Approaches on Leadership Theories

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Abstract: This research suggests some styles of effective leadership in organizations in order to know purposes, theories as well as old and new methods of leadership. Leadership and the kind of leading in organizations which correlate with person's abilities, skills and leadership is the process that an individual's ability and influence is more than others. Leadership is the consequence of using role and leader's ability in influencing others. Effective leadership will have useful movement and systematic which increases abilities and improves efficiency. In the present study, researcher shows how to lead women and men, differences between them, leadership behaviors, and leadership methods to achieve a final desirable purpose that is servant and effective leadership to make trust between leadership and followers. Leadership is necessary for every kind of useful and conscious movement. This finding discovers understandings to direct practicable leadership in organization.

Introduction

Leadership is creating worlds that make humans believe this world belongs to them. When we try to determine our fate, effective leadership necessity and empowerment is proved more than before. Effective leadership is the most important factor that determines our survival and success in coming years (Robert Diltz, 1991). But what is the leadership and who is the leader? Is it acquired or is it a thing that persons are born with it? (Robert Diltz, 1991). Researchers have two different ideas about leadership: One group thinks that in born leadership from 1969-2000 leadership is personality and nature (Lowen, 1975), but others claim that human should try very hard for gaining this adjectives before being represented as a leader, (Kakabadse and Myers, 1996; Kakabadse, 1999; Henrikson, 2006).

The ideas of a successful human refer to his/her view and interests toward natural personality for leading (Carlyle, 2007). A successful human naturally has necessary skills for leading and it is closer to reality (Lawler, 2005). Not only leaders influence for supervising or directing, but also they are successful and committed. Their commitment is to make a world that make humans think this world belongs to them. This commitment needs a set of models and abilities to make effective imaginations that motivate committed persons to change. This requires communication, exchange and building relationship within an organization, a network or a social system for supplying necessary fields.

What Is Leadership?

Generally speaking, leadership can be defined as the ability to influence the others to achieve a goal. In other words, leadership guides a person or a group for accomplishing a goal. To describe effective leadership we should determine differences between leadership and leader. Leader is a role and a duty in special system. A person as formal leader may have leadership skills and ability or not. Leadership is related with skills and abilities to influence others. This happen when the important part of performing leadership, may not be the formal leadership. Leading is the result of using roles and abilities to influence others. Good leader who is that his/her works are harmonious with abilities, believers, values, personality and duty (Robert Diltz, 1991) and a person just has a special features cannot be as a leader (*Ralph Stogdil*, 1974). As stated in the following figure, leadership theory answers three important questions.
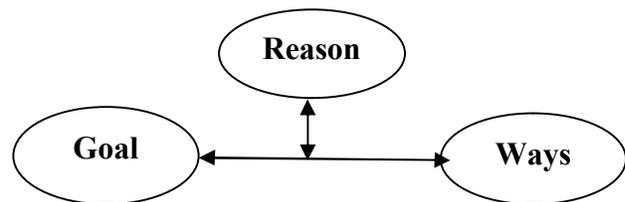
1. **What?**
   This indicates the experience structure or theory goals.
2. **Why?**
   Why refers to meanings of hypothesis support correlation between what and why.
3. **How?**
   How build correlation between theories instructions.

What is present arriving to goal, why to support reasons, and when will present ways arrive to goal (Whetten, 2002). Leadership discussion is indicated in different stages of time leadership. In fact time leadership determines leadership in three times: past, present and future that how they have known their social role and have changed in order to achieve goals. Every stage in leadership is discussed separately:

A. Past: Who is leader? Or what particulars does leadership need? One of the leadership's important particulars is individual consciousness which means deep understanding of feelings and individual weaknesses. Leadership should be aware of values and demands (Cameron, 2003). Demands bases are in self consciousness (Freud, 1948), and self-conscious individuals usually state that they are successful and goal is the most important for them (Yammarino, 2008; Luthans and Avolio, 2003; Gardner, 2005).

B. Present: The present time refers to leadership inside social environment. One of the leader important particulars is empathy in the present time. Working environment empathy means respecting to others' goal and maturation but it is not truthful for leaders in achieving their goals. Unanimity and their empathy with people are compulsory (Ryan and Brown, 2003). According to Goleman empathy is the ability to perceive others' feelings (Goleman, 1998).

C. Future: Human beings need goal like a person is who looks for his goals (Frankel, 1963). Theorists believe that trying to arrive at their desires is a goal (Frankel, 1963; Nonak and Takeuchi, 1995; Yamakage, 2000). The most important feature of a leader to search about his goals is perfection as Marathon runners are older and more experienced than other runner due to their stronger mental stamina (Zaleznik, 1977). Another important leadership feature is motivation for working. That it is perfect standard for achieving their goal (Gagne and Deci, 2005). Leaders can pay attention to standards to make decisions for management. Leadership is making decision (Kouzes and Posner, 2003) between desired or undesired situations (Rawls, 1999). Leader should choose correct choice and pay attention to conditions. There for when a decision is made, it is chosen. All leaders' logical decisions are made to achieve goal. A goal is related to truth. Therefore, related things to truth are a part of goal. That is one with goal (Kaplan, 1999). Theory, it is real leader who arrives to goal or can work unconsciously (Lowen, 1975). French and Raven claims that leadership is a process that a person has more ability and influence than others. The most important abilities are:

1- Coercive power
2- Reward power
3- Legitimate power
4- Expert power
5- Referent power (French and Raven, 1959).

Servant Leadership as Antecedent of Trust in Organization

The subject of trust is a psychological state (Rousseau, 1998). In other words trust that is what a person does not in dangerous conditions which it is harmful for others (Atkinson and Butcher, 2003). Leader's ability, generosity and freshness are necessary for trusting to leaders (Tan, 2000). If leaders respect to their followers' needs, agreement remains between their needs and request and more trust and motivation is made to look for goal (Brower, 2000). Servant leadership philosopher makes trust in organizations (Levering and Moskowitz, 2001). Lowe believes that enough cultural trust between workers makes a situation that organizations can answer their requests very good in busy and changeable environments (Lowe, 1998).

Servant leadership has been conceptually linked to many positive attributes and increasingly seen as important fabrics of many today organizations (Greenleaf, 1977; De pree, 1989; Russell, 2001). Servant leaders emphasize followers' holistic needs, development, and autonomy (Graham, 1991). Servant leadership correlations are more healthy, complete and independent (Greenleaf, 1977). Servant leader make moral responsibility, obligation and trust between supervisors and subordinates (Atkinson and Butcher, 2003). Joseph and Winston report organize that when there is more servant leadership and trust to leader in an organization, there is more effective and positive solidarity between workers. This theory is present such as (Joseph and Winston, 2005).

Men and Women Leadership

Woman's leadership is increasing. It is seen that women arrive to success in the fields which were exclusive for men as authorities. Quarrel some personality (Heime, 1992; Helegsen, 1990; Rosner 1990; Rudolph, 1990) men leaders lead according to authority and position and pursuing. When women avoid these kinds of authority, they continue their leadership personally and indirectly (Rosner, 1990; French and Raven, 1959).

Rosner, Bernay and Cantor believe that women try more than men based on their natural ability (Rosner, 1990). According to Cantor and Bernay, it was even common two decades ago for corporate women to dress more like men in their efforts to emulate the masculine model of leadership (Cantor and Bernay, 1992). Special useful features improving their correlation skills are:

- Intermediary skills
- Interpersonal skills
- Soft approach on handling people (Helegesen, 1990).

Fiedler theory states three effective position dimensions effective in men and woman leadership such as:

A. Relation between members and leader; Present trust scale subordinate to leader.

B. Manner instruction; Present current jobs scale on the basis of their importance.

C. Position ability and authority; Present leader natural ability based on the operation of every position (Fiedler, 1967).
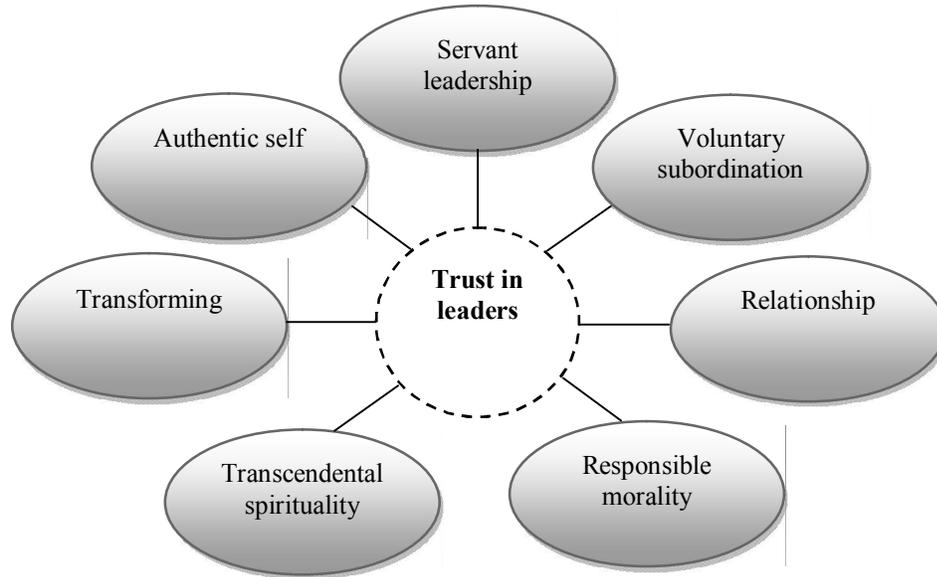
Men and Women Leadership Differences

Previous research shows there are not difference between women and men leadership styles but observations are not certain. That is although differences are important but they are few. One of the differences is in the kind of training and development of Pearsons' correlations that present women receive more developmental opportunities than do their male colleagues (Bass and Avolio, 1998). Grant believes six psychological features are presented in organizations that state difference women leadership to their peer men. They are consisting of:

A. Women have more co-operative behavior, something important in terms of consultation and democratic decision-making processes.

B. Women may be described as more "dependent" than men, and their affiliation need is stronger than self-enhancement.

C. Women seem to have far greater ease in expressing their vulnerability, their lack of self-confidence, and their emotions.

D. Women perceive power in a different way from men, less dominant or able in controlling and a more liberating force in the community. These four psychological qualities of women supervisors offer enough grounds to support the view that women are more orientated than men towards a democratic or participative leadership style (Grant, 1988).

Leadership in Different Countries

Result of research in Greece about leadership state that subordinate faction change scale is different between men and women supervisors on the basis of behaviors and their operations. Main reasons are weak correlation among comprehensive organization members and weak relations in correlation (Dimitris & Nancy, 2007). Stordeur investigated leadership styles across hierarchical level in Belgium organizations of high to low. In eight hospitals between nurses in forty one parts, results of his research showed difference leadership scores in hospital difference levels clearly. That leadership styles in hospital structures have the importance that we should build management with effective leadership style for managed option and we should improve effective program (Stordeur, 2000). Researches in UK organization presents that there are different operations in leadership kind and management behavior in organization levels and there are direct and cooperation operation between senior and first level managers differently. But there is no difference between middle level and first level. Therefore, new decision should be made that all the managers try for organizational development (Donnelly, 1992; Lowe, 1996; Stordeur, 2000).

Leadership Relation with Management

Research about leadership styles and managerial behaviors are represented whether managers' behavior and styles are similar or different. Coad present one of the differences that transformational leadership was seen to be chained in high-level as low-level in hierarchical level which creates lack of suitable behavior and management in organization. Seven stated skills by Freedman and Greenhous make managers correlate better with leadership styles and they had been more effective than in organization. They consist of:

(Fridman and Greenhaus, 2000).

Women managers use transformational leadership more than men. This kind of leadership relates to some management skills and it is successful continuously. Transformation leaders make positive relations with subordinates in order to improve relations with workers and organization development. Transformational leaders encourage employee to look beyond their own needs and focus instead on interest of the group. Above all, transformational leaders may be attractive for followers and can train them with more motivation in order to perform the operations more effectively (Bass and Avolio, 1993; Avolio, 1988). Another leadership style is contingent reward leadership. This leadership style makes contract with

his or her subordinate. It also lets the subordinate know what is respected and what will occur if expectations are or are not met and punishments contingent with bad performance. Management-by-exception leadership, managers are likely to take advantage of the power to reward and penalizes subordinates based on the formal authority that goes with their position in the organization. The effectiveness of leadership style has long been a topic of concern by both academic and practitioners (Avolio, 1999; Howell and Avolio, 1993; Bass and Avolio, 1994; Avolio, 1999). Those managers that emphasize transformational behavior are espied as the most effective by their subordinates (Bass and Avolio, 1990). Then transformational leader contracts with management operations more than style. These operations are consisting of: clarifying, inspiring, supporting, and team building (Hinkle, 1965).

Conclusion

Results of this research proves that correct leadership and management in organization can give importance to persons and employees for whom we look job satisfaction in field of job and etc. we build corporate feelings which make motivation and material or intellectual reward. To act obligatory and develop organization to arrive easier and better to available goals, leadership perfects dreams and perspectives in future and act as a guide. Leader action has many sensitiveness and twists. That all cannot be perceived because manners and the ways of choice are on the basis of needs. Therefore leader means leading and a smooth way for human to build a world that belongs to them.

Limitations

One of the limitations is the kind of transport in styles and effective ways in leading. That it is impossible. Due to the lack of transport, relation and harmony among organizations we should search effective ways and think together to solve problems.

Second limitation is that employees do not do their duties in addition to instructions and organization hierarchy making a lack of trust and dissatisfaction between people and organizations**.**

Suggestions

1- Give authority to personnel's/leader or perfect managements corporate with middle managements or even subordinates in decision making because they act with more undertaking and motivation.

2- Make an educational period for employees' acquaintance in order to learn skills for improve their performance and organization development.

3- The use of aggressive management in action to solve organizational problem and connect with individuals' problems in order to apply pragmatic and useful ways.

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