivation and confidence (Vidyarthi, Anand, & Liden, 2014). The term leadership mainly signifies the potential of influencing the behavior of others and it also explains as the ability to influence any group into the realization of a particular objective (Rietsema, 2015). It is very much important for leaders for developing future visions and for motivating the members of the organization to achieve their visions. Leadership is said to be the inter-personal procedure where the manager has the purpose to influence and guide the employees for the attainments of an objective. Leadership mainly denotes some qualities that lie within an individual that includes personality, maturity, and intelligence and it is also a group procedure and it involves more than two people having interaction among one another (Neck & Houghton, 2006). It can be said that the leader is completely involved to shape and mold the behavior of a group towards the accomplishment of the objectives and goals of an organization (Patel, 2017).

It can be said that the managers by only using their authorities may not guide into effective results. But when the authority of the managers is completely enriched with effective leadership, employees begin to cooperate. Leadership plays a huge role in increasing the morale of the employees within an organization. An effective leader impacts the behavior of the persons (Trapp, 2014). Leadership has been identified as an important component of human resource development practices in an organization for many years. Studies on this topic have never subsided and are still going on. The reason is that the nature of human beings is dynamic which has combined with the technological up gradations and subsequent structural changes of the organization. Hence, there is a continuous requirement for the organizations to develop manpower and of course, look at leadership from a different perspective. (Monday, 2009) Another important factor is that there is intense competition among industries due to which the organizations need to be upgraded about leadership (Lewis University, 2020).

The evolution of the idea of leadership has been discussed in the research through a period to emphasize how it has transformed over the years. Back in 1991 leadership was equated with various traits such as honesty, motivation and achievement, creativity, and self-confidence (Fleenor, 2006) and later leadership was more about creating charisma (Shamir, House, & Arthur, 1993). In (1994) people realized that to drive employees' whips and chains was not a good option (Huey & Sookdeo, 1994) and the year next related leadership to quality in an organization (Ogawa & Bossert, 1995). In the latter

part of the period, various kinds of teams were identified in an organization that required robust leadership like self-directed teams, sales account teams, product design teams, cross-functional teams, etc. (Katzenbach, 1997). In the next few years' leaders were considered as change agents (Hermalin, 1998; Eisenbach, Watson, & Pillai, 1999). Finally, with the advent of globalization, leaders had to effectively manage mass markets and efficiently use the knowledge and human resources in organizations (Dess, & Picken, 2000).

### **Scope and Objectives**

The general purpose of the study is exploring the study of leadership over a decade providing conceptual analysis of the 1990s. Here leadership essentially refers to leadership in organizations. The study done is not constricted to a single area or organization; rather, it is based on organizations, in general operating all over the world. The study identifies that the scope of leadership has broadened over the years and is viewed with different perspectives year on year.

The objective of the study is the following:

1. To understand the conceptual meaning of leadership in a broader perspective across the various disciplines from a practical and theoretical standpoint.
2. To depict the changes in organizational leadership that is a result of organizational, economic, and manpower changes.
3. To depict the various aspects of leadership on which researchers have been conducted in the year of 1990.

### **Literature Review**

In the study for the evolution of leadership, it has been highlighted that multiple styles of leadership are related to sustainability in organizations and corporate social responsibility. It is highlighted that the organizations have a complicated nature making the trait even more difficult to be defined. Hence to sustain in these situations, different abilities need to be possessed by leaders, like prediction in a complex atmosphere, engaging groups in the dynamic atmosphere in organizations, solving complex problems, and possess emotional intelligence (Metcalf & Benn, 2013).

#### ***Bass & Stogdill (1990)***

In a study conducted regarding the management and leadership in the 1990s. It has been emphasized that on studying the trends of training and development and leadership practices, one would be able to realize that in the years next the topic would attract a lot of attention

than it did then. Here the three factors identified are the changing economic forces, technological innovations, and increasing complexity of organizational manpower. The study mentions the history right from 1965 when the structure of US forces changed by drifting into service from manufacturing. Whereas human relations became vital for organizations to succeed, inflation caused a rise in the costs of manpower. Also, a sharp rise is recorded in the number of women in the workforce due to which employees became relation oriented. The few years studied have also shown that people which various ethnicities come together in organizations especially in multinational companies. In armed forces especially there was a requirement of people of both sexes aged 18 to 19 in that Laissez-Faire leadership would not be tolerated.

### ***Rogelberg (2007)***

The year 1991 saw a revolutionary identification of trait approach in which various traits such as Drive for achievement, Leadership Motivation (that could be personalized or socialized), Honesty and Integrity to build trusting relationships, Self-confidence were suggested which included emotional stability, Cognitive Ability that is the ability to process huge information to be able to formulate strategies, Knowledge of Business. Plenty of characteristics were established by the trait researchers which they thought were associated with effective leadership and in establishing such kinds of characteristics there are said to be several researchers who mixed different elements. These characteristics have some particular traits of leadership, which were the aspects of skills and behavior and among them; some characteristics like intelligence, ambition, self- confidence, creativity, emotional stability, and motivation are included. In addition to all these, there was some systematic research through which a person attains the dimensions of leadership. It has been said that as the approach of trait became out of favor at the psychology of organization and industry, the researchers started to create new situational measures to the leadership that presents the fact that the leaders possessing particular traits will be going to be more successful in some specific circumstances in comparison to others.

### ***Nanus (1992)***

In the year 1992 Nanus came up with the concept that "right vision" that all leaders must possess. As per the concept, they should be able to make team members committed and energetic, the workers should be able to live a meaningful life, roper standards must be set up, should be able to link the present and future and to go beyond the status quo. Provided the context of the leadership and the challenges and difficulties for the organizations of sports, this book has the main purpose of providing a contextualized and foundational body of data about the practice and thought of contemporary leadership which will help and inform the inspire practitioners and students of the management of the sport. It has been said that the contemporary leadership for the organizations of sports has been intended mainly for

the undergraduate of upper- level and also for the graduates in sport management who have been preparing for the roles of leadership in the organizations of sports. The overall book signifies the concept of successful leadership in sport and it also highlights the three Rs which associate to the effectiveness. There have also been a lot of discussions about the practice and theory of contemporary leadership and the book has presented the notions and concepts of foundational and historical management and leadership.

***Shamir et. al., (1993)***

While studies on leadership were prevalent, a study was published this year to reflect the process through which charismatic leadership affected people in organizations. A self-concept-based theory on motivation as suggested by the researchers which helped in explaining the above phenomenon in which the behavior of the followers is profoundly affected. An argument is presented by a theory that illustrates that fascinating leadership has a huge impact on the self- concepts of engaging followers in the interest of the specific mission pronounced by the leader. Here the value systems of the followers and their inclination towards charismatic leaders have been studied along with the conditions of organizations that support the emergence of this kind of leadership.

***Huey & Sookdeo (1994)***

The scenario of leadership is well understood from the publication in Fortune Magazine by John Huey and Ricardo Sookdeo on February 21, 1994. It is projected that almost 95% of the managers in America say the right thing that is to be done but only as less as 5% put it into practice. Whips and chains were no longer a good option for the leadership and it is said that they must learn to change the view regarding leadership to drive the people. It has been said that since the power of stance and position continues to crumble, the corporate leaders will resemble not all captains of the ships as the applicant running for the position and the qualitative skills and techniques which get them to certain positions don't aid them for communicating and if by any chance their high energy, ambition, intelligence, and self-confidence are recognized as their egotism and arrogance, it excludes them totally off from the certain information that makes the significant challenge to empower workforce more annoying and irritating.

***Ogawa and Bossert (1995)***

Ogawa, R. T., & Bossert, S. (1995) published an article in the year conceptualizing leadership as a quality of an organization. The study is based on four assumptions, first, that functioning of leaders take place to influence organizations, secondly, organizational roles and leadership are linked to each other, thirdly, certain attributes are special to leaders who



act in similar ways and lastly, as per a recent finding all leaders work within cultures of an organization.

### ***Fiedler (1996)***

As per the journal article leadership trait is a frequently ignored element in the selection of personnel as well as training. Most of these functions are not validated adequately. The author highlights leadership as an important trait as historically it is observed that good military leaders have won battles and good managers saved drowning organizations. Hence the study focuses on the abilities and traits of leaders that are inherited. It is observed as a complicated interaction between the organizational and social environment and leaders.

### ***Katzenbach (1997)***

With the advancement in the economy, the companies are using self-directed work teams, cross-functional teams, product design teams, sales account teams, etc. and those teams are known by different names and they can also be located at each level. By now the scenario is such that at the top of every organization there is a team but that is a leadership group, not a team. The trend is now CEOs are placing a team of executives at the top to drive the organization. 'Team at the top' is the new era of leadership. It has been said that effective team effort can be very much essential and significant to capture the potential highest results of performance when certain conditions are effective. Effective leadership needs differentiating between the opportunities of non- teams, and teams and then acting together accordingly. The article explains that three important tests should be passed as a top team to become effective. Firstly, it is very much important for a team to shape the collective products and works which are known as the tangible results of the performance which a particular group can attain by doing their work together which surpass the thing which the members of the team could have attained by performing their work completely on their own. Secondly, the role of leadership should change based on the work in hand. Thirdly, the members of the teams should be accountable mutually for the results of the groups and after meeting all of these significant criteria, the senior executives need to come all together to attain the real performance of the team. If by any chance these criteria couldn't be met, then it is important for the senior executives for relying on the skills of individual leadership.

### ***Hermalin (1998)***

In a study conducted on leadership as an economic theory in 1998, the leaders are viewed as players of an organization and agents who drive the other players who again are not leaders, like shareholders. Although being a very long topic of research, it has been said that several times leadership is neglected by the economies and the economic analysis of the companies has focused instead on the contractual or formal relationships. Essentially, they are seen to



have followers who need encouragement as well as motivation to work. The leader is also said to have a formal authority to coerce. However, leaders are not limited to just have authority. A leader is followed when they know better what to do and transmit this information to followers. From the article it has been found that it is very much possible for constructing the economically rigorous leadership model, a certain model that captures the basic attributes of the leadership, signifying that the leaders have a companion and the following is the optional activity. It has been shown that if the team could utilize the contracts of the buyback, then there is a possibility that it could perform much better under the symmetric information with the sequential play in comparison to the simultaneous play. Lastly, two extensions have been considered by this article; firstly, to exploit the certain similarity between problems of team and private facilities of the public goods for re-examining if sequential or simultaneous facilities of the public good have been optimal and secondly, to explore the outcomes to have two possible leaders and the struggle of leadership.

### ***Eisenbach, et. Al. (1999)***

This year saw leadership as a change management process that would help in the creation of a new system as well as devising new approaches. The research conducted is an attempt to integrate change management with leadership. It has been said that the change of management mainly depends on the leadership for being enacted and the research is conducted by highlighting some parts of the convergence between two kinds of literature, which point to the suitability of the transformational leadership to enact change.

### **Methodology**

The research is essentially based on secondary data which uses various periodicals, journal articles, reports on the subject. All of these researches have been conducted within the particular time frame mentioned and hence can be relied upon for depicting the idea of leadership prevalent in that particular year.

### **Analysis**

The classic model of an effective leader of an organization is the highest executive in the management of the organization who provides direction and is in the highest control of every aspect of organizational operations. It has been mentioned that this particular highest executive leader use to operate by the hierarchy of management and this kind of leadership consists of some effective points and it has been overall successful during the decades from 1990 to 2000. Leadership is denoted as a very significant element to make a company effective and successful and it is the art to influence people for performing assigned jobs competently and efficiently. If the quality of leadership is effective within a workforce, it can



be sensed in the whole organization. The overall paper has reflected the concept of leadership within the organizations during the period between 1990 and 2000. From the paper, it has been formed that instead of visioning themselves as the power brokers and the controllers of resources, it is very much important for the leaders to view themselves as a very effective and flexible resource, who are accustomed in plenty of roles such as providers of information, coaches, decision-makers, listeners, supporters, and teachers – mainly depending on the needs of the employers. Successful leadership is mainly because of the interaction among the characteristics of a leader and the situation itself.

It has been identified that the particular interaction between a leader and a specific situation is the main factor for knowing the concept of leadership in addition to the specification of significant characteristics and situational variables. It is said to be the duty of a leader to increase the extent of involvement of the workers in their jobs. The leader helps in developing the self-confidence in the employees, sustaining their level of enthusiasm in their jobs, and as a result helping in the fulfillment of the goals and objectives of the organization by employees. Also, even during any kind of crisis, when a company is going through any negative phase based on the profitability because of the slowdown of market or due to any other reasons, an efficient leader can effectively sustain high motivation and commitment level from the workers that can ultimately aid a company for turning around. Because of that particular reason, effective and efficient leaders are said to be the main catalyst for the success of an organization.

All the studies referred to year on year shows that in the beginning more concentration was given on promoting cohesiveness along with stability for the leaders. Leadership concentrated on better human relations as well as more productivity. It also shows that the autocratic style is not promoted. Due to the introduction of computerized systems, interactions happened among the managers, between subordinates, superiors, peers. In 1991, we see that managers would require having sound knowledge of the business, which would help them to make proper decisions regarding the business.

Towards the middle of the era, the effect of Information Technology in industries started to be felt. Individuals were quite self-contained and hence it became quite challenging for the leaders to keep them involved. The research in 1995 suggested that perceiving leaders is in the background of organizational perspectives. Now the basic job of the leaders was the attainment of the goals of leadership, which would make them successful. Later we see that the work of the leader was to convince the followers that the correct information is transmitted. In 1999, more importance is given to transformational leadership. Towards the year 2000, the focus of the managers was to utilize the knowledge efficiently and use the human capital resource to its utmost.



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## Conclusions

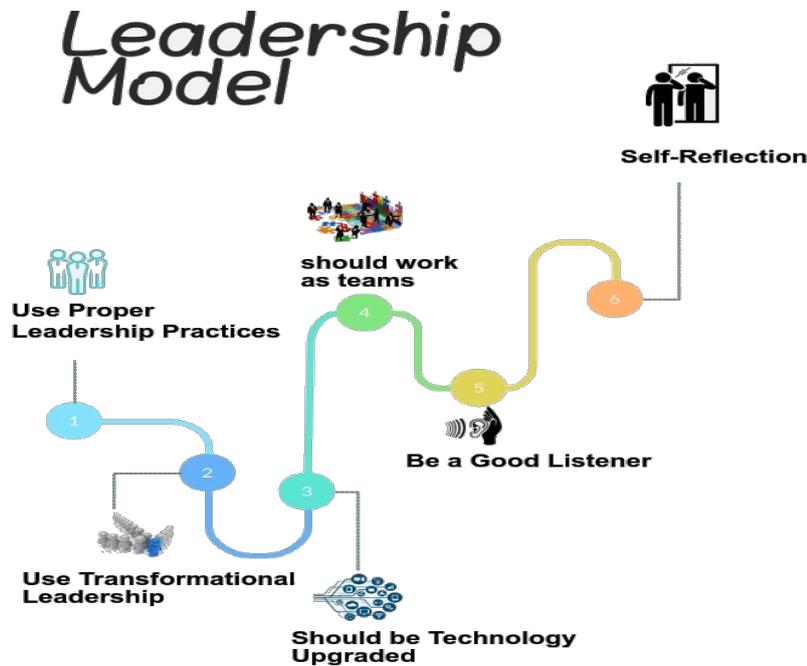
Leadership is a very important function of the management and it helps in maximizing the level of efficiency and in achieving the goals and objectives of a company (Samiksha, 2020). Leadership helps to initiate any particular action since a leader is an individual who begins the work by stating about the plans and policies to the particular subordinates from the place where a task mainly starts. Leadership also brings motivation inside the group.

Organizational learning at all levels is introduced by leaders (Berson, Nemanich, Waldman, Galvin, & Keller, 2006). Leaders have a very exclusive role in the working of any concern and he motivates the employees with various kinds of non- economic and economic rewards and as a result, gets the job from subordinates. Various such competencies that are to be possessed by a leader are highlighted in the competency models which are beneficial for organizations but at times have negative effects too (Hollenbeck, McCall Jr, & Silzer, 2006).

Along with providing proper supervision to his/her companions or team members, it is also the job of a leader to give effective guidance and share values and attitudes. (Schaap, 2006). The term guidance mainly signifies, instructing the companions in a particular way by which they must conduct their works. The most important role of the leaders is to create motivation and confidence among his/her subordinates and they are connected through task interdependence (Vidyarthi, Anand, & Liden, 2014).

Confidence is said to be a very significant element that can be attained by expressing the efforts of workers to the subordinates, explaining the subordinates clearly regarding their role and providing them guidance to attain the objectives and goals effectively. Effective leadership being very inspirational, it successfully enhances the value of humans that shapes the viewpoint of the employees towards their jobs. The invariable traits that would make a good leader are to work with and as teams, follow proper practices of leadership (guide and motivate), positively transform the performance of members and find time to reflect on his performance of team management.

He should have sound technical knowledge which would help in the implementation of tools, prepare reports, and analyze performance. The strategy model that can be implemented is given as:



**Figure 1: Leadership Model of Jones, A. & Shideh, R.**

It is predicted that leadership research will be conducted continuously to reflect the developments in society. It can be concluded that at a time when most of the GDP of the world is based on knowledge, mainly in industries including software, education, telecommunications, pharmaceuticals, and telecommunications, mainly new positions have developed such as knowledge workers, journalists, and brain surgeons. Hence, there is a huge shift in the quality of labor in terms of skills. Besides, the 21st-century employees being equipped with technical skills are self-driven and, in many cases, self-motivated. Hence, the profile of the leader's way back in 1990 has also gone through a huge change. This is depicted in the studies mentioned above.



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