Leadership Development in Modern Era

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Abstract
It is apparent that leadership in a company is indispensable for a company’s success. As we, all know that human resources are the main part of any organization. In modern era where technology and environment change very frequently, in this type of atmosphere, a business unit faced so many challenges related to their work and development. In this paper, we will read about Leadership Development, which is most important task for a leader. In modern era it becomes an important issue for managing human resources. Beside this we also read about different aspects about leadership development.

Key Words:
Human resource management, Challenges of HR in modern era, Leadership Development, Desirable styles of leadership

Introduction
Leadership development is very important issue of Human Resource management. And now These days human resource management become a wide subject itself. Organizations are Social systems. People, who are responsible for managing them, need to understand how they operate. Organizations are a combination of science and people- technology and humanity.

Leadership is an important element of the directing function of management. The power of leadership is the power of integrating. It is the human force which binds a group together and motivates it towards certain goals.

Leadership is the process of stimulating members of group towards the achievement of organizational goals. An effective leader directs and integrates the activities of his followers for fulfillment of some pre-determined objectives.

Many scholars attempt to define what leadership is. Some may say that leadership is the act of influencing others to follow. In a Richard Lynch’s book, called: Lead! How public and nonprofits managers can bring about the best in themselves and their organizations”.

Leadership is characterized by a group of skills and productive thoughts, aiming at creating an organizational situation in which committed
self- confident people work in exciting jobs that enhance the followers self esteem. Leadership are therefore, defined as “people who work by influence.” They act in ways that cause others to choose to act in accordance with their leader’s wishes. Since power is the ability to influence the actions of others, leadership can then be viewed as the effective use of power. So we should know about human resource management before further proceedings.

**Meaning of Human Resource Management:**

**It includes three words:**

- **Human:** refer to skilled employees
- **Resource:** refer to limited availability
- **Management:** refer to proper utilization of limited resource

So Human Resource Management is the process of proper use of limited resource. Human Resource Management is a function in organizations designed to maximize employee performance in service of their employer’s strategic objectives. HRM is primarily concerned with how people are managed within organizations, focusing on policies and systems.

The process of hiring and developing employees so that they become more valuable to the organization. Human Resource Management includes conducting job analyses, planning, recruiting the right person for the right job, training, managing salaries issues, job evaluation, resolving disputes and communicating with employees of all levels.

Organizations depend on people to make them operate. An organization is nothing without resources. If we remove the employees from the organization, there is nothing but a pile raw material, machines, and physical commodities. Organization consists of the combination of different resources, among which human resource is the superior. But how did these people come to be employees in the organizations; How were they found and selected? Why do they come to work on a regular basis? How do they know what to do on their jobs? How does management know if the employees are performing adequately? It they are not, what can be done about it? Answers of these questions lie in the subject of human resource management.

In other words we can say that Human Resource Management is the process of recruitment, selection of employee, providing proper orientation, maintaining employee’s safety and welfare by complying with labour laws of concern state or country.
Definition of Human Resource Management:

1. According to Decenzo and Robbins:-
   "Human resource management is a process consisting of four functions - acquisition, development, motivation and maintenance of human resources."

2. According to Gary Dessler:-
   "Human resource management refers to the policies and practices one needs to carry out the people or human resource aspects of management position including recruiting, screening, training, rewarding and appraising."

From the above definitions, certain new and some of the most important ones HRM aspects emerge could be stated as:

1. There is an explicit link between managing human resource and success of administrative or management strategy. Competition forces management to alter the latter with implications for the former.

2. Sector strategies cannot be appreciated in isolation (mean in Simon’s terms) but only as parts of the integral whole. Human resource management regards people as the most important resource of an organization. It’s all policies and practices are oriented towards improving human resources’ performance, which directly contribute to the achievement of organizational goals.

Functions of Human Resource Management:

While looking human resource management more specifically, we can find the four major functions of it. They are respectively:-

1. **Acquisition functions**:- It begins with planning of man power. It includes job analysis, recruitment, selection and socialization of employees.

2. **Development functions**:- It has four dimensions.
   i. **Analyzing development needs** :- It involves human resource development planning for employees to predetermine future human resource development needs.
   ii. **Employee training** :- It involves skill development and change of attitude of human resources.
   iii. **Management development** :- It involves knowledge acquisition and executives conceptual ability.
iv. Career development: It matches the long-term individual and organizational needs.

3. Utilization functions: This function ensures willingness of employees for increasing productivity by doing jobs effectively. It consists of employing people productively through: motivation, job design and work scheduling, performance appraisal and compensation management.

4. Maintenance function: This function maintains the commitment of the employee to the organization. It consists of: employee discipline, labour relations and employee welfare.

Significance of Human Resource Management in modern era:

- Organizational Effectiveness
  The human resource management system of a company has a significant impact on individual and organizational effectiveness. A good HRMS brings consistency in human resource management practices and improves human relations in the company. An effective HRMS is focused on a strategic objective and works by improving employee knowledge, skills, motivation and contribution opportunities. Based on their overarching goal, human resource management systems contribute to organizational effectiveness in multiple ways.

- Occupational Safety
  Occupational injuries and fatalities can have devastating consequences for employee morale. Such incidents can also potentially jeopardize the business. In a small manufacturing company, managers may focus the HRMS on improving occupational safety. This requires hiring reliable, trained and detail-oriented people and providing intense safety training.

- Recruit right person
  Since employees are constantly trained, they are ready to meet the job requirements. The company is also able to identify potential employees who can be promoted in the future for the top level jobs. Thus one of the advantages of HRM is preparing people for the future.

- Development of Human Resources
  Human resource planning identifies the skill requirements for various levels of jobs. Then it organizes various training and development campaigns to impart the required skill and ability in employees to perform the task efficiently and effectively.

- Future Manpower Needs
  Human resource planning ensures that people are available to provide the continued smooth operation of an organization. It means, human
resource planning is regarded as a tool to assure the future availability of manpower to carry on the organizational activities. It determines the future needs of manpower in terms of number and kind.

- **Goal Harmony**

Human resource management bridges the gap between individual goal and organizational goal-thereby resulting into a good harmony. If goal difference occurs, the employees will not be willing to perform well. Hence, a proper match between individual goal and organizational goal should be there in order to utilize organizational resources effectively and efficiently.

- **Employee Satisfaction**

Human resource management provides a series of facilities and opportunities to employees for their career development. This leads to job satisfaction and commitment. When the employees are provided with every kind of facilities and opportunities, they will be satisfied with their work performance.

**Challenges of human resource management in modern era:**

In today’s dynamic business environment, organizational issues, changes and methods of addressing them are prevalent as we seek to stabilize and sustain transformation across locations.

- Leadership Development
- Change Management
- HR effective measurement
- Organizational Effectiveness
- Learning and Development
- Team Management

All these challenges are related to HRM, a leader, a manager and to an organization. In modern era all these play a vital role in a business unit.

A leader or a manager must know that how these issues should be solved.

In this study we will read about Leadership Development, which is becoming most important issue in HR these days.

**Meaning of leadership development**

What is leadership? It is a process by which one person influences the thoughts, attitudes, and behaviors of others. Leaders set a direction for the rest of us; they help us see what lies ahead; they help us visualize what we might achieve; they encourage us and inspire us. Without leadership a group of human beings quickly degenerates into argument and conflict, because
we see things in different ways and lean toward different solutions.
Leadership development is defined as the “expansion of a person’s capacity to be effective in leadership roles and processes” (McCauley, Van Veslor, & Rudeman, 2010, p. 2).
These roles and processes are ones that aid in setting direction, creating alignment and maintaining commitment in groups of people sharing common work.
Most organizational leadership research and educational programs have focused on developing individual-based knowledge, skills, and abilities associated with formal leadership roles (human capital) of individuals (Day, 2000). Leader development therefore results by investing in human capital.
Leadership development refers to any activity that enhances the quality of leadership within an individual or organization.

According to Bernard:
“Leadership refers to the quality of the behaviour of the individuals whereby they guide people on their activities in an organization.”

Why Leadership Development is important???
The absence of leadership is equally dramatic in its effects. Without leadership, organizations move too slowly, stagnate, and lose their way.

Much of the literature about organizations stresses decision-making and implies that if decision-making is timely, complete, and correct, then things will go well. Yet a decision by itself changes nothing. After a decision is made, an organization faces the problem of implementation—how to get things done in a timely and effective way.

Leadership development enables individuals to initiate qualities, which can make them a leader, and helps managers to develop their leadership qualities for becoming more productive and managerial. It is essential for corporate not only at the top positions in a company, but also in the middle-level segment. Most of the business companies deal with leadership in a general manner. However, they are not well-aware of its importance. Leadership is normally referred to personal dimensions like communication skills, problem-solving capabilities, motivational abilities, personal appeal, aspiration, etc. Leadership development allows a leader to understand employee problems and issues, and focus on solving such problems. It also lets the leaders know the importance of employee motivation which certainly is a primary reason for high employee productivity. It improves the proficiency of leaders to make wise and prompt determinations regarding work quality, market conditions, company strategies, plans of action,
etc. With a development in all such leadership skills, the leader also develops a set of values regarding his corporate life and productivity, which may help him to be firm on his decisions and obligations.

**Styles of leadership development**

Leadership style refers to a leader’s behaviour exhibited during supervision of employees. Leadership style is the result of leader’s philosophy, personality, and value system. There can be many styles of leadership:

- **Autocratic style**
- **Democratic style**
- **Bureaucratic style**
- **Charismatic style**
- **Positive style**
- **Transactional style**

### Autocratic style:

This is also called Leader Centered Style. In an autocratic leadership style, the person in charge has total authority and control over decision making. By virtue of their position and job responsibilities, they not only control the efforts of the team, but monitor them for completion—often under close scrutiny. This style is reminiscent of the earliest tribes and empires. Obviously, our historical movement toward democracy brings a negative connotation to autocracy, but in some situations, it is the most appropriate type of leadership. That, of course, doesn’t mean a blank check to ignore the wellbeing of his subordinate.

### Democratic Style:

The democratic leadership style is a very open and collegial style of running a team. Ideas move freely amongst the group and are discussed openly. Everyone is given a seat at the table, and discussion is relatively free-flowing. This style is needed in dynamic and rapidly changing environments where very little can be taken as a constant. In these fast moving organizations, every option for improvement has to be considered to keep the group from falling out of date. The democratic leadership style means facilitating the conversation, encouraging people to share their ideas, and then synthesizing all the available information into the best possible decision. The democratic leader must also be able to communicate that decision back to the group to bring unity the plan is chosen. This is also called Participative Leadership Style.

### Bureaucratic style:
Bureaucratic leadership is one of the most prevalent forms of management today. In this lesson, you’ll learn the key concepts of bureaucratic leadership and be provided with some examples of it. You'll also discover some of its disadvantages. Bureaucratic leadership is leadership based upon fixed official duties under a hierarchy of authority, applying a system of rules for management and decision-making. This style of leadership can be advantageous in highly regulated lines of business, and it can be an efficient management style in companies that don't require much creativity or innovation from employees. The danger here is that leadership’s greatest benefits, motivating and developing people, are ignored by bureaucratic leaders. Policies are simply inadequate to the task of motivating and developing commitment. The specific risk with bureaucratic leaders is the perception that policies come before people, and complaints to that effect are usually met with resistance or disinterest.

- **Transactional Leadership:**

  This style starts with the idea that team members agree to obey their leader when they accept a job. The "transaction" usually involves the organization paying team members in return for their effort and compliance on a short-term task. The leader has a right to "punish" team members if their work doesn't meet an appropriate standard.

  Transactional leadership is present in many business leadership situations, and it does offer some benefits. For example, it clarifies everyone's roles and responsibilities. And, because transactional leadership judges team members on performance, people who are ambitious or who are motivated by external rewards – including compensation – often thrive. The downside of this style is that, on its own, it can be chilling and amoral, and it can lead to high staff turnover. It also has serious limitations for knowledge-based or creative work. As a result, team members can often do little to improve their job satisfaction. They are adept at making deals that motivate and this can prove beneficial to an organization. The issue then is simply one of sustainability.

- **Charismatic Style:**

  The charismatic leadership style was one of three leadership types described by Max Weber in 1947, along with the bureaucratic and traditional leadership styles. The charismatic leadership style is based on a form of heroism or extreme of character, almost of divine origin. Charismatic leadership is leadership based on the leader's ability to communicate and behave in ways that reach followers on a
basic, emotional way, to inspire and motivate. Charismatic leaders have the ability to inspire almost anyone. These leaders possess positivity, optimism and passion for a cause and attract like-minded people to them easily. A charismatic leader is able to motivate teams to work mostly by inspiration.

A leadership style is a leader's style of providing direction, implementing plans, and motivating people. There are many different leadership styles that can be exhibited by leaders in the political, business or other fields.

**Conclusion:**

From the above I can conclude that leadership development in modern era is becoming most important. In Human Resource Management leadership development play a vital role. With the help of leadership development a business unit can grow with a great speed.

Leadership Development is the key for the organizational success. A leadership development framework which includes leadership strategies and training programs as well as leadership development measurement should be well designed in accordance with clusters of leadership competencies.

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