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Exploring the Challenges of Organizational Leadership and Management

Review Paper

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Abstract

This paper focused on the tactics and the challenges of leadership and management in any organization. The report critically analyses the key challenges of leadership and management with the theoretic basis. Data of this report were collected from secondary sources included books, journals, articles and some other resources from 2008 to 2018. The study reports found that company faced some challenges like stress, conflict, team structure and human resource management etc. Few limitations were also depicted in leadership and management style. The report recommended for training, motivation, career development plan and situational leadership style at the end. The review of the related articles for the present study was completed during the period from January-2018 to July-2018.

Keywords: Conflict, leadership, management, organizational structure

1. Introduction

In changing stage, every organization faces some difficulties or challenges like stress, conflict, team building, organizational structure and human resource management (Robbins and Judges, 2017). But management and leadership are the best weapon to overcome the challenges and achieve the goals (Chaudhry and Javed, 2012). Leadership is the ability to make an impression of will of leader that induces obedience, admiration, loyalty and collaboration (Moore, 1927 cited in Gill, 2011). But contemporary literature says leadership is the way of influencing others to accumulate the understanding on task and way of doing it as well as facilitate the efforts to achieve the objectives (Northouse, 2013 cited in Mikkelson et al, 2015; Yukl, 2012 cited in Harriss and Mayo, 2018). Managers or leaders can reduce stress by giving constructive orientation to employees (Robinsons and Judge, 2017). Self-assessment, goal setting and corrective feedback may be incorporated in individual leadership style to stress management. In addition, effective communications among the all levels helps to reduce the level of stress (Mullins and Christy, 2016).

The major objectives of this report were to critically analysis the leadership and management theories and approaches to overcome the challenges and prepare a consultancy report with specific recommendations. This study was conducted through a detailed literature review. Data were collected from secondary sources like books, research reports, critical essays

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and journals to depict the significance of management and leadership styles with challenges for any organization.

2. An Overview of Leadership and Management Style

Leadership is an important component to achieve the organizational success (Sohmen, 2013). According to DDI and The Economist Intelligence unit (2008) report, 55% of top management projected organizational performance will suffer in future due to lack of leadership capability. Due to its importance in global competitive market significant research interests are developed in leadership in the field of management.

Leadership style, decision making and teamwork differ significantly in different leadership theory (Springer, 2010). A single theory or style of leadership and management is not enough to discuss the leadership style in a broad-spectrum perspective. Multiple theory and approaches are applicable to explain. But it is common scenario that several individuals are played different types of leadership styles to achieve the target and goals.

Task and people-oriented leader are related to contingency approach. Feidler contingency theory cited in Gill (2011) mentioned that contingency theory focuses on task oriented or people oriented. This theory is criticized for inconsistent on results (Bryman, 1992 cited in Gill, 2011). Task oriented leaders have a relationship with theory 'Y' of McGregor and theory 'Y' assumed that all leaders are not lazy in nature (Limbare, 2012). But Theory 'X' of McGregor assume that remarkable number of people dislike work and try to avoid that work if possible (Limbare, 2012). However, action-oriented leadership behavioral approach link with management of timing, tasking and teaming through close interaction of vision. This type of behavior facilitates leaders to incorporate suitable approach to turn out motivation and commitment (Rajbhandari, 2017). On the other hand, some inherent characteristics are found in leaders thus leads to the trait theory. Trait theories focus on individual qualities and characteristics (Robbins and Judge, 2017).

Laissez-affair leaders ignore the problems and avoid to taking a stand; Transactional leaders appear to strongly directive and not to use consultative, participated or delegative styles; and transformational leaders are people oriented, motivational attitude and consultative (Gill, 2011). Mullins and Christ (2016) and Gill (2011) argued that transactional leaders focuses on goals and objectives, tasks, and reward and punishment on the other side transformational leadership generating vision and mission and create motivation and commitment as well as value for followers. Transformational leaders give emphasis on long term vision and mission in projects (Herold et al, 2008) by making desires and achieving trust from the followers. Empirical study of Tyssen et al (2013) on effect of transactional and transformational leadership in temporary project resulted that transformational is more effective. Job satisfaction is important elements of effective leadership. Tesfaw (2017) studied on job satisfaction in secondary school teacher in Ethiopia and found positive and considerable correlation between transformational leadership and job satisfaction. This type of leadership is tremendously passive that attitudes indicate the reluctance to control their subordinate, freedom and responsibilities which point out the absence of leadership (James and Collins, 2008 cited in Tesfaw, 2014). "Leadership is not only contextually influenced but also a context-producing practice" (Endrissat and Arx, 2013.p-278).

3. Organizational Challenges

A problem is dilemmas which have no certain solution, undesirable situation without exit point, a question has not current answer but a situation team member manages it effectively (Pokras, 1995 cited in Levi, 2014). In addition, problem solving is costly, time consuming and less satisfactory but managers or leaders are accomplished it by creative thinking (Proctor, 2014). Moreover, Proctor (2014) mentioned that IDEAL approach is important for problem-solving

where IDEAL stands for identify the problems and opportunity, define the goals, explore possible strategy, anticipate outcome as well as look back and learn.

3.1. Stress Management

Organizational changes are stressful because some of the employee treats it as threat for job security. Stresses are related to environmental, organizational and personal factors. CIPD (2009) cited in Watson and Reissner (2012.p-142) states the alarming words that "Stress is likely the most dangerous risk to business in the twenty-first century". Sameera et al (2016) argued that BPO employees of Chennai city has a bitter experience with stress with work by empirical data which decrease the productivity and found that 52% employee feel overloaded on work and 64% feel stress of target work.

However, Managers or leaders can be reduced the stress by giving constructive orientation to employees (Robinsons and Judge, 2017). Self-assessment, goal setting and corrective feedback may be incorporate in individual leadership style to stress management (Houghton et al., 2012). In addition, effective communications among the all levels helps to reduce the level of stress (Mullins and Christy, 2016).

3.2. Conflict Management

Conflict with team members is a natural scenario in working groups due to diversity (Jit *et al,* 2016). Understanding of conflict is to identification of disagreements or different opinions. Conflicts are highly related to task, relationship and process (Robbins and Judge, 2017). But Saiti (2015) argued that lack of capable leadership is common cause of conflict. Task conflict argue for work-based issues, relationship argue for interpersonal clashes and process conflict related to disagreement on logistic. (Jehn *et al*, 2010). Kassing *et al* (2012) indicate that dissent expression is related to work commitment among the employees. Conflict can bring positive and negative impact on organization depending on the leadership style. Production of an organization can also be affected by conflict and time exhausted in managing those conflicts.

Leaders have to pay more attention on negative effects of conflict for better outcome (Ayoko and Callan, 2010; Zhang et al, 2011). For example, transformational leaders share a vision and commitment as well as set up values and norms that make a relationship approach to handle the conflict (Zhang et al, 2011). Managers would be more successful if they observe the followers conflict behavior and connect them in decision making role (Aw and Ayoko, 2016). However managerial point of view collaborative approach is more effective to conflict resolution that be able to create 'win-win' situation which is advantageous for all parties (Watson and Reissner, 2012).

3.3. Team Size

A project team may be a number of people who work collectively to achieve mutual goals (Burkey, 2013). Teams have structured groups of people functioning for defined common goals to finish certain tasks with interactive way and it typically consist of 3-12 people (Forsyth, 1999 cited in Levi, 2014). Moreover, Team effectiveness depends on typical performance and viability and the performance again tends to attain the targets. There are four stages in team building-forming, norming, performing and transforming (Tuckman, 1975 cited in Fapohunda, 2013). Rico et al, (2011) studied on work team effectiveness regarding the Input-Process Output (IPO) model CORE model, IMOI model and "Team Holistic Ecology Dynamic" (THEADA) approach and mentioned effectiveness of teamwork depends on innovative response. Pinto (2016) argued that selecting the members of a team is a key indicator of team effectives. It is important to select a high skill, motivated and innovative employee in a team.

Leader plays an important role in team success. Team leaders help the team to solve the problems in order to perform more efficiently (Levi, 2014). Leadership style can increase the

team performance. Sangeetha and Kumaran (2018) studied on shared leadership on cross-functional team effectiveness and performance in manufacturing sectors in India and found positive result. However, there is no specific way to overcome these types' challenges but the team leaders create a friendly environment; motivate the team members and sharing the up to date knowledge and information (Watson and Reissner, 2012).

3.4. Organizational Structure and Performance:

Organizational structure affects the employee attitudes. Chain of command, decentralization and formalization is essential component of organizational structure. According to Robbins and Judge (2017) matrix structure combines of several divisions and bosses but it breaks the unity of command. Moreover, the difficulties of matrix structure are that it divided the loyalty and create the conflict (Mullins and Christ, 2016). In such cases, team leaders can directly communicate with favorable senior ignoring the hierarchy. Chain of commands refers to the authority and responsibility, superior-subordinate relationship of an organization Mullins and Christy, 2016). To maintain the chain of command rules and responsibility, job description is essential that's indicates the formalizations (Robbins and judge, 2017). However, it is difficult to fix an organizational structure. To overcome the problems, there should be mix form of structure

3.5. Human Resource Management:

Human resource policies and practices as recruitment, selection, training and performance management have a significant influence in an organization (Robbins and Judge, 2017). These issues make the employees unhappy ultimate resulted on increase stress, conflict, frustration and office politics. Performance appraisal (PA) is a process where line manager completing an annual report on a subordinate tasks performance (Fletcher, 2001). But recently its dimension is changed as task performance, citizenship and counterproductively (Robbins and Judge, 2017). An empirical study on performance appraisal found that performance appraisal system, career planning and employee participation influence on job commitment (Abdulkadir et al 2012). On the other side, the poor performer reduces the organizational productivity and set a bad example which their team-members are follow that makes authority more difficult (Daley, 2008). However, it is important for several aspects for example it helps to make important decisions about promotion, reward or termination (Robbins and Judge, 2017). There are lots of approaches to evaluate performance but most popular approach is 360-degree appraisal (Watson and Reissner, 2012; Obisi, 2011). For instance, the application of 360-degree feedback has resulted positively in Royal bank of Canada (Gill, 2011).

4. Conclusion

In conclusion, this report finds that an organization faces some challenges like Stress, conflict, team size; human resource management, organizational structure and leadership style are equally. But challenges are not impact on negatively but sometimes in positive result. This report then concluded that one theory or approach is not sufficient for organizational success, it may require hybrid or mix method. Therefore, the following recommendations can be followed by an organization management authority.

a. Training and professional degree are needed for organizational success. In this regard Training program should organize for employee and top management to increase the capability. Motivational activities should be taken by team leaders. Task related professional training program may arrange in world leading university or institute for top management; it will increase the creative thinking and problem-solving ability. Gathered knowledge may share with team members.

b. A management succession pool to ensure the sufficient supply of qualified and capable people for future needs or crisis management but it's considering the performance appraisal.
c. Feedback and follow-up actions are essentials for individual and organizational performance improvement. Leaders, top management personnel and managers can apply 360-degree method to evaluate them in every span of task.
d. Organizational structure may reshape from matrix to mix model, centralized to decentralized and special concentration on formalization but not at a time. Top management should delegate the power to managers for doing the job by own creative way but there should be a monitoring and control mechanism for immediate senior.
e. Interactive communication is essential for effective team building. Team members are met with team leaders regularly regarding work progress and the same way team leaders are met with top management. It will decrease the stress and conflict in organization.
f. Finally, it is recommended for situational leadership style to achieve organizational targets.

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