Leadership Behavior

Outline

I.   Introduction

The role of leadership in the modern business is hard to bypass because leaders significantly impact organizations by motivating the followers and making positive changes. This paper explores the possibility of the increase of leadership efficacy in case a leader practices both leader-member exchange and path-goal approach.

Thesis: In case leaders skillfully combine the positive aspects of leader-member exchange and path-goal leadership theories, they obtain a possibility to provide a significant management of their organizations.

II.   Leadership as a Social Phenomenon.

   1. The role of a leader in an organization.

      a. Statement: Leaders play a critical role in organizations by motivating followers and making businesses and organizations progress. One can analyze the role of leaders when addressing an authentic leadership theory because it views leaders as the core component of the leader-follower interaction.

      b. Evidence: authentic leaders develop and influence their followers by invigorating them with positive psychological states, which are conducive to their performance" (Wang, Sui, Luthans, Wang, & Wu, 2012). "Authentic leaders share the information needed to make decisions, accept others' inputs, and disclose their personal values, motives, and sentiments" (Wang et al., 2012).

   2. The role of the followers in an organization.

a. Statement: The predominant part of leadership theories focus on the role of the leaders, but fail to consider the role of the followers. This drawback results in the fact that some leaders do not succeed in implementing the most popular leadership theories without consideration of the followers' feedback and roles.

b. Evidence: "few studies have explored how followers' individual differences and the nature of the task they perform affect its relation to followers' work outcomes" (Monzani, Ripoll, & Peiró, 2014). The leadership consideration and feedback on the followers' personality traits have a strong effect on workers' performance and result satisfaction (Monzani, Ripoll, & Peiró, 2014).

III.   Analyzing Leader-member Exchange and Path-goal Leadership Theories.

1. The role of leader-member exchange theory.

   a. Statement: The strength of leader-member exchange theory is that it focuses on relationship between leaders and followers.

   b. Evidence: It is possible to increase the efficacy of leadership in the case of adherence to the leader-member exchange framework (Lunenburg, 2010). The drawback of the theory is that it is centered purely on relationship and may alienate some of the workers, while motivating others, but it is more relevant to specific human activity domains than other theories (Power, 2013).

2. The role of path-goal leadership theory.

   a. Statement: Path-goal leadership alone cannot grant the increase of the efficacy of a leader and provide positive outcomes for an organization.

    b. Evidence: Practical analysis of the path-goal leadership approach obtained no clear evidence that this approach increases the leaders' potential (Schriesheim, Castro, Zhou, & DeChurch, 2006).

It is possible to enhance the leader-follower dyad in a situation when a leader practices multiple leadership approaches as, for instance, transformational leadership enhanced with attention of the leader to the followers' feedback (Muterera, Hemsworth, Baregheh, & Garcia-Rivera, 2015).

3. Summary.

The analysis demonstrates that each leadership theory has specific benefits and drawbacks. The scholars are unable to find an agreement regarding the most useful theory, which is why the lack of their collaboration is a drawback. It leads to the perspective that the leaders of organizations test the effectiveness of each theory by trial and error method that decreases their workplace efficacy. However, it is possible to take advantage of the disagreement between these scholars, because each of them exposes the strengths of the proposed theory and highlights the drawback of the studies of the others. For instance, leader-member exchange approach allows creating positive and productive relationship, whereas transformational and path-goal approaches enable to create a systemic leadership framework enhancing its efficacy. Scholars indicate that there is a need for practicing a more comprehensive approach in order to increase the relevance of leadership research (Muterera, Hemsworth, Baregheh, & Garcia-Rivera, 2015). Thus, a simultaneous consideration of the mentioned leadership tools would allow creating a new combined leadership theory, which should embrace the most efficient methods of its predecessors. As a result, various leadership practitioners

would obtain the most efficient tools for empowering their followers and boosting

the potential of their businesses.

IV.   Conclusion.

Modern leaders have to develop and practice their unique approaches that unite

the benefits of different leadership theories in order to bypass their drawbacks.