Managerial Leadership: X-Ray Of Issues And Facts

C. O. Ajila
Department Of Psychology,
Obafemi Awolowo University. Ile-Ife, Nigeria

C. O. Ibukun
Department Of Economics,
Obafemi Awolowo University. Ile-Ife

ABSTRACT
Managerial leadership pervades the theory and practice of work organizations. It integrates the characteristics of a good leader and the expertise and competence of a manager. Thus, amalgamating and advocating the functions assumed by managers and leaders for efficient task performance and organizational productiveness. This paper x-rays issues in Managerial Leadership, differences between management and leadership/manager versus leader. It further presents managerial leadership bases of power, meaning of managerial leadership, skills that are essential for facilitating better managerial leadership, forces in deciding how to lead, levels of managerial leadership participation and concludes with suggestions for managerial leadership effectiveness.

KEY WORDS: Leadership. Leader, Manager, Managerial Leadership; X-Ray, Issues and Facts,

INTRODUCTION

The quality of an organisation's leader will go a long way in determining its success or failure (Daft, 2003). Indeed, an organisation's ability to achieve a desired result depend on its leadership. In modern organisations therefore majority of all failures in businesses are occasioned by poor leadership. (Kritsonis, 2004).

An examination of the word leadership usually create problems to the analysts, who have been concerned with the various aspects of the concept viz: Participative Leadership, Mental Leadership, Academic Leadership, Political / Community Leadership, Servant Leadership, Managerial Leadership etc. Each of the aforementioned features of leadership can be examined independently. Thus, the purpose of this paper is to present an x-ray of issues and facts on the concept of Managerial Leadership. Based on the foregoing, this paper thus focused on the following issues:
- The meaning/definition of leadership,
  Differences between management and leadership
- Managerial leadership bases of power
- Meaning of Managerial Leadership
- Skills that are essential for facilitating better managerial leadership,
- Effective Managerial Leadership
- Forces in deciding how to lead,
- Levels of Managerial Leadership participation, and
- Suggestions for managerial leadership effectiveness and Conclusion.

DEFINITION OF LEADERSHIP/ MANAGERSHIP: DIFFERENCES BETWEEN MANAGEMENT AND LEADERSHIP

"Management is doing things right; leadership is doing the right things"(Drucker,1999).
The Webster's (1975) new Collegiate Dictionary also define Leadership as "the office or position of a leader". The same dictionary describes a leader as someone guides, or influences a group or organization.

According to Eze, (1995), Fiedler, (1987) leadership is analogous with influence, power or authority in human relationship. It is the potential or capacity to control the behaviour of some followers and direct their strength or energies to the achievement, accomplishment or attainment of organizational objectives.

In semantics, it is easy for people to assume that the term managership and leadership are synonymous. Technically, one would observe the differences by focusing on the fact that all types of organizations, either formal total or informal have a leader while managership is a term that has reference to only formal or bureaucratic organization. While in practice management and leadership go hand in hand, i.e complementary, they differ technically.

Leadership has generally been defined as actions, steps taken in order to willingly achieve a particular end (Eze, 2004; Yukl, 1989; Dessler, 2002; Miner, 2005; Ajila, Akanni and Ekundayo, 2012). The willingness under reference is not just to toil (work) but also to willingly toil with passion and conviction.

While leadership is about vision, management deals with maintenance of high quality standards. Leaders inspire individuals, managers focus on system and structure. Leaders set direction and align people to attain goals. Managers organise, coordinate, control and execute activities. While leaders focus on roles, managers focus on functions. Leaders stimulate and drive people, managers make sure that day-to-day activities are accomplished productively. Leaders think creatively, mangers think in traditional fashion. Managers live for today, leaders live for tomorrow. Leaders have original ideas about what the future will be like. They are visionaries. Managers are missionaries. They are sent on a mission to attempt to persuade others, to execute activities. Effective managing thus requires leadership.

Managers control, organise and direct diverse activities of the business venture that is geared towards achieving the goals of the enterprise. On the other hand, a leader invigorates/stimulates their followers, get utmost synergy (cooperation) from them and direct their activities towards the achievement of the goals of the organization.

The choice of leadership style that a manager makes must be in agreement (tally) with the:
- Style chosen by the organization;
- Specific or particular work group,
- Nature of the group's work tasks,
- Pressures of time, and
- Factors within the environment which may affect attitude of members of the organization toward authority.

MANAGERIAL LEADERSHIP BASES OF POWER

The techniques that managers and leaders use to persuade subordinates is referred to as bases of power. To gain compliance from the followers therefore, leaders must use power.

The five Power bases that managerial leaders often use to influence their subordinates are: coercive, legitimate, reward, referent and expert (Ajila and Adegoke, 1998; Podsakoff & Schriesheim, 1985; Yukl, 1989; Alanazi and Amoldo 2003):

Coercive Power Base.
This type of power base rests in the capability of a manager to pressurize the subordinate to obey instruction through the remonstrance of punishment. It is a fear impelling approach in which response of followers to the cause of the leader is usually due to fear of punishment and not his values.

Reward Power Base
This type of power base refers to the capability of a manager to give certain kinds of reward to subordinates in order to influence them. It is thus a patronage approach that managerial leaders use to prompt their followers. Selective appointments, promotions and physical cash are examples of incentives that are often used to expand the level of response to the cause of managerial leader by the subordinate.

Legitimate Power Base
This type of power base rests in the belief that orders can be given by managers based on their status in the organization. Legitimate power can come in a democratic society through the constitutional process of election. Employees compliance with the orders of a manager depends on the on the position of the manager in the organisational hierarchy.

Referent Power Base
This power base depends on the inclination of the followers to associate with the leader based on the respect that they have for him or her. It involves the use of personality traits and virtues. A leader who has virtuous qualities is highly applauded by his followers. Referent power rests heavily on trust.

Expert Power Base
This power base rests on the reliance that an individual has a highly specialized set of skills. Authority is ceded to a manger based on the understanding that he has greater knowledge of the job or task than his or her subordinates or followers. Leadership authority is thus based on the skillfulness and proficiency of a leader, who is respected for his virtuosity or competence.

MEANING OF MANAGERIAL LEADERSHIP/LEADER
Managerial leadership involves a behavioural process that elicits voluntary followership beyond that associated with required performance on a job. It pervades the theory and practice of work organisations and combines the characteristics of a good leader and the expertise and competence of a manager. Managerial leaders, then, are normally evaluated on both formal task accomplishment and group goal attainment.

Managerial leaders are people who can reshuffle their roles and responsibilities according to the situation in order to achieve the goals of the organization (Warren and Burt 2012). They are flexible, humble and down-to-earth. They must adopt autocratic, democratic or delegative leadership as the situation requires, emphasise conceptual skills and can switch from manager to leader and vice versa. Thus, at the core of managerial leadership practice are trust, piety and civility.

Furthermore, a managerial leader has a growth mindset, exploring and experimenting with his or her ideas and executing his vision. He must:

- Foster teamwork and reason decisively;
- Generate a healthy corporate culture;
- Embrace change, resolve conflicts and inspire others;
- Overcome unpredictability, complication, ambiguity and volatility..

Managerial leaders are global thinkers, mobilizers and change drivers. They are transformational leaders. (Yukl, 2013).

In order to get the job done, an inclusive workforce must be built by Managerial leaders, who must not let their personal feelings get in the way of supporting people and working with them. They should ensure that the whole team work together towards a common goal. Forthrightness, truthfulness, openness and transparency must be the watchword of managerial leaders.

SKILLS THAT ARE ESSENTIAL FOR FACILITATING BETTER MANAGERIAL LEADERSHIP
- ability to induce others to talk so that they will all participate in the discussion. This technique requires leaders who are able to (a) accept contributions from subordinates, (b) make unenthusiastic subordinates feel that their ideas or propositions are wanted and required; (c) accept ideas and opinions of all participants as plausible contributions.
- ability to state the problem in such a way that the group does not become defensive, but instead approaches the issue in a constructive way. The problem must be stated in a very clear and unambiguous manner.
- ability to supply facts and clarify issues without necessarily suggesting a solution.
- ability to state again more clearly the feelings and ideas expressed, and in an unambiguous manner. In performing this function the leader demonstrates that he is paying attention the views expressed by his followers.
- ability to adapt their management style to the diverse needs within their team.
- ability to foster cohesion between team members, set common goals and promote collaboration.

EFFECTIVE MANAGERIAL LEADERSHIP/LEADER
An effective Managerial leader:
- Often use referent and expert power bases,
- Operates within uninterrupted succession ranging from leader-centered approach to group –centered approach,
- Can combine in a balanced manner task-oriented function with group-supportive function;
- Follows Theory Y-assumption about subordinates, and
- Uses his power to make his subordinates to build strong co-operative and collaborative relationships around him. (Burns, 1979; Blanchard 1998)

FORCES IN DECIDING HOW TO LEAD
The three sets of forces that managerial leaders need to take into consideration when deciding how to lead are: (i). forces in the leader; (ii). forces in the situation; and (iii). forces in the subordinates (Ajila, Akanni and Ekundayo, 2012).

The triadic approach, which is illustrated below sees an effective managerial leader as someone who is ready and able to change so as to adapt to different circumstances.

forces in the Leader: Many of the forces that operate within the manager's personality will influence his behavior in any given situation. These include (a) his belief and value system; (b) his confidence in his subordinate; (c) his own leadership inclinations; (d) his feelings of security in uncertain situations; (e) his assessment of his subordinate's competence; and, (f) his level of ethnic group affiliation.

forces in the Subordinates: Managers must not lose sight of the fact that every subordinate like himself is stimulated by many personality factors. Forces in the subordinates thus include: (a) their needs for reliance; (b) their preparedness to accept responsibility; (c) their interest in the problem; and (d) the extent to which they understand and identify with the goals of the organisation.

forces in the Situation: Some features of the state of affairs of the company influence the style of leadership that a manager exhibits. Among the more disparaging environmental constraints that encircle the manager are those that originate or spring from the type of organization, the nature of the employees' job, work group and time constraints.

The more unambiguously managerial leaders understand these forces, the more they can determine what kind of behaviour on their part will enable their subordinates to act most productively. For instance, managers who believe that the needs of the individual must come second to the needs of the organisation may take a very directive role in their followers' undertaking. Attributes of followers must be given consideration before appropriate leadership style can be chosen by managers.

The general feelings of conviction which subordinates have in the leader who is free to alter his behavior will be restricted by the consequence of many of the forces.

LEVELS OF MANAGERIAL LEADERSHIP PARTICIPATION

According to Pisapia (2010), four levels of managerial leadership participation in decision making are identified by good leaders. These are: autocratic decision, Consultation, Joint decision and Delegation. Leaders may be susceptible to poor decision making participation when only one or two of the foregoing levels are used.

Autocratic decisions:
When decisions are made alone without asking for suggestions or opinions of followers is called autocratic decisions. In this type of leadership participation there is no direct influence on the decision by the followers.. Alienation of subordinates can be caused by this type of decision making process, if used very often. In crisis situations, this type of decision making process is taken as the most effective.

Consultation:
At this level, subordinates are asked their suggestions or ideas. Decisions are then taken after thoughtfully considering the concerns and suggestions of the followers.

Joint Decision:
Problems are discussed with others by the leader and together they take decisions. Leaders have no more power over the decision than any other participant. Both the leader and the follower have equal influence.

Delegation:
The responsibility and authority to make decisions is given by the leader to an individual or group. The limits in which the decision must fall are usually specified by the leader.

Continuum of Decision Procedures
- Autocratic – others have no influence;
- Consultation – little influence;
- Joint Decision – equal influence;
- Delegation – influence is high.

SUGGESTIONS FOR MANAGERIAL LEADERSHIP EFFECTIVENESS
In line with the presentation in this paper, it is appropriate to conclude by proposing the following suggestions for managerial leadership effectiveness (Cribbin, 1981)
- Recognize that what you do may be more important than what you say in leadership role,
- Welcome power and use it wisely towards achieving positive results rather than toward self-aggrandizement,
- Recognize that leading is not a static one-way communication. Develop relationships that include mutual benefits for you and your followers. You will be more effective if your influence attempts are seen as legitimate by people who are affected.
- Be sensitive to the limits of positional authority. Try to develop a sense of personal authority that transcends particular roles or positions,
- Develop clear expectations that can help minimize behavior that is detrimental toa mutually beneficial relationship,
- Be as flexible as possible. Adjust your behavior to fit the situation, including your followers, and
- Assess your strengths and weaknesses in terms of effective leader behavior. Concentrate on improving knowledge and skill in areas where you sense a need to change.

CONCLUSION
Much of the power of managerial leaders come from their formal position and the ability to allocate rewards. Without powers anyone cannot be influenced to do anything. And, depending upon their characteristics, to gain compliance, managerial leaders must use power. They must provide a vision that will represent a general statement of the intended direction of the organization, evoke positive emotional feelings in the members and encourage the participation of workers in decision making. What therefore will make the difference between effective and ineffective organisation is the mangers' leadership behavior.

To be effective therefore managerial leaders must focus on what is important, care deeply about the work that they do and take a careful estimation of the probable outcome of their actions vis-à-vis their successes and failures.

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