

ESSENTIALS OF LEADERSHIP

Aditya Kashyap



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CONTENTS

Chapter 1. An Overview of the Essentials of Leadership	1
– Aditya Kashyap	
Chapter 2. Investigation of Essential Behaviors of Good Leaders	10
– Cleston Jacob Dcosta	
Chapter 3. Investigating the Essential Skills of a Good Leader for Organizational Success	18
– Shilpi Kulshrestha	
Chapter 4. Role of the Information Commitments of a Good Leader for Leadership	27
– Anand Kopare	
Chapter 5. Analysis of the Sustainability Commitments of a Good Leader	35
– Simarjeet Makkar	
Chapter 6. Analysis of Forward-Thinking Fiscal Responsibility	43
– Shoab Mohammed	
Chapter 7. Role of Verbal and Presentation Skills in Leadership.....	52
– Poonam Singh	
Chapter 8. Investigation of Communication Commitments in Leadership	60
– Bineet Naresh Desai	
Chapter 9. Investigation of Human Sustainability in Leadership	68
– Jaimine Vaishnav	
Chapter 10. Analysis of Leadership Instrument in Leadership Management.....	75
– Sadaf Haseen Hashmi	
Chapter 11. Determination of Path Goal Theory in Leadership	83
– Hemal Thakker	
Chapter 12. Investigation of Achievement-Oriented Leadership	91
– Nikita Nadkarni	

CHAPTER 1

AN OVERVIEW OF THE ESSENTIALS OF LEADERSHIP

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ABSTRACT:

The fundamentals of leadership, highlight its complexity and critical function in directing people and groups. Beyond conventional ideas of power, leadership is a combination of traits including vision, empathy, fortitude, and skillful communication. The ability of the leader to give clarity and direction while presenting an engaging vision that motivates group action is a major element. The assessment highlights the transforming power of forward-thinking executives who not only see the future but also encourage creativity and innovation among their team members. It emphasizes how important leadership is in developing and maintaining a strong corporate culture and how leaders have a significant impact on the values, beliefs, and actions of their organizations. The study highlights the moral aspects of leadership and stresses the significance of morality, equity, and social responsibility in making decisions. It is said that a leader may inspire good change by encouraging flexibility, resiliency, and creativity in the face of difficulties. The overview also emphasizes the importance of leadership in resolving larger challenges and promoting justice and equality, broadening its reach to include social circumstances. The significance of inclusive leadership which can effectively navigate a range of viewpoints is underscored, as is the crucial connection between leadership and the growth and empowerment of people in companies. In summary, the review presents a thorough image of leadership as an essential tool for managing complexity, motivating constructive change, and creating a better future in a variety of fields.

KEYWORDS:

Adaptability, Communication, Empathy, Leadership, Resilience Vision.

INTRODUCTION

The notion of leadership is complex and dynamic, and it is essential in determining how civilizations, communities, and organizations develop. Fundamentally, leadership is the capacity to inspire others to reach their greatest potential by motivating and directing them toward a shared objective. Leadership is more than just having power; it's about having vision, empathy, fortitude, and good communication skills, among other things. Leadership is not limited to hierarchical structures in the dynamic contemporary world; it is present in business, politics, education, and community development, among other domains. The foundation of all effective leadership is a compelling vision [1], [2]. A visionary leader can paint an engaging and exciting image of the future, encouraging others to coordinate their efforts toward a common goal. This vision acts as a beacon of guidance, giving a team's or organization's combined efforts direction and meaning. A feeling of purpose and enthusiasm are instilled in their followers by visionary leaders who not only see a future state but also effectively express it to others. Historical examples of such leaders abound, ranging from Steve Jobs's vision of inventive technology improvements to Martin Luther King Jr.'s goal of a racially united society. Another essential component of successful leadership is empathy.

A leader's aptitude to understand and connect to the emotions, concerns, and opinions of people produces a pleasant and productive workplace. Strong interpersonal ties and a feeling of trust

and loyalty are fostered among teams by compassionate leaders. Leaders who possess this emotional intelligence are better able to handle difficult interpersonal situations, settle disputes, and promote diversity. Empathic leaders not only improve the wellbeing of their followers, but they also make the company more resilient and successful overall [3], [4]. For leaders managing the difficulties and unknowns included in every endeavor, resilience is an essential attribute. Resilient leaders show persistence and flexibility in the face of obstacles, crises, and failures. Their teams are instilled with confidence and resilience by their ability to overcome adversity, which fosters a culture of ongoing learning and development. Challenges are not seen as insurmountable barriers by resilient leaders, but rather as chances for development and creativity. They don't give up in the face of difficulty, forging on with hope and tenacity. Effective leadership is based on effective communication. Leaders need to be able to convincingly communicate their expectations, goals, and feedback. Communication is more than just expressing oneself; it also entails comprehending other people's points of view, encouraging candid discussion, and actively listening. Effective communicators can unite their groups, settle disputes, and create a common understanding of the objectives of the company [5], [6]. Effective communication is essential for leaders to develop trust, inspire confidence, and negotiate the challenges of a worldwide environment in today's linked globe where information travels quickly.

There is no one-size-fits-all definition of leadership; instead, it takes several shapes based on the situation and the people involved. For example, transformational leadership places a strong emphasis on encouraging and inspiring subordinates to go above and beyond their expectations and produce outstanding results. Conversely, transactional leadership depends on incentives and well-defined processes to accomplish predefined goals. Situational leadership acknowledges that competent leaders need to modify their strategy according to the unique conditions they encounter. Every leadership style has advantages and disadvantages, and effective leaders often combine aspects of many types to best meet the demands of their groups and companies. Apart from personal attributes, the culture of the firm has a significant impact on how successful a leader is. A collaborative, transparent, and innovative culture fosters growth and development for leaders [7], [8]. Organizational leaders have to create and maintain a culture that is consistent with the institution's overarching goals and core values. This entails encouraging diversity and inclusion, acknowledging and appreciating accomplishments, and cultivating a feeling of belonging. In addition to drawing in top talent, a positive company culture also raises employee happiness and engagement, which promotes long-term success.

The workforce and the changing nature of work are closely related in the twenty-first century, and this includes leadership. The digital era has brought about unparalleled transformations, necessitating executives to adjust to novel perspectives on telecommuting, technology breakthroughs, and a swiftly shifting financial terrain. The capacity to manage teams beyond geographic borders, or virtual leadership, has emerged as a crucial competency. Leaders need to use technology to help with productivity, communication, and teamwork. They also need to handle issues like digital fatigue and keeping team members feeling connected. In a time when corporate social responsibility and sustainability are top business concerns, ethical leadership is essential. When making decisions, ethical leaders give honesty, justice, and social responsibility a priority. They take into account how their decisions may affect other parties, the environment, and society as a whole. Long-term success depends on the credibility and trust that ethical leadership fosters. A strong company reputation and a culture of accountability and responsibility are fostered by leaders who place a high priority on ethical issues [9], [10].

The idea of leadership is deep and complex; it goes beyond simple power and includes a wide range of duties with the ultimate goal of directing people, groups, and organizations toward a

shared vision or objective. Fundamentally, the goal of leadership is to motivate and sway others to provide a constructive and significant path for group endeavors. It entails forging a vision that extends beyond the here and now, inspiring others to pursue loftier goals, and serving the larger good. One essential objective of leadership is to offer direction and clarity. In the sometimes complicated and confusing terrain of corporate, social, or communal initiatives, leaders play the role of navigators. Leaders build a path that directs decision-making, motivates action, and unites people's efforts toward common goals by presenting a compelling vision. This guiding function is essential to assisting communities and organizations in embracing change, overcoming obstacles, and seizing opportunities. Apart from providing guidance, leadership acts as a stimulant for constructive transformation and originality.

In addition to seeing the future, visionary leaders stimulate innovation and creativity to get there. They create an environment that inspires people to think creatively, take calculated chances, and accept novel ideas. Leaders who foster innovation enable their firms to expand and adapt, staying competitive and relevant in a world that is changing quickly. In addition, effective leadership is essential to developing and maintaining a healthy workplace culture. An organization's values, beliefs, and actions define its culture, and leaders play a crucial role in fostering and enforcing these components. Positive team cultures encourage cooperation, candid communication, and a feeling of community. Leaders who place a high priority on the growth and well-being of their staff members create a great work atmosphere that raises engagement, output, and employee satisfaction. In addition, the goal of leadership encompasses the growth and empowerment of people within the company. Capable leaders see their team members' potential and provide them with the tools and resources they need to develop. They promote a culture of ongoing learning and growth by serving as coaches and mentors to people. Encouraging team members to take on more responsibility not only improves their competencies but also increases their commitment to the company and overall work happiness. Ethical resource and responsibility stewardship are intimately related to leadership. Making choices with justice, honesty, and an awareness of the wider effect on stakeholders, society, and the environment are all components of ethical leadership.

Prioritizing ethical issues helps leaders create a culture of trust and responsibility, which lays the groundwork for long-term success. In addition to upholding moral and legal obligations, ethical leaders lead by example, enhancing the goodwill of their organizations. It is important to remember that leadership serves a social as well as professional function. Social activists, political leaders, and community organizers all have a crucial leadership role in determining the future of communities and countries. In a social setting, leadership entails tackling urgent problems, standing up for equity and justice, and advancing the general welfare of the populace. The laws, organizations, and customs that form the foundation of the society that they lead are developed under the direction of societal leaders. Moreover, developing resilience and flexibility is a key component of leadership. Leaders often encounter difficulties, ambiguities, and failures. Resilient leaders demonstrate the capacity to overcome hardship, grow from mistakes, and guide their groups through challenging times. Adaptability is a critical quality that helps leaders negotiate complexity and seize new possibilities in a world that is always changing. Resilient and adaptable leaders contribute to their companies' long-term success and sustainability. Additionally, leadership acts as a link between various interests and points of view. The cultural, social, and economic variety must be navigated by successful leaders in a world that is more linked and globalized. They recognize the benefits of diversity and actively seek to establish settings in which people from all backgrounds are treated with respect and given a voice. Because many viewpoints contribute to a larger pool of thoughts and remedies, inclusive leadership encourages creativity and innovation.

DISCUSSION

Leaders must possess a solid grasp of the fundamentals of leadership strategies in an era of fast fixes, fads, and tactics. "Without understanding the principles of a given task, people become incapacitated when the situation changes and different practices are required to be successful," as Stephen Covey states in *Principle-Centered Leadership*. It's important to comprehend the fundamentals, particularly in a book like this one that focuses on concise explanations of leadership skills, to avoid creating a "house of fads." The resources in this area provide some foundations for effective leadership.

just cooperating with people to do tasks. We would have to admit that many of the top members of the Mafia, drug cartels, and terrorist groups are capable leaders if that were their only motivation. Undoubtedly, a large number of them have a solid track record of finishing the work. However, in the process of doing the task, they violate the law, treat others with disdain, lie to them, injure them, and generally operate in an authoritarian way. As history has often shown, a person does not necessarily possess significant, outstanding leadership qualities even if they may attain the position of national leader, succeed in holding that position for a while, and be addressed as such. They might take the lead by presenting themselves as formidable bullies. Stated differently, individuals may effectively complete a task even in the absence of true leadership abilities. Leadership is much more than just doing tasks. It entails doing it in a certain manner that demonstrates a sincere regard and care for the welfare of every person involved in finishing the work or task at hand. To do it, one must act in a certain manner regularly. In addition, aspiring leaders must possess a certain set of abilities and goals that underpin those behaviors, as well as strong commitments to sustainability, communication, and information.

Good Leaders

Taking the aforementioned into consideration, it is not always a cause for celebration to be a nominal leader even if one is considered successful. But being a "good" leader is something very else. An effective leader bases their approach to completing a task on a wide variety of leadership qualities, which they embrace and continuously exhibit. They recognize that working with individuals and their interests to achieve a goal is just as important as following instructions or accomplishing a declared objective. Most importantly, they know that dealing with people calls for consistent, credible, and long-lasting buy-in. Above all, a competent leader recognizes the qualities and traits required of a successful leader, strives to cultivate those qualities in both themselves and those under them and recognizes the importance of consistency in defining an organization's working culture. So what qualities make someone a good leader? We have drawn on a wealth of information from a wide range of sources in academia, industry, government, and the broader public sector for this book. Numerous of these publications favor certain traits or have a specific emphasis when discussing what they believe makes a good leader. But we specifically want to examine what is required of persons employed by the different branches of government. As a result, we have modified what is coming from somewhere else to make it appropriate for this particular situation.

Leaders in Government

The term "leaders in government" does not limit our discussion to elected officials alone. This book is intended for government employees and civil servants, even if a lot of the content applies to them and leaders in other fields. This book is intended for all government workers, regardless of rank, who take the lead in delivering government initiatives, goods, and services. This encompasses all positions in the government that oversee the work of others and are accountable for fulfilling service or program delivery mandates, such as charge hands, foremen,

unit supervisors, managers, directors, and senior executives. There are several ways in which leaders in the public and commercial sectors differ from one another. First off, unlike their private sector counterparts, government officials' efforts are often not evaluated based on financial results.

Governments are answerable for their tax revenue expenditures, but they have no rivals, profit margins, or shareholders to answer to when it comes to running their businesses effectively. Rather, we have faith that the government's leaders will carry out their duties as effectively and efficiently as they can. To be sure, our elected officials have the power to control costs through the use of taxpayer tolerances, cost-benefit/comparison analyses, privatization considerations, and budgets; however, this does not always translate into issues of effectiveness and efficiency, particularly in situations where no comparisons can be made. We still have to have some faith that public servants will complete their tasks in a manner that provides excellent value for the tax payers. By taking this trust, public officials take on the role of custodians of the public coffers. Leaders in the public sector differ from those in the private sector because of their duty to act in "the public interest. They must conduct themselves in a manner that upholds and respects what is in the public interest. They must approach their profession with a stronger sense of civic duty, impartiality, and social responsibility. They are not able to be influenced or motivated by personal gain. a list of qualities that we believe to be the BASICS of effective leadership, and each of them is associated with a letter from our acronym. We shall examine them one by one in each chapter. You will discover, nevertheless, that the inner core of a successful leader generates and supports all six letters: behaviors, aspirations, skills, information, communication, and sustainability commitments. The aspect of a person's character that is related to ethics, integrity, and values is known as their inner core. The figure below illustrates this idea by placing the inner core in the center of the wheel, which serves to help anchor it. You'll see that the wheel's center stays the same in every chapter that follows. This is because a competent leader's inner core plays a role in every sector. Figure 1 shows the basic parameters of Effective Leadership.

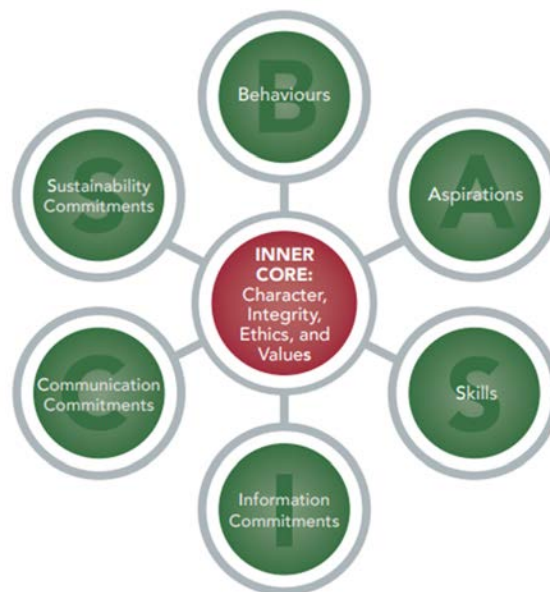


Figure 1: Basics Parameters of Effective Leadership.

The goal of leadership is a dynamic and diverse notion that includes developing people, addressing social issues, promoting positive change, nurturing corporate culture, and giving

direction. Leaders build a shared vision that surpasses individual ambitions by motivating and influencing others to accomplish shared objectives. Leadership is a universal concept that transcends roles and situations, impacting the prosperity and welfare of people, groups, and societies. The need for purposeful leadership is becoming more and more apparent as the world changes because it can help navigate complexity, motivate good change, and create a better future for all.

It is crucial to remember that we are not pushing individuals to become flawless leaders as we consider these ideas. We know that as individuals we are all flawed, and no one can do it right all the time. Everybody has restrictions. It is natural to want to be a good leader even if we may not be able to achieve perfection. This is feasible and reasonable. Everybody can master the skills necessary to become a competent leader. Herein is the secret, however. Only when it springs from a solid inner core of morality and ethics can excellent leadership be executed. Organizations need leaders who are accountable, moral, ethical, and courageous enough to make the correct decisions more than ever. Our world is full of problems that affect how each of us lives now and in the future, including profound needs, social duty, and justice concerns. Government leaders are needed who not only possess the abilities and demeanor of effective leaders but also steer their job with a moral compass and ethical, fundamental values. This is the foundational idea of excellent leadership in governance.

This solid inner core serves as the foundation and conduit for the behaviors of effective leaders. These qualities of a successful leader are shown in several areas, including how we collaborate with others, how we articulate our vision, how brave and inventive we are, and how we accomplish our goals. We examine how goals and behaviors differ in Chapter Three. These are found in a leader's heart and intellect, and they connect to our longer-term objectives and aspirations for our development as leaders. We can go from where we are to where we want to be with the aid of aspirations. Our values, beliefs, principles, and ethics are linked to our aspirations. Examine the promises made by effective leaders. A commitment is a choice and pledge you make to yourself to act in a certain way, consistently and devotedly, rather than just a desire. This has to do with being consistent and acting in a manner that influences both the corporate culture and the results by upholding specific beliefs and ideals. These pledges are evident in three main domains: communication, information, and sustainability.

The Inner Core of a Good Leader

The domain of public administration and the civil service is distinct and demanding. Leaders in the civil service at all levels of government are stewards of the public coffers and the public's confidence, as we just said in the opening. Although they operate in daily ways that are mostly invisible to the public and usually misunderstood, they are held responsible at higher levels by elected officials and the voting public. The government employee acknowledges the difficult fact that political parties and politicians, who come and go based on the will of the electorate, determine policy and the general direction of the government. Meanwhile, government agencies may be unable to innovate or adapt due to decades of ingrained bureaucratic procedures.

When appointed based on merit and for an extended period, civil officials play a crucial stabilizing role in the ever-changing political landscape. But this advantage might potentially turn into a disadvantage. People who work in government or witness it are aware of the difficulties associated with living in a setting where laws, rules, regulations, policies, and what seems like never-ending red tape are in place. Civil officials provide institutional knowledge

and memory, stability, and consistency. On the other hand, hierarchical government systems, territorialism, turf protection, and administrative layers may have made it more difficult for them to adapt to new leadership ideas that are starting to surface in the nonprofit and commercial sectors. These facts may put up-to-becoming public sector officials in a perplexing scenario. What is required in this setting to become a competent and effective leader? Throughout these chapters, we will examine leadership concepts from a variety of fields, including industry, research, and government. Concepts that together constitute the BASICS of effective government leadership.

Numerous actions linked to effective leadership are rooted in our inner selves and the causes we support. Following our examination and exploration of the fundamental qualities of a successful leader in this chapter, we may move on to the effective behaviors that are consistent with our work output. Whether we realize it or not, every individual is influenced by a worldview, belief system, or set of values that shape our choices, how we satisfy our wants, and how we relate to other people. According to research, the most effective leaders are those who are driven by a solid moral compass, ethics, and values that allow them to act with consistency, honesty, transparency, compassion, and integrity. Being seen as a genuine leader one whose inner beliefs connect with their behavior in a manner that inspires trust and confidence and demands respect requires having this inner foundation of ethics and integrity. These leaders are role models. This is particularly crucial during emergencies when maintaining public confidence is essential. However, when a leader consistently demonstrates sound judgment, consistent behavior, and a strong moral code daily, trust and respect are often gained in the tough grind of day-to-day operations. Most often, the boss or supervisor who fits the description of a "horrible person" does not exhibit many of these characteristics. In contrast, researchers have also noticed that an ethical leader would not only conduct ethically, but they will influence, consciously and subconsciously, followers to behave honestly and ethically as well. This contributes to the development of an ethical workplace culture where these ideals and principles permeate every aspect of job performance. Making ethical and professional decisions daily involves more than simply using judgment. It also entails acknowledging one's responsibility, having consideration for others, which includes consciously assisting others and upholding their rights, and being aware of one's social duties, which include upholding cultural norms and values and carrying out tasks properly for one's particular social standing. This is a rather hefty request. It may be difficult for rising leaders to define what it means to be ethical and how to cultivate that part of themselves in a society that is becoming more and more personalized, subjective, and unconcerned with conventional or moral absolutes. Nonetheless, government employment is a necessary exercise for anyone employed at any level of government since it directly affects people's lives.

Dr. Eileen Morrison, a professor of health administration who teaches ethics to government health professionals, reminds us that administrators are the guardians of the resources that society has invested in health care, creating structure and support for the health care system. Stewardship is a crucial facet of moral leadership that entails the cautious and accountable administration of resources entrusted to one's care. Morrison emphasizes that in addition to being very skilled in administrative duties, executives in the health care industry also need to possess a deeper comprehension of ethical principles and proper behavior from an individual, organizational, and societal standpoint. She exhorts leaders to create an ethical framework that will help them understand what is right and wrong on a personal level as well as to guarantee that there is a suitable code of conduct and standard for behavior that is acceptable for everyone in the company. She also stresses the need to have an ethical framework that takes into account higher-order social viewpoints in addition to those of the corporation.

Morrison's observations are relevant to other government agencies as well, and her research as well as those of others can assist us in defining and examining our ethical framework. In the particular context of healthcare, how may this manifest itself? Let's look at an illustration of how personal ethics may also apply to organizations and society at large. First not harm is a component of a physician's ethical practice in North America and other areas of the globe. This will serve as a guide for doctors and other healthcare professionals to make sure they only act in the best interests of their patients and won't hurt them while trying to assist or treat them.

CONCLUSION

This summary emphasizes how complex and important the elements of leadership are. Effective leadership is built on the multiple traits that have been examined, such as vision, empathy, resilience, communication, and adaptability. Leaders are portrayed as creative architects who, by expressing inspiring concepts that go beyond the current quo, set the path for group achievement. Furthermore, leadership's transformational power is shown by the way it encourages positive change, innovation, and creativity inside businesses. The study highlights the moral aspects of leadership, stressing the value of morality and social responsibility in making choices. It emphasizes how important it is for leaders to create and maintain a healthy workplace culture where attitudes and actions are in line with a common goal. Furthermore, the review broadens the scope of leadership to include social domains, highlighting the critical role that leadership plays in resolving more significant challenges and promoting justice and equality. Effective leadership is said to need inclusive leadership, which can navigate a variety of viewpoints. One of the most important results of leadership is the growth and empowerment of people inside businesses, which fosters a vibrant and engaged workforce. The aforementioned leadership basics provide a roadmap for people and organizations to negotiate complexity, encourage constructive change, and ultimately improve the lot of the world's citizens as it continues to develop.

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CHAPTER 2

INVESTIGATION OF ESSENTIAL BEHAVIORS OF GOOD LEADERS

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ABSTRACT:

Examining the fundamental actions of effective leaders shows a complex mosaic of attributes that go beyond traditional management responsibilities. Strong communication abilities are shown by effective leaders, who encourage candid and open discussion among their colleagues. They are skilled at appreciating other viewpoints, actively listening, and fostering an inclusive atmosphere where everyone is heard. When leaders who are effective show that they understand the wants and worries of their team members, empathy becomes apparent as a fundamental trait. Resilient leaders face obstacles head-on with unwavering determination, motivating their groups to face hardships head-on. Moreover, outstanding leaders are distinguished by their visionary thinking and strategic decision-making, which allow them to clearly explain their vision and make well-informed decisions that support corporate objectives. Lastly, one distinguishing characteristic of successful leaders is their capacity to cultivate a good company culture that encourages cooperation, creativity, and a feeling of purpose. This study emphasizes that effective leaders exhibit behaviors that go beyond traditional management techniques and comprise a comprehensive strategy that supports their teams' well-being as well as their professional growth.

KEYWORDS:

Communication, Empathy, Resilience, Strategic Decision-making, Visionary Thinking.

INTRODUCTION

In the not-for-profit and charity sectors as well as at all levels of government, collaboration and community participation are thriving practices. In industry, the social sector, and certain sections of government, we also see that inclusive methods, collaborative resolution procedures, alternative conflict resolution systems, and team-based structures are more commonplace. Responding in like, the civil service should embrace and modify strategies that have worked well in other spheres of our society [1], [2]. The Ohio Community Cooperation Model²⁴ states that to foster cooperation, new leadership philosophies and organizational structures that divide authority, responsibility, and power among members of the group are needed. Effective activity is stimulated, enduring connections are facilitated, conflicts are resolved, and shared commitments are fostered via healthy cooperation. Instead of using individual ways, it calls for new structures and collaborative approaches. Teams work together, and departments and organizations form alliances to support this new approach to doing business. Give-and-take, trust, and shared duties define it [3], [4].

Collaborative procedures promote shared information systems, shared decision-making processes, conflict-resolution techniques, and consensus-building. This may be particularly difficult in an office setting that is naturally hierarchical or in which departments have operated apart from one another and the society at large. An effective leader must be dedicated to fostering the connections required to keep the team working together. This entails paying attention to what the partners have to say, promoting honest and continuous communication,

outlining needs and goals, and creating a strategic action plan that will be continuously assessed and updated.²⁶ It is, as it sounds, a lot of labor. But when individuals follow their word, when communication between couples is effective, and when disagreements are resolved and reframed as they arise, trust naturally develops. Collaboration methods are becoming more and more popular across all governmental levels. For instance, the Canadian government has identified cooperation as a crucial element in energizing and enlisting individuals, groups, and allies [5], [6].

According to research, effective leaders possess a variety of "people skills" that allow them to lead with empathy, compassion, and care for others in addition to their collaborative nature. This supportive approach is based on respecting other people's opinions, perspectives, and contributions as well as having the humility to ask for feedback that is both constructively critical and complimentary. These soft skills are essential to establishing trust with followers since they need them to feel listened to, respected, included, and empowered. Realistically, depending on the demands of the circumstance, collaboration isn't always feasible. Effective leaders know when to work together and when to make executive decisions, but if the culture is one of mutual respect, encouragement, and appropriate acknowledgment of others' ideas and contributions, then followers will find it easier to accept those decisions. There are advantages to acting in this manner. Support from leaders is linked to better employee happiness, wellbeing, and reduced turnover intention. Effective communication and people management were found to be the two most crucial leadership skill sets in a survey of over 1,400 managers, executives, and leaders. Emotional intelligence and empathy came in third.³⁶ these are important soft talents [7], [8]. The capacity to put others before oneself, empathize, seek understanding, establish rapport, and demonstrate care enables a leader to create strong bonds with both their direct reports and other people.

Social Responsibility

The public is expecting government and corporate leaders to show less care for their interests and more concern for others now more than ever. This is another aspect of ethical leadership, for the majority of people. Being good corporate citizens is another priority for businesses, and many of them have greatly benefited the communities in which they operate. Successful companies are paying more and more attention to what is known as the "triple bottom line," which considers a company's economic worth in addition to its social responsibility and environmental effects. , how does it relate to the notion of the excellent leader's inner essence There is still a lot of public skepticism and dissatisfaction with politicians and the government, even though the primary goal of government is still serving the people. This ought to motivate public servant leaders to give careful thought to how they could contribute to changing that viewpoint. Effective communication and listening combined with empathy and consideration for others' needs strengthens a leader's sense of social responsibility. The organization's favorable internal and external perception, culture, and reputation are all influenced by its social responsibility. It communicates that the company supports ethical behavior both within its boundaries and at the sites where it does business. Community involvement with a charitable bent is often how a private company demonstrates its social responsibility. This illustrates the need to look beyond the confines of the company. to what kind of impact, the organization is having on society at large. However, the government already has the public's best interests in mind. This implies that government-centered social responsibility extends beyond volunteer work, which is their main justification for current) to include relational integrity and moral behavior such as financial reporting that is transparent, treating staff, customers, and stakeholders ethically, engaging in conservation, renewal, and sustainability efforts, and exercising fiscal restraint to guarantee that tax money is used sensibly [9], [10].

Making the morally correct decision is the definition of social responsibility. As an outgrowth of their integrity, ethics, and beliefs, excellent leaders behave morally, take care of people and resources both within and outside of their firm, and are socially responsible. They worry about how actions and choices affect others negatively. This indicates that government officials are concerned about the people who work for them and the people whose lives will be impacted by the choices that governments make. To make sure that the process of reaching goals and objectives does not cause damage to anyone within or outside the company, this calls for a morally grounded and caring attitude. This might have to do with how government employees are handled; it could also have to do with government initiatives that significantly affect people's lives, the environment, or the distribution of financial resources. A good leader's inner core will fuel their ambitions and make sure they accomplish beneficial outcomes in ways that are morally and socially conscious, not only for their agenda or aims. A transparent and consistent individual with a strong sense of ethics, integrity, and honesty makes up an effective leader. They act as they speak. They follow a strong moral compass while making moral judgments. They exhibit social responsibility. They guarantee that a code of conduct and principles serve as the direction for their department or company. They are aware of and considerate of the cultural norms and values that are pertinent to their line of work. This lays the groundwork for more leadership behaviors that reveal the leader's innermost thoughts and feelings. Good leaders are driven by a concern for others and a desire to serve in a manner that empowers, encourages, and inspires those who follow them, building on the fundamental principles of an ethical and moral framework. The public servant's role is to serve, as implied by their title.

DISCUSSION

The moral fiber and ethical reasoning at the heart of effective leadership the notion that doing flows from being in this chapter. This is the idea that the morals, ethics, and values that direct our activities and decisions are the sources and sources of our behaviors. the many behaviors that are connected to effective leadership into six categories. We believe that effective leaders work well with others, have a strong sense of empathy, are skilled communicators and listeners, and are results-driven, imaginative, inventive, and daring. As an alternative to conventional authoritarian or "command and control" leadership paradigms, the outer circle symbolizes a new trend in leadership where a leader sets the direction and vision while simultaneously encouraging, backing, and paying attention to others who share that goal. It is a cooperative leadership paradigm that enthuses and empowers the workforce, motivating others to follow. Because of this,

Working together is close to the summit of the wheel. In the not-for-profit and charity sectors as well as at all levels of government, collaboration and community participation are thriving practices. In industry, the social sector, and certain sections of government, we also see that inclusive methods, collaborative resolution procedures, alternative conflict resolution systems, and team-based structures are more commonplace. Responding appropriately, the civil service should embrace and modify strategies that have worked well in other spheres of our society. The Ohio Community Cooperation Model states that to foster cooperation, new leadership philosophies and organizational structures that divide authority, responsibility, and power among members of the group are needed. Effective activity is stimulated, enduring connections are facilitated, conflicts are resolved, and shared commitments are fostered via healthy cooperation. Instead of using individual ways, it calls for new structures and collaborative approaches. Teams work together, and departments and organizations form alliances to support this new approach to doing business. Give-and-take, trust, and shared duties define it.

Additionally, collaborative procedures promote shared information systems, shared decision-making processes, conflict-resolution techniques, and consensus-building. This may be particularly difficult in hierarchical work environments or in settings where departments have historically operated independently of one another and the society at large. An effective leader must be dedicated to fostering the connections required to keep the team working together. This entails paying attention to what the partners have to say, promoting honest and continuous communication, outlining needs and goals, and creating a strategic action plan that will be continuously assessed and updated.²⁶ It is, as it sounds, a lot of labor. But when individuals follow their word, when communication between couples is effective, and when disagreements are resolved and reframed as they arise, trust naturally develops. Collaboration methods are becoming more and more popular across all governmental levels. For instance, the Canadian government has identified cooperation as a crucial element in enlisting and motivating individuals, groups, and partners. According to research, effective leaders possess a variety of "people skills" that allow them to lead with empathy, compassion, and care for others in addition to their collaborative nature.

This supportive approach is based on respecting other people's opinions, perspectives, and contributions as well as having the humility to ask for feedback that is both constructively critical and complimentary. These soft skills are essential for establishing trust with followers since they need them to feel listened to, respected, involved, and empowered. Realistically, depending on the demands of the circumstance, collaboration isn't always feasible. Effective leaders know when to work together and when to make executive decisions, but if the culture is one of mutual respect, encouragement, and appropriate acknowledgment of others' ideas and contributions, then followers will find it easier to accept those decisions. There are advantages to acting in this manner. Support from leaders is linked to better employee happiness, wellbeing, and reduced turnover intention. Effective communication and people management were found to be the two most critical skill sets for leaders in research involving over 1,400 managers, executives, and leaders.

Emotional intelligence and empathy came in third. These are important soft talents. The capacity to put others before oneself, empathize, seek understanding, establish rapport, and demonstrate care enables a leader to create strong bonds with both their direct reports and other people. Soft-skilled leaders are essential to the business sector because they inspire people to be valuable members of the team and draw in and keep high performers. They are aware that enhancing the caliber and drive of human resources boosts the competitive edge of the business. For the government to manage the intricacies of government administration, it must also draw in and keep top people. Offering generous pay, benefits, and pensions is one method to increase employee retention, but these factors don't by themselves foster an environment where employees can flourish and do their best work. That's what good leaders do. Workers want leaders who make an investment in them, support their personal and professional development, and provide them with chances to succeed.

Western democratic governments have embraced results-based management as a means of enhancing accountability and transparency concerning public payments. It enhances performance by modifying how the organization runs to increase outcomes. It is intended to assess performance by results. Defining realistic, anticipated outcomes, evaluating risk, tracking advancement, reporting performance, and incorporating lessons learned into management choices are all done with the participation and involvement of stakeholders.⁴⁶ For many government agencies, this often involves creating and executing programs that fulfill objectives or benefit the general public. It is obvious that to guarantee that outcomes are attained without causing harm to others, being results-focused has to be grounded and balanced

by the other essential elements of moral decision-making, care for others, and effective communication. The methods are not justified by the goal! Excellent outcomes are the goal of a good leader, but they never sacrifice their morals or the interests of others. While charismatic and dynamic personalities are not a given for everyone, effective leaders do possess a clear sense of purpose. They notice openings and strategic possibilities and make creative use of them. They craft a compelling narrative about the organization's ideal future and effectively convey it to others.⁴⁸ More specifically, this entails putting their vision and objectives into each employee's language and incorporating them into their regular workdays.

The worker's aspirations should therefore ideally stem from the purpose and vision. Their everyday efforts serve as a vehicle for realizing the goal and vision. The more administrative or bureaucratic layers that separate an organization's visionaries from the front-line workers who provide the services, the more challenging it is to communicate the organization's goal and vision to the workforce. To effectively influence team performance and make the mission and vision applicable to team members on a personal level, leaders at all organizational levels must be able to explain the vision.⁵² In conclusion, a great leader has the people skills and listening abilities necessary to provide effective direction, support, and acknowledgment. They also have a clear sense of vision that can be converted into objectives and an action plan.

Lead with Courage

A vision requires guts and inventiveness to back it up. Having vision often entails questioning the existing quo. It may be challenging, however, to have the bravery to review "sacred cows" and provide better directions for the future. It takes bravery to address performance difficulties as well. An effective leader faces reality squarely. You cannot take your company to a better position unless you are aware of its actual situation. Fearless leaders confront reality, get input, pay attention, and speak out when necessary. They also encourage push-back: constructive dissent and good discussion often show that in the tension of varied ideas lies a superior option. When necessary, they remove or transfer underperforming staff members to protect the team and the company from toxic relationships and performance problems. Change is led by brave and effective leaders who speak often and honestly. Along the process, they make choices, take action, and offer credit to others. Finally, they provide an example of the behaviors they demand from others and hold each other responsible. Every country or business will experience a significant crisis at some time. These are excellent examples of difficult circumstances that challenge the ability of even the boldest and effective leaders, therefore they merit discussion. Sadly, more harm is often caused by how a crisis is handled than by the actual crisis occurring. Managing public relations and corporate communication alone won't be sufficient to guide a firm through a crisis; crisis leadership involves more. Establishing a foundation of trust with important stakeholders inside the company is essential to crisis leadership. It also involves using the crisis to spark innovation and organizational transformation.

Building trust often involves accepting full responsibility, apologizing, and outlining the steps you've made to put things right. Open and honest leaders are more credible during times of crisis, thus restoring public trust is facilitated by their sincere communication backed by morally driven actions.⁶³ This emphasizes the need to have a solid internal code of ethics, values, and moral guidance once again. Being able to see beyond the problems and recognize the possibilities amid a crisis is another necessary skill for courageous crisis leadership. After the shock of the crisis has passed, competent leaders put the lessons they've learned to use to make sure the organization is improved and revived. Even while it might be challenging to weather the storm, a crisis can highlight problems for the leadership that they may have missed or ignored. It offers chances for system upgrades and innovation, both of which will help the company in the long run. Courageous leaders may transition from sentiments of fury, fear,

guilt, and despair to optimism and hope by taking this constructive stance. A leader who uses this strategy will also be able to use these concepts in less demanding circumstances.

After discussing the qualities and inner essence of a good leader, we will now consider what excellent leaders should strive to become. The objectives and decisions made by effective leaders reflect their values, which are closely aligned with their ambitions. Aspirations are tied to our goals and aspirations as individuals and as leaders. This has nothing to do with organizational growth; rather, they are personal goals that we pursue regardless of the work we do. Our objectives provide us with attainable personal goals that help us concentrate on our professional progress. Although our goals will influence our day-to-day activities and behaviors, they will always be a step ahead of us and just out of our grasp. FUNCTIONS the inner core is unchanged as a model for this chapter. The leader will always be guided by their inner core of morality and ethics, which will also define their goals, behavior, and approach to information, communication, and sustainability commitments.

The ambitions we will be talking about are represented by the outer ring. A competent leader starts at the top of the wheel and approaches the task of "getting to yes." They are aware that for talks to be effective, all affected parties' requirements must be investigated and maximally met. They strive for win-win results and solutions even if they may not always be feasible since they are the most effective in satisfying demands and maintaining relationships. Creating links between different groups, identifying practical solutions, and attempting to establish common ground are all so crucial to governance that we have positioned this circle close to the top of the wheel.

This expands on our previous talk on the value of teamwork in the actions of effective leaders. The goals that follow are shown daily by excellent leaders in their attitudes, beliefs, and behaviors. But before we examine them, let's take a closer look at the relationship between a leader's goals and their ethics and character. Moral relativism, which is increasingly focused on individual rights and the subjective, personalized sense of what is and is not good or wrong, has made it difficult to define and describe these eternal human ideals. This puts businesses, governments, and society at large at serious moral risk. This may be lessened by hiring and developing leaders who have a strong moral compass and inner code, as well as by implementing procedures that aid in establishing the values, moral standards, and guiding principles that will govern the workplace. In addition to acting morally, leaders who possess a strong moral compass will inspire others to follow suit. High ideals and values are the goals of good leaders, and they inspire people around them to follow in their footsteps.

Understanding Positions and Interests

The truth is that every day is filled with choices and occasions when we might decide to cooperate and work with others or behave alone and dictatorially. Even if taking the lead on an executive decision is acceptable in many circumstances, it is becoming more and more crucial for leaders to get feedback from a range of sources and use that data to shape their choices. Leaders must be able to distinguish between what is being said and what is not being expressed when matters become heated. What does this signify to us? People often state their opinions up front, such as "We need to cut the budget" or "We need a raise." People adopt attitudes based on the assessments, viewpoints, or recommendations they believe best address their underlying, unsaid wants and desires. These opinions may become deeply ingrained and inflexible, as numerous labor disputes demonstrate.

It is rare for two parties to attempt to compromise to find a win-win solution. The often-unspoken needs, interests, values, and beliefs that have influenced their viewpoints are hidden behind the obvious, expressed ones. This is the crux of the issue, and a shrewd leader would

investigate them in great detail before reaching a compromise. Individuals are extremely hesitant to sign contracts that require them to give up or risk their needs, interests, values, or beliefs. The finest accords are imaginative fixes that, to the greatest extent feasible, satisfy these fundamental demands for both sides. This "and" logic is the cornerstone of win-win agreements, according to renowned author Stephen Covey (*The Seven Habits of Highly Effective People*, 74). Rather than one side winning at the expense of the other, with "either-or" outcomes, this is "a way of thinking and interacting that seeks constantly for mutually and maximally beneficial, creative, third-alternative solutions." It views things through the prism of "and" rather than "either-or," balancing the requirements of one with the needs of the other. Conflicts and disputes are often shown in the diagram on the next page. As is well known, icebergs are submerged in water, with very little of the ice visible above the surface. Determining the size of an iceberg only by looking at it from above is quite challenging.

But as the terrible tale of the Titanic makes clear, the ship was sunk by what lies under the surface of the ocean. To put it another way, our viewpoints, answers, feelings, and assessments are comparable to the ice that is visible above the sea. That's what grabs someone's interest. All of the needs, interests, values, beliefs, fears, and aspirations that have influenced us to develop our suggested problem-solving approach are underneath the sea. This is a much bigger yet hidden part of the iceberg. When seen from a distance, the iceberg seems mostly invisible, yet what is under the surface supports what is above it. Effective communication includes discovering such hidden interests. People may go beyond their demands or answers to a deeper understanding of why the conflict really matters and what it is actually about when they share these needs and values. Finding common ground and shared wants and values is much simpler if these interests, needs, and values are made clear. After that, you may also recognize the differences that are present. It is now feasible to have meaningful conversations that foster a cooperative brainstorming atmosphere to identify the ideas and solutions that work best for both sides.

CONCLUSION

The study of effective leadership behaviors uncovers a variety of attributes that are needed for successful leadership in a variety of contexts. The results highlight the significance of effective communication abilities as the cornerstone for establishing confidence and encouraging teamwork in groups. It becomes clear that one essential characteristic that promotes an inclusive and dynamic work environment is the capacity to actively listen to and value other opinions. Furthermore, empathy is seen as a basic quality that enables leaders to establish a personal connection with each member of their team and attend to their specific wants and issues. It is emphasized that resilience is an essential trait that allows leaders to face obstacles head-on and encourage their staff to be equally resilient. Visionary thinking and strategic decision-making are recognized as critical traits that distinguish extraordinary leaders. Having the ability to clearly describe a vision gives one a feeling of purpose and direction, and making strategic decisions guarantees alignment with company objectives. Additionally, the analysis underlines the relevance of leaders in building and fostering a healthy business culture. Leaders who foster an environment of cooperation, creativity, and common goals enhance the general performance and welfare of their groups.

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CHAPTER 3

INVESTIGATING THE ESSENTIAL SKILLS OF A GOOD LEADER FOR ORGANIZATIONAL SUCCESS

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ABSTRACT:

This study studies and investigates the important abilities that contribute to the success of a successful leader within organizational environments. Using a thorough examination, the research explores the diverse skill set necessary for successful leadership and highlights how important it is to accomplishing corporate goals. The study looks at several leadership competencies, such as teamwork, communication, empathy, flexibility, and strategic decision-making. By analyzing how these abilities affect organizational effectiveness, the research hopes to provide insightful information for both scholarly discussion and real-world use. The results aim to guide leadership development initiatives and organizational procedures, promoting a more profound comprehension of the abilities that enable leaders to flourish in demanding and changing settings.

KEYWORDS:

Adaptability, Communication, Leadership Skills, Organizational Success, Strategic Decision-making.

INTRODUCTION

Traits and goals of a successful leader. This is the reason we keep emphasizing how crucial it is for a successful leader to have a solid inner core that serves as the foundation for their goals, actions, abilities, and dedication. A few of the specific skill areas that may be fostered and improved to improve a leader's performance in this chapter. These abilities, which center on a moral and ethical core, influence a leader's capacity for communication, conflict resolution, personnel coaching, mentoring, and evaluation, team building, decision-making, strategy, and practical operational realities like financial management and organizational duties. It is important to remember that "being" precedes "doing." Our internal values and the things we consider significant will always influence the way we act and use our abilities [1], [2]. For that reason, we continue to position the powerful inner core of the excellent leader in the heart of the circle. The abilities we will talk about come from the outer ring. These abilities are grouped into three categories: interpersonal, communication, and the abilities required for administration, decision-making, and strategic management. Before delving into particular communication skill sets, it's critical to examine the broad ideas and behaviors linked to effective leadership via communication. It's been claimed that "power comes from knowledge." It is also true that a leader may face issues and environments of mistrust if information is misused or withheld. A good place to start is with transparency combined with the right amount of caution and openness [3], [4].

Peers, staff, and stakeholders may communicate, consistently, and continuously with successful leaders; in contrast, bad communication damages relationships and can lead to a leader's derailment. Since we communicate with one another all the time across a range of mediums, effective communication needs to be ingrained in the culture of the company. This entails encouraging an environment of open communication and openly disclosing the

organization's goals and beliefs. Receiving information is another aspect of communication, and an effective leader is a good listener [5], [6]. This calls for patience, openness, and a desire to promote constructive disagreement to provide a voice to and consideration for all points of view. The leader may refine and use the knowledge by asking clarifying questions and using strong analytical abilities. Respect, empathy, and a helpful attitude all improve listening. Establishing channels for direct input from the general public and frontline service providers is crucial because they often have firsthand knowledge and ideas that may boost effectiveness and save costs. This expresses responsibility and a service-focused mentality. Effective leaders also understand that not all conflict is bad; tensions that often result from opposing viewpoints may be used to promote cooperation and innovative solutions.¹⁰⁵ An effective leader can identify and investigate the underlying needs, interests, and values that underlie the worries, opinions, and demands expressed by others. They do this by listening to what others have to say. This gives them the ability to create choices that mutually benefit from satisfying those fundamental demands. This cooperative problem-solving strategy was created by Fisher and Ury and published in their groundbreaking book *Getting to Yes*.

We have spoken about the actions that emanate from our inner selves: acting morally because morality, social responsibility, and ethics serve as our compass. This involves showing compassion and respect to others since it concerns how we treat others. Because they respect the contributions of those around them and work to encourage others to maintain and adhere to the mission and values of the company, they are a part of, good leaders also listen well and communicate effectively. These values-based actions serve as a great basis, and they are reinforced by task- and skill-focused actions that provide the leader the ability to make sure that objectives are met strategically and effectively [7], [8]. Effective leaders cultivate a rising sense of self-awareness and self-management to maintain integrity and consistency between their inner fundamental ideals and their actions. This ensures that the way they manage their emotions, behaviors, strengths, and limitations is one of progress. We will now examine the specific communication abilities that are crucial elements of effective leadership, building on a solid inner core and effective communication, teamwork, and people skills.

For leaders, the capacity to communicate effectively in a range of contexts is crucial. The significance of emotional intelligence and the capacity for collaborative, relational, and supportive interactions with others have previously been covered. Effective communicators must also write reports, create proposals, give oral presentations, and do a wide range of other duties. To get people to engage with a leader's ideas on how to accomplish overarching organizational objectives, it is not only necessary to possess the technical abilities of effective communication, but also to do so in a compelling and inspiring manner. Effective leaders have developed a sense of rhetoric, or the ability to use words to communicate at both the cognitive and emotional levels and have a powerful effect. Although some individuals are born with this ability, it is a talent that may be acquired [9], [10]. Numerous leaders have self-taught themselves effective, captivating public speaking techniques. Throughout history, there have been many inspiring instances of people who have learned the art of persuasion so well that their influence endures long after their passing. This section includes the best orators throughout history.

Effective oral communicator Martin Luther King Jr. is a great example of an American civil rights campaigner. He was highly schooled as a Baptist preacher to give sermons that were effective in their use of metaphors, analogies, and flowing language that had a somewhat rhythmic, melodic effect on the ears of the audience. His famous "I have a dream" speech from 1963 is a superb illustration of his command of rhetoric. It is interesting to read or listen to Martin Luther King's speech and observe his repeated use of important phrases, his use of

potent metaphors and word images, and the rising crescendo to his final emphasis on freedom. Not many of us can imagine ourselves being as influential and persuasive as King was. King used repetition with amazing skill to hammer home his main points and keep the audience focused on them.

According to McGill University's Jay Conger, motivating others is a sign of leadership. Effective leaders, in Conger's opinion, can formulate the organization's purpose with finesse and convey it in a manner that has a strong internal appeal. These leaders possess the ability to see possibilities in their surroundings and articulate them in a manner that optimizes their significance. They can clearly state and effectively convey an organization's purpose. Stories and tales that resonate with their audience's imaginations, pique their attention, and communicate the values and behaviors that are significant to the company are used by inspiring leaders. They carefully employ ordinary language to communicate in relatable ways, tailoring their terminology to their target. They have perfected body language and vocal inflection to project a confident, trustworthy, and alluring image. Both former US President Barak Obama and his wife Michelle have a direct, approachable communication style that makes them both captivating and understandable.

The delivery was dramatic, compelling, and expertly paced to ensure maximum impact on the audience's emotions. Her content was also carefully woven together to create a persuasive flow. Remember that there is a bad side to giving a convincing speech in public. Adolf Hitler was a gifted communicator who caused millions of people to suffer from conflict, sorrow, and death. History shows that a strong leader's convincing oratory may be appropriated for coercive and manipulative ends. This can occur in your organization in lesser doses, just as it did in more significant ways during the global conflict. As always, our inner selves, our ethics, and the values that prevent us from doing damage to other people or the environment must take precedence over all of our abilities and goals.

DISCUSSION

Proficient leaders are adept in several modes of communication, such as writing. Not every leader has a natural knack for writing! Make use of employees who can assist you with editing and who can act as an additional pair of eyes to look for typos, spelling errors, and grammatical issues. Every document that is intended for public consumption must undergo a thorough editing and proofreading procedure. Astute leaders treat each significant document that is going to be placed on someone else's desk similarly. Your requirements for quality should apply to both oral and written communication. A resource for managers, supervisors, and HR staff, *The Advisor*, claims that effective leaders think about the best way to communicate. Though email has emerged as the most efficient and rapid means of communication, astute executives choose face-to-face interaction when conveying messages that include strong emotions or may cause misunderstanding for the receiver. The advisor advises handling performance-related complaints and other sensitive material one-on-one and in private, as well as recommending meetings for announcements that may significantly affect staff members.

When giving operational or technical instructions, written communication including email is often beneficial. To sum up, adjust your message to your audience's knowledge, skill level, and experience. Ask a reliable colleague to review it before sending it if anything in your gut tells you to be careful before clicking "send." For a leader, giving convincing speeches, writing proposals, and making presentations may be exciting or scary depending on whether they feel comfortable in front of an audience. Interpersonal contact with team members, subordinates, and other internal and external stakeholders often takes up a large portion of a leader's time. We've previously covered how crucial it is for a leader to be upbeat, reassuring, and helpful.

When a leader can motivate their team with a positive attitude, they perform better. However effective leaders are also prepared to manage numerous conflicts and performance difficulties that will unavoidably come up.

What qualities allow effective leaders to prevail in these situations? First, "getting to yes" is associated with conflict resolution skills, which are a useful starting point. Second, it's critical to understand when offering staff coaching or mentoring might be a practical means of boosting output and enhancing departmental performance. Examining each of them individually effective listeners become terrific leaders. It follows that differences and sometimes significant differences will also arise if the leader has fostered an atmosphere where ideas may flow and creativity is welcomed. This is both natural and required if you want to cultivate an atmosphere that is conducive to innovation and creative thinking.

Conflicts in the workplace sometimes result from individuals fighting for resources or from opposing views, choices, or behaviors related to the job. Conflict may sometimes arise from inadequate communication or awkward interpersonal relationships. It may be difficult and unpleasant for leaders who are happy working at a higher level and do not want to become entangled in day-to-day problems. Strong emotions can emerge if conflict is not addressed swiftly and effectively. Effective leaders understand that although conflict calls for addressing the immediate issue, leadership entails defining and expressing an organization's long-term vision and goal. Less hierarchy and flatter systems increase the likelihood of conflict. When a leader oversees a team as a project manager, conflicts arising from conflicting interests of team members from different departments or insufficient time and resources to complete the team's tasks may need to be managed. Conflict in work groups isn't always a negative thing, however. The ability to freely discuss differences resulting from various levels of experience, knowledge, or competence is a necessary component of a healthy conflict. It might include talking about different concepts and using a collaborative approach to come up with original ideas and results. This kind of conflict may be productive at moderate levels since it encourages dialogue and debate.

When duties and obligations are unclear, when attitudes and ideals clash, when personal matters get in the way, when unpleasant feelings come to the surface, or when arguments break out, dysfunctional conflict arises. Conflict may also result from differences in authority, leadership styles, and how the system of rewards and recognition functions or is ineffective. Before trying to settle differences, effective leaders assist each side in modifying their viewpoint by using "sense-making" and active listening to help reframe the problem. Taking a positive perspective on the conflict and using one's principles of wanting to see people work together and understand one another, helps turn the opposition of interests into a problem that needs to be addressed. Recognize your innate conflict style.

While both mentoring and coaching are methods of helping someone overcome adversity, develop a skill, or reach a goal, they differ in how they are carried out. Coaches possess expertise in techniques and procedures that facilitate the beneficial development of their "coachees." During a coaching session, a coach does not provide their own opinions or recommendations; instead, they listen to the difficulties that come up and reflect them without passing judgment. Rather, they provide compelling, thought-provoking questions that elicit introspection. The foundation of coaching is the idea that the individual receiving the coaching has unrealized potential that they should explore to enhance their innate capacity for growth. Future potential and the current state of affairs are the main foci of coaching.¹²⁴ Coaching is not just about fixing flaws; it's also about enhancing strengths and expanding on them. The goal of proactive coaching is to help individuals reach their goals, enhance their potential, and provide them with the resources and know-how required to overcome obstacles. Often, the

coach is an outside expert or consultant that the company hires to provide the employee private, confidential help; alternatively, the employee A less objective and more hands-on method of promoting progress is mentoring. A mentor serves as a guide, helping a person learn more quickly and effectively than they could on their own.

A variety of abilities and methods are used by the mentor to help the protégé have a better understanding of the company and its place within it. They often have expertise in the mentee's line of work and may provide guidance and advice. They support inquiries and assist their mentees in expanding on their ideas for professional growth. Establishing communication, handling conflict, and avoiding it Effective teams are a necessary component of a successful leader's skill set. Teams that really "click" often have an individual who sets the tone and develops the values and guiding principles that support high performance. While some conflict is unavoidable, most of it may be avoided by using the techniques of effective team leaders.

Insightful instances of this come from the aviation sector, where new hires may pose a serious risk. Members of a team must have worked together for some time, gotten to know one another well, and have mutual trust. 73% of safety incidents involving crews flying commercial flights happened on the crew's first day of flying together. At NASA, exhausted crews with prior experience working together performed better than rested pilot teams with no prior experience flying together. In a similar vein, although R&D teams may sometimes need fresh talent to facilitate the flow of innovative ideas, it has been found that bringing on only one new hire every three to four years works best. It is obvious that transience negatively affects a team's ability to succeed. This poses significant challenges for government officials who must complete team-based tasks while staff may go in and out frequently. As a team, you'll produce better results than if each member worked alone since you could bounce ideas off each other and find the best answer faster.

Because of this, working as a team is often seen as a smart way to create superior goods and services. A competent leader will encourage actions that result in productive collaboration, acknowledge the many talents of the team, and integrate those skills in a manner that maximizes value and aids in achieving organizational objectives. The difficult responsibility of giving performance evaluations to employees falls to managers, supervisors, and leaders. This role may require them to provide constructive but critical comments on an employee's work. It is crucial to have the ability to evaluate and provide feedback on behaviors and skills since competent leaders are adept at doing so.¹³⁶ An annual performance review is an opportunity to acknowledge accomplishments, reflect on, and affirm a staff member's hard work to sustain their high caliber of work. Occasionally, however, you can find yourself in a position where you have to provide suggestions for improvements or changes. In a formal evaluation, it's critical to strike a balance between being generous about everything that is going well and offering constructive feedback. It is a good idea to keep in mind that criticism should never be used as a weapon; rather, consider it a gift. It is your responsibility to assist your team members in developing and succeeding, so think about how you may voice your concerns in a manner that is constructive and forward-looking, providing them with the information they need to make the necessary adjustments.

Feedback needs to be given outside of the yearly performance evaluation. During the process, effective leaders provide unofficial feedback by highlighting and affirming the positive, praising and supporting the employee, and offering direction when adjustments are required. where giving constructive criticism or developmental feedback (where necessary), it's critical to choose a method that gives the individual being evaluated a good, coaching experience. Poor leaders, on the other hand, often remain mute when things are going well and only bring up performance assessments when they have issues to address. Here are some suggestions on how

to steer the process as a constructive coaching encounter where you demonstrate interest in resolving any performance concerns for the benefit of the person as well as the larger team or organization if anything has emerged that you believe needs to change.

Initially, you should think about speaking with your HR department to make sure you understand their preferred procedures and the systems they have in place for assessing employee performance. Inform them of your worries and find out what tools they have available to assist in changing an employee's behavior. Second, arrange a discreet meeting in a suitable location.

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worries and find out what tools they have available to assist in changing an employee's behavior. Arrange a discreet meeting in a suitable location.

This is your chance to support and encourage them and to call attention to the positive behaviors you want them to continue exhibiting. You have the option to repeat the procedure or speak with HR to discuss possible next actions if performance requirements are still not reached. If disciplinary action is being considered, you probably would require their help or direction. Since the majority of individuals find receiving negative criticism to be stressful, make sure your evaluation is balanced by highlighting all of the positive aspects of your work. This gives the employee the reassurance that you see them objectively and that, even if there are areas where they need to improve, they are merely one aspect of the whole. As previously said, effective leaders are reassuring and motivating, and this needs to extend to providing performance reviews. Aligning their objectives with the objectives of the company and establishing performance standards for their actions and methods are also important. Recall that giving workers feedback and conducting assessments is a critical chance to identify and validate their accomplishments.

Effective leaders make good hires as well. This implies that you must assign the correct candidate to the right position. This removes a great deal of potential issues from the outset, giving you many more chances to celebrate success and fewer instances when behavior becomes an issue. Raising the bar for exceptional performance and ensuring efficiency and effectiveness are made possible by identifying and hiring talented, driven, and engaged staff members. Empathetic and reassuring leaders have a favorable impact, according to a study. Workers who experience support from their managers are often more engaged and at ease at work, and they also tend to be happier people overall. Negative interactions have been observed to relate to employees' diminished commitment to the company, worse work satisfaction, lower life satisfaction, and greater psychological stress and sadness. Therefore, to maintain a work climate that is encouraging, empowering, and conducive to employee development, strong leaders should handle their workers' behaviors in a positive and emotionally intelligent manner. On the other hand, politics results in compromise, quid pro quo, and score-keeping; these things do not lead to buy-in or commitment. Influential leaders inspire individuals to take action by prioritizing the needs of the company and their colleagues.

When a leader's choices and actions have strategic ramifications for the company, strategic leadership is shown. It has a wide range of effects that take time to manifest. It often entails a significant organizational shift. A broad perspective necessitates seeing the organization as a multifaceted, interdependent system of elements, where choices made in one area spur actions in other areas.¹⁴⁹ The strategic leader strives to accomplish short-term goals while keeping long-term goals in mind since the temporal horizon is broad. On the other hand, competent operational leaders effectively oversee daily operations and possess the ability to collaborate with others to guarantee the achievement of immediate goals. While important work, this does not include the long-term vision that strategic leaders must possess. Not insignificant changes are also the outcome of strategic leadership. Organizational change is not necessarily a need for effective operational leadership, but it is for strategic leadership. Effective leaders use strategic thinking, strategic actions, and strategic influencing, according to Hughes and Beatty.

An effective leader will use strategic thinking to look out for trends and factors that may affect the organization's capacity to carry out its goal. Strategic thinking is the ability to perceive things in novel and different ways, to see connections and patterns between apparently unrelated elements, and to devise unique or imaginative solutions. Data, trends, and fact analysis are all part of it. It also requires the capacity for interpretation, challenge, and anticipation. Decision-making and problem-solving are closely related to strategic activities,

which turn into strategic choices when they affect the organization's long-term viability. Developing a compelling vision, inspiring others to share it, building champions for your project or cause throughout the organization, and accurately assessing and navigating the political landscape without jeopardizing your credibility are all necessary components of strategic fencing. Though they lack the long-term effect and scope of strategic planning and decision-making, skilled operational executives still make many crucial choices that are essential to the organization's success. Strong problem-solving abilities are another asset of a competent leader. The Ivey School of Business employs an approach that encourages developing leaders to identify the most pressing problems and issues, collect pertinent data, create fresh perspectives on each problem, and then create original, first-of-their-kind solutions.

CONCLUSION

Our study of the fundamental abilities of a successful leader for an organization emphasizes the complex interactions between several talents that make up successful leadership. The results highlight the critical impact that communication skills play, highlighting the leader's capacity to create a compelling vision, encourage teamwork, and guarantee that everyone in the team is on the same page. Effective leaders use strategic decision-making to steer clear of sticky situations and match their actions to the objectives of their organizations. In dynamic contexts, adaptability is crucial because it allows leaders to react skillfully to changes and difficulties. Furthermore, the research underscores the importance of empathy, stressing the leader's ability to comprehend and establish a human connection with team members, thereby cultivating a constructive and encouraging work environment. The collective effect of these abilities is shown by how well they support organizational performance. Leaders who are proficient in these fundamental abilities not only lead their teams to success but also foster an atmosphere that encourages creativity, contentment among staff members, and long-term development. The study emphasizes how crucial it is to continue offering leadership development programs to foster these abilities and adjust to the changing needs of the corporate environment. Those in charge of firms must comprehend and give priority to these crucial leadership abilities as they work to achieve success in a dynamic and competitive environment. In the end, the study provides a useful manual for research and application, providing an understanding of the complex aspects of leadership that support organizational success.

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CHAPTER 4

ROLE OF THE INFORMATION COMMITMENTS OF A GOOD LEADER FOR LEADERSHIP

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ABSTRACT:

This investigation explores the critical function that information commitments play in the leadership paradigm, illuminating how a leader's information strategy affects successful leadership. The research looks at the strategic management and dissemination of information by effective leaders, acknowledging the critical role that information plays in communication, decision-making, and organizational performance. Information commitments, including timeliness, correctness, accessibility, and transparency, are analyzed as essential elements that influence a leader's efficacy. The study highlights the significance of information commitments in cultivating trust, establishing a cooperative work environment, and augmenting the overall effectiveness of leadership. This research sheds light on the complex relationship between information management and leadership results, shedding light on the multidimensional nature of leadership in contexts that are information-rich.

KEYWORDS:

Accessibility, Accuracy, Communication, Information, Commitments, Transparency.

INTRODUCTION

The inner workings of a successful leader, as shown by their actions, goals, and abilities. The significance of a strong inner core that directs a leader's actions, priorities, and values has been demonstrated time and time again. This inner core ensures that the leader acts morally, encourages others, and is consistent with the kind of servant leadership that is fundamental for public servants at all levels of government [1], [2]. These pledges provide a unified leadership approach that manifests in three main domains: communication, information, and sustainability. It will have been apparent to you that some themes and concepts recur often. This is because effective leadership is shown by these interconnected principles that govern how we interact with, support, encourage, mentor, and guide our subordinates. These concepts also recur when we consider how we handle stakeholders, members of the public, and individuals in other companies that we collaborate with. These ideas and concepts fit together like pieces in a jigsaw puzzle; the whole image becomes visible only when they are all placed together [3], [4]. Thus, for these concepts and ideals to stick with us, we need to hear them over and over again. It is insufficient to consider them briefly before moving on. To become leaders who are ethical, compassionate, inspiring, and devoted, we must carefully analyze these values and ponder how we may apply them to our day-to-day work.

There are four different ways to approach the concept of information obligations. The first is on the inside Effective leaders are dedicated to learning about and receiving feedback on their work, as well as to identifying and addressing their areas of weakness. This reflects the desire to pursue personal greatness, the second is interpersonal: competent leaders are dedicated to understanding the worries and goals of their peers, their subordinates, and the groups of internal

and external stakeholders. This is a component of being a knowledgeable, compassionate, and supporting leader, as was also covered in the previous chapters. The third element is operational and has to do with the job itself [5], [6]. Effective leaders are dedicated to being deeply familiar with the overall goals and operations of the company or the division they oversee. They are also devoted to measurement, assessment, and evidence-based decision-making, and know how to define success in terms of measurable outcomes. The fourth is external: they are dedicated to staying up to date with research and new findings to support their objectives for innovation and to assist with risk assessment. They also remain abreast of global events and trends that affect their job. A lot of our behavior is determined by what's inside of us. Excellent leaders employ their lifetime learning and personal development to achieve excellence, in addition to their aspirations for it. Emotionally stable enough to take criticism and accept candor from others, good leaders can fix any shortcomings that could be impeding their performance.

This is easier said than done in traditional government hierarchies since most subordinates would never feel secure or free enough to give their superiors unfavorable comments. This is where tools like 360-degree performance evaluations come in handy, giving leaders the chance to hear opinions from people all around them. However, in a positive work environment, employees possess the communication skills necessary to discuss potentially sensitive topics with delicacy and diplomacy, and competent leaders facilitate staff issues when brought up politely and acceptably. Workers now know how to read their managers and decipher the plethora of spoken and nonverbal clues that provide them with a feel of the situation. They also don't often share what they see and understand. Sutton presents compelling evidence in *Good Boss, Bad Boss* that managers typically are unaware of the influence they have for better or worse on their employees and are famously ignorant to what their followers think of them. It's hardly surprising that workers are afraid to speak out [7], [8]. That is often the result of having authority over others. Because of this, effective leaders work hard to promote self-awareness. They pledge internally to continue growing personally and to be receptive to criticism.

They value leaders who are cooperative, watchful, excellent listeners, have great people skills, and encourage their team. This is maintained by an internal dedication to continue being aware of the wants, objectives, and goals of followers. Recognizing their team's requirements, leaders put in a lot of effort to make sure structures and resources are in place to support the success of their team. Feedback about their performance as well as operational issues that could be affecting success and productivity will be available to leaders who are receptive to the worries of their followers. In addition, effective leaders are dedicated to understanding their followers' goals and giving them the tools, they need to achieve them whenever feasible. Naturally, this has to fit in with the aims and objectives of the company, but even within those bounds, strong leaders want their team members to thrive and like what they do. According to Sutton in *Good Boss, Bad Boss*, this is fostering a sense of dignity and pride in workers' work by modeling leadership behaviors founded on kindness, respect, and empathy. This kind of leadership puts a leader in a lot better position to have followers who are highly committed to both the company and their leader. This kind of loyalty is fostered by several approaches that have been well-studied in the industry. Employees will be more committed to the business if its leaders, for instance, provide guidance, and support, and attend to their specific requirements. Employee commitment was also shown to be stronger in leaders exhibiting servant leadership behaviors than in leaders using similar behaviors less often. Integrity and consistency in words and deeds,

which are hallmarks of authentic leadership, are important factors in the development of employee commitment and trust.

This builds a solid and healthy work atmosphere for others, especially when coupled with a leader's dedication to paying attention to the wants and concerns of their team members. When leaders get to know their staff members, provide relevant training and development, offer praise, offer coaching when necessary, and promote collaboration with a client/customer-focused approach, a high level of employee engagement is made possible. This information obligation also applies to external and internal stakeholder groups. To guarantee that they are kept up to date, competent leaders also want to know about the wants and worries of these groups. This is a crucial aspect of collaborative work it is difficult to collaborate well with others if you are unaware of their requirements, problems, and worries [9], [10]. Despite our commitment to transparency, it may be challenging to get the information we want if people are unwilling to express their thoughts openly. Sometimes the issue stems from a deeply ingrained culture in government that makes it unsafe for individuals to be honest about their thoughts and feelings. Government employees eventually develop a very tactful and impartial communication style that never offends, never comes off as biased, and never raises any red flags. In these settings, effective leaders may have to put in more effort than ever to get through the surface level of civility and discover the true thoughts and emotions of individuals.

It goes without saying that to encourage this level of transparency, you must provide your team with a sense of emotional security and unwavering support so they won't regret taking down their defensive barriers. The Approachability Playbook defines openness as being accessible, friendly, and inviting as well as establishing and maintaining the ideal emotional environment where individuals feel comfortable sharing. It is crucial to respond to it with comprehension, shown by warmth, attentive listening, and empathy. Continue to assist them by listening to what they have to say, acting on what you have promised to do, and making sure your deeds align with your words and goals. Leaders who do this are better at bridging the gap caused by power; they may lessen fear and forge closer bonds with their followers. It is crucial to understand your organization's goals and operations if you want to earn their respect. Why is this necessary to include, then? There may be frequent worker turnover in government due to promotions, leaves of absence, retirements, and other changes in the workforce. This often puts new and up-and-coming leaders in the difficult position of having to maintain the respect of their followers while they are still honing their own abilities and role awareness. Leaders must, therefore, have a deep understanding of the task at hand as soon as possible and have a clear understanding of the department's and the organization's overarching goals. Being a visionary leader who can motivate others is challenging if you are not quite certain of your purpose and vision.

Good leaders are passionate and dedicated to the mission of the business, and know it deeply. They can lead with confidence because they are subject matter experts in their field and understand that what they are doing is in line with the organization's objective. Effective leaders are also dedicated to the procedures of measurement and evaluation. This helps them to see what success looks like and the extent to which the department is contributing to that achievement. Many times, organizations believe they are doing well, but they lack the proof to show they are getting the desired effects. The field is calling for data-driven decision-making and an evidence-based approach more and more. This implies that systems for measuring program effectiveness and processes for determining how well work is being completed must

be in place. The government finds this particularly significant given its dependence on public monies. For the sake of accountability and transparency, governments must be able to clearly show that they are yielding favorable outcomes. To be certain that success is real and not merely "spin" or propaganda to appease taxpayers, it must be scientifically shown. Adhering to an evidence-based strategy guarantees that executives are appropriately allocating the organization's resources by preventing time, money, and resources from being used on unproductive activities. It's also critical for government leaders to keep up with local, national, and international trends.

Global events and developing trends will impact government behavior, and governments often stand to gain from "lessons learned" when creative projects are implemented elsewhere. The possibility of success is increased by duplicating effective initiatives that have had favorable outcomes in other settings. In a similar vein, if leaders in one's jurisdiction get knowledge of what is and is not working, they may prevent government failures in other jurisdictions. We've previously spoken about the importance of innovation; if creative work is properly recorded and assessed, others may profit from its success as well. In a similar vein, we also need to be aware of the unexpected consequences of inventive endeavors. Effective leaders are dedicated to ensuring that their efforts are backed by solid research and that they are aware of any events or trends that may impact their jobs.

Commitments are what we have promised to do; they are not what we hope to achieve. They go beyond the desire to a more profound degree of commitment and promise inside ourselves, leading to behaviors and acts that show those promises are being fulfilled in our day-to-day jobs. Good leaders have personal information commitments: the internal commitment to continual development and the desire to get feedback and information on what they need to do more of, and less of, to maintain ongoing effectiveness. In addition, competent leaders are dedicated to learning about the requirements and worries of their colleagues, internal and external stakeholder groups, and their subordinates. This promotes cooperation and a positive workplace culture.

Information commitments in the operational sphere guarantee that the excellent leader has an intimate knowledge of the business and purpose of the company and that methods of assessment and measurement are in place to monitor continuing effectiveness and success. The dedication to evidence-based decision-making encompasses the commitment to be aware of global affairs, regional and global trends, and the most recent findings that may impact the organization's operations. This guarantees that the leader can measure and assess success in addition to defining it, all while keeping an eye on external events that may be pertinent to the accomplishment of the organization's goals. These pledges aid in guaranteeing that a competent government leader is answerable, responsible, and working in the public interest. the differences in commitments, abilities, and goals.

Once again, we must keep in mind that commitments are the internal pledges we make to consistently act in a certain manner. We promise to carry it out; it's not something we hope to do. Aspirations help us develop as leaders by pushing us and providing us with something to strive for. They also enable us to extend our talents and capabilities. Our commitments reflect our beliefs, our priorities, and our current capabilities daily.

We will revisit the topic of leaders and their communication styles in this chapter, but this time we will concentrate specifically on a few crucial areas where leaders must exhibit consistency.

The first two communication commitments we make are internal to us; they represent the way we engage with people around us as well as our attitudes and ideals toward them. The first commitment is showing appreciation and support; the second is building an environment of open, honest communication and a positive work culture. Commitment four pertains to the crucial practices of active listening, consultation, and the regular behavior of welcoming different perspectives in large-scale ways and one-on-one conversations.

Commitment three expands upon the second commitment by creating simple, accessible communication systems. We specifically pledge to be open and honest with internal and external government stakeholders by implementing efficient information-sharing channels. This is our last promise. Effective leaders have shown time and time again that effective communication is a critical talent. One aspect of the work is being able to communicate effectively across a range of channels. This chapter identifies crucial communication domains whereby effective leaders pledge to themselves to continue doing something regularly, so making it an organic and intrinsic aspect of the day-to-day experience of working with them.

Being able to express our thankfulness and appreciation to our team members shows them that we value them and want to support them in their endeavors. This may appear quite unexpected to be at the top of the wheel, however, the following explains why: It's tougher than it seems to show appreciation, value, affirmation, gratitude, and encouragement to coworkers, subordinates, and others regularly. The difficult explanation is that we are inherently biased to prioritize our own needs, aspirations, well-being, and achievement because we are human. It's normal to want what's best for yourself. Prioritizing the health of the team and the welfare of those in our immediate vicinity is much more difficult. Here is where it is helpful for us to think carefully about what inspires us.

Is our common goal to advance at the cost of others? How are we seen by others in this regard? Do they ever question if we are one of those "snakes in suits" who seem good on the outside but are untrustworthy? Being appreciative and thankful goes beyond just complimenting someone when it's appropriate. We are detecting something far more profound, something that goes right to the center of you. It involves overcoming the tendency to be egotistical and self-serving and concentrating on what others close to you need, as well as how you can continue to assist and uplift them. It involves giving to others even when there is no benefit to yourself. The intriguing aspect is this: leaders who make this kind of investment in their teams often get the benefits of their team's devotion and support since they understand that their leader is their main source of encouragement and won't abandon them.

How would this manifest itself in day-to-day life? It entails making certain that individuals are acknowledged for the job they accomplish not only in front of them but also in front of others. It entails expressing gratitude when someone goes above and beyond the call of duty in the course of their work. It entails spending the necessary time to understand your people's aspirations, desires, and goals to support their development. It entails expressing gratitude in a myriad of vocal and nonverbal ways for having you on the team. There are many obstacles, struggles, and bad experiences in life. We often are unaware of the difficulties others are facing in their personal and professional life, and to be honest, it may sap their positive spirit. Giving someone genuine support and appreciation often has the same effect as providing water and fertilizer to a withering, parched plant it bounces back and grows once more. This links with the notion that optimism and good vibes are important for workplace morale, as we have

already mentioned. It contributes to the development of a supportive atmosphere when we, as leaders, recognize and validate all the wonderful things that our colleagues do and offer our gratitude. Furthermore, it aids in establishing this behavior as a good example for others and a cultural standard. As role models, we emerge. Having an attitude of gratitude has another intriguing result. This is related to the psychological fact that the things we prefer to think about and linger on get larger in our brains and increasingly influence the way we see the world. All we will eventually be able to see is the bad if we concentrate just on the negative. We may improve our ability to think positively by developing a more upbeat, grateful mindset and teaching ourselves to recognize and celebrate the things that are going well.

We discussed the psychological and physical benefits of positivity and optimism in a previous chapter; here is another environment in which we may foster it. Grateful people have better levels of optimism and life satisfaction, as well as more energy and interpersonal connection all of which will benefit our companies. We believe that this should be one of your everyday obligations as it requires daily practice to integrate into your professional life. If you find this to be a difficult area, start small and make a daily commitment to recognize and be grateful for at least one item that someone in your immediate vicinity has done for you. Keep doing every day and develop the skill of being aware of the good deeds, even the little ones that other people do. Then, increase the amount of times you can recognize the positive things happening in your environment each day. Take note of them. Give them your acknowledgment. Express gratitude.

The significance of an honest leader who encourages people to trust them. Nothing erodes confidence more quickly than feeling as if you've been misled, tricked, or otherwise controlled. Sincere and honest communication is a hallmark of good leadership, as is as much openness and transparency as is reasonable given the job's confidentiality needs. Knowledge, as we've mentioned before, is power. Additionally, possessing and using knowledge places one in a position of authority. For this reason, even in situations when they are not required to be as watchful, many leaders fiercely preserve their knowledge. Effective leaders are cautious in their handling of information and when disclosing it. They strike a balance between the need for proper caution and the understanding that knowledge sharing may often strengthen the group.

Old ideas about how we manage information and when to disclose it are being challenged by the fact that current corporate structures are becoming flatter and less hierarchical, and cooperation and teamwork are becoming more commonplace. In this sense, smart and intelligent, good leaders appreciate candor and openness. This is particularly significant in government contexts because there is a high standard of responsibility for the management of public resources. The good news is that followers' perceptions of leaders who are honest and communicate well are linked to greater levels of confidence in them. This has the additional benefit of making followers believe that these leaders are more effective. This is valid not just during prosperous periods but also throughout periods of transition, downsizing, or other trying times for a company. When downsizing occurs which may happen often in government settings when budget cuts are being made followers are more likely to be vulnerable and put their faith in the leader when a good attitude and open communication are coupled. In this context, transparency refers to a leader's ability to exhibit an open and clear pattern of behavior toward others by providing the information required to make decisions, soliciting feedback from others, and being transparent about their own beliefs, motivations, and emotions in a way that makes it possible for followers to evaluate the morality of the leader's actions and level of

competence. Transparency pertains to the essential aspect of moral conduct whereby deeds and words are congruent.

Employees are more engaged and involved in the results when they believe they work in a relational workplace with no secrets. This implies that there are no secrets about revenue flow, hours spent, appropriate work attire, the process for handling promotions, objectives and roadmaps, performance standards, and the contributions made by each team member. Transparency is not something you can achieve overnight; rather, it is something that must be developed over time by consistent effort. You have to keep being reliable. Although it's not always simple and might expose leaders to criticism and error, the benefits far outweigh the drawbacks. Transparency is powerful, and good leaders recognize its benefits in whatever they do. Building on the concepts of openness and transparency, public officials must support data systems and technologies that facilitate public-private communication and information sharing with government agencies. Government websites and online application procedures are often criticized for being difficult to use, particularly by those who may find online systems difficult for several reasons.

Communication systems must function well for persons of all abilities since those who want government assistance the most often have personal difficulties or vulnerabilities. People who live in an automated society may find it annoying when they are unable to communicate with others, particularly when there are lengthy wait periods, complex menus, or frequent busy signals. Public access to government communication platforms must be simple. Being indifferent to this and letting bad customer service persist because "that's just the way it is" is insufficient. To ensure that taxpayers and the general public receive the information they require quickly, easily, and in a language, they can understand, good leaders should commit to eliminating bottlenecks, reducing wait times, or eliminating them. Government bureaucracy frequently works against simplicity and ease of access.

Interdepartmental cooperation may be enhanced by reducing silos and isolation via information exchange both inside and across government departments. Employees may more easily access and exchange information with one another thanks to information-sharing systems. When deploying information-sharing technology, technical, legal, and organizational issues as well as problems with policy and procedure need to be addressed, but it's also important to think about how to increase information flow. We identified the value of a collaborative approach in our previous chapters. Additionally, we recommended creating a communication style based on active listening.

CONCLUSION

The effectiveness of an organization greatly depends on the information promises made by leaders. The results of this research demonstrate the favorable relationship that exists between the development of trust within a team and a leader's dedication to providing clear, accurate, and accessible information. The focus on prompt information transmission guarantees informed and flexible decision-making processes. Through the integration of these information obligations, leaders foster an atmosphere of collaboration at work, hence improving their overall effectiveness as leaders. Leaders who make these commitments a priority are better equipped to guide others with resilience, creativity, and a common goal as they navigate an age of abundant information. The research confirms that a leader's information strategy is a strategic tool that shapes effective leadership, not just a functional one.

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CHAPTER 5

ANALYSIS OF THE SUSTAINABILITY COMMITMENTS OF A GOOD LEADER

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ABSTRACT:

The complex aspects of sustainable pledges made by successful leaders. The research explores the role of the leader in encouraging social responsibility, environmental stewardship, financial sustainability, effective communication, and forward-thinking behavior, going beyond traditional commercial goals. The investigation attempts to shed light on the crucial role that sustainable leadership plays in social well-being, environmental preservation, and corporate performance via a thorough evaluation. Through an examination of the several aspects of sustainability pledges, this research offers valuable perspectives on how leaders are changing in their response to current issues and in creating a more just, resilient, and sustainable future. A good leader is committed to sustainability, which includes a wide range of beliefs, behaviors, and tactics that support an organization's long-term health as well as the health of its stakeholders and the environment. Sustainable leadership prioritizes morality and responsible behavior that takes into account actions' effects on the environment, society, and economy in addition to short-term objectives and financial gain. In this thorough investigation,

KEYWORDS:

Adaptability, Communication, Environmental Stewardship, Financial Sustainability, Forward-Thinking, Leadership.

INTRODUCTION

A good leader is committed to sustainability, which includes a wide range of beliefs, behaviors, and tactics that support an organization's long-term health as well as the health of its stakeholders and the environment. Sustainable leadership prioritizes morality and responsible behavior that takes into account actions' effects on the environment, society, and economy in addition to short-term objectives and financial gain. In this thorough investigation, we examine the many facets of sustainability pledges made by successful leaders, looking at their functions in encouraging social responsibility, environmental stewardship, and maintaining the general resilience and longevity of enterprises [1], [2]. An environmental leader's commitment to stewardship is the foundation of sustainability. An effective leader understands how critical it is to reduce their organization's environmental effects and incorporate eco-friendly measures into daily operations. This might include limiting waste production, introducing energy-efficient practices, or embracing green technology. By adhering to sustainable environmental standards, CEOs both improve the health of the world and establish their companies as ethical and ecologically aware businesses.

Another important aspect of commitments to sustainability is social responsibility. Socially conscious leaders are aware of the significant influence that their organizations can have on the communities they serve. This means promoting inclusiveness and diversity in the workplace, making sure that labor laws are followed, and taking an active part in charitable endeavors. In a world where people are becoming more and more socially aware, CEOs who embrace social responsibility not only advance the greater good but also improve the position and image of

their companies. For a CEO to be committed to an organization's long-term success, financial sustainability is essential [3], [4]. This calls for careful resource allocation, strategic planning, and judicious financial management. A competent leader is aware of how crucial it is to preserve financial stability to make investments in innovation, weather economic turbulence, and honor stakeholder obligations. Sustainable financial practices help build organizational resilience, which makes it possible for the company to flourish in demanding and changing business conditions.

A key component of commitments to sustainability is effective communication. To build an environment of trust and accountability, leaders must openly share with stakeholders their sustainability objectives, accomplishments, and obstacles. To inspire and motivate teams toward long-term goals and foster a sense of unity and dedication to the organization's overarching goal, communication is also essential. A sustainable leader also recognizes the need to develop and change in response to changing conditions [5], [6]. This requires flexibility and forward thinking. This might include adopting cutting-edge technology, spotting market trends, and taking proactive measures to solve newly developing issues like social inequity and climate change. Organizations that prioritize innovation and adaptation are better equipped to handle the challenges of the contemporary environment and maintain their long-term viability.

a range of communications- and information-related obligations. taking into account the long-term viability and health of our companies as well as the well-being and health of the individuals who work for and with us. The word "sustainability" is widely used, and it appears that every organization, corporation, government agency, and enterprise is thinking about how to become more sustainable social responsibility and environmental concerns play a part in it. However, organizational sustainability also promotes happy workplaces with effective succession planning and retention, as well as highly engaged, devoted workers who are flourishing in an environment of mutual respect and support. The concepts of innovation, expansion, and ongoing progress and improvement are also related to sustainability. This is crucial in the business world and may be the difference between surviving and closing your doors. But because of the nature of government, bureaucracies may endure even in situations when they are ineffective and lack creativity, or when employees are dissatisfied but are motivated to remain by benefits like health insurance, job security, or high pay [7], [8]. Therefore, responsible government officials must take further steps to guarantee that sustainability encompasses worker health and well-being as well as workplace culture.

In a certain sense, governments not private industry should be at the forefront of ecologically, socially, and fiscally responsible sustainability due to their duty to serve the public interest and taxpayer obligations. They are not tempted to compromise their morals to make a profit. Governments are there to provide people security, assistance, structure, and leadership in ways that raise everyone's standard of living without endangering anybody else. They are not and ought not to turn into self-serving groups. Therefore, those in positions of leadership throughout the government are uniquely positioned to provide visionary leadership that is accountable, sustainable, and creative. From a corporate standpoint, sustainability is about exhibiting social responsibility by striking a balance between the pursuit of profit and consideration for the larger good.¹⁹⁰ Even if businesses are becoming increasingly conscious of environmental concerns, sustainability, and social responsibility consider actions' long-term effects on the environment, public health, safety, and other areas of concern in addition to their immediate effects [9], [10].

Similar issues need to be taken into account by competent leaders, who also need to think about how actions may affect the workforce, the environment, and overall operations, both directly and indirectly. A comparable aim to strike a balance between outcomes and consideration for the larger good ought to exist. "A person who inspires and supports action towards a better world is a sustainable leader," according to the Cambridge Program for Sustainable Leadership. We see comprehensive organizational sustainability from two distinct perspectives: the human and the operational. A dedication to the health and happiness of employees is necessary for human sustainability. It entails making daily sacrifices to cultivate a devoted, enthusiastic staff with a high degree of job satisfaction. To do this, one must be dedicated to upholding respect and cultivating a work atmosphere that consistently upholds dignity and respect. To maintain human sustainability, we must prepare for the organization's long-term well-being and commit to succession management. This entails making certain that up-and-coming leaders have the guidance and resources they need to develop into capable leaders who can take on more senior roles when others retire. It entails making certain that individuals have the necessary training at the appropriate time. A constant dedication to fostering strong connections for both internal and external stakeholders as well as your staff is another aspect of human sustainability.

Operational sustainability is more institutional in emphasis. It shows a dedication to carefully considering recommendations for innovation or change. It is a dedication to an iterative system of improvement driven by the pursuit of excellence and quality. As part of a broader commitment to pursue best practices, they are accomplished via pledges to continuous assessment, cross-comparison assessment, and integrated methods for evaluation. Additionally, operational sustainability considers the external environment by giving careful thought to the company image or institutional brand. A good leader never stops trying to improve the public's perception of their company because of their commitment in this area. Lastly, operational sustainability responsibilities include fiscal and environmental accountability that is forward-thinking.

DISCUSSION

To succeed, we must take a closer look at the human sustainability and people-oriented commitments associated with effective leadership. Naturally, it is difficult to maintain an organization's operations when there is poor morale, a high rate of turnover and transience, or persistently bad attitudes or behaviors that negatively impact success and production. This is the reason we contend that the sustainability commitments of effective leaders need to go beyond environmental issues. They have to talk about the fundamentals and structure of the workplace. As we've said previously, effective leaders set the tone via their deeds and words; they serve as mentors and guide others. Still, modeling the behaviors that one wishes to see in others is insufficient.

Effective leaders take proactive measures daily to guarantee high levels of engagement and productivity within their team. An employee's high degree of loyalty to the company is positively correlated with their job happiness. Scholars have observed that employees who exhibit high levels of commitment have a firm belief in and embrace the objectives and core values of the enterprise. They feel a personal connection to the company. In addition to their strong intention or want to stay with the organization, they are prepared to put in a significant amount of effort on the part of the latter. They exhibit loyalty.¹⁹⁵ When an employee shows dedication to the company, the organization gains. However, what steps must the company take

to establish a work environment that fosters this degree of dedication and loyalty? Certain aspects are self-evident, such as fair pay, benefits, and chances for promotion. But contentment at work extends beyond that. It entails a connection and emotional tie to the job. It is influenced by an employee's interactions with supervisors and coworkers, as well as by how they see the culture of the workplace and their contributions to it.¹⁹⁶ It is also connected to how their leaders act. According to research findings, workers who believe their managers are exhibiting consultative or participatory leadership styles are more devoted to their companies, are happier in their roles, and perform better. Employees see flexible, supportive leaders who provide direction while yet giving room for initiative and creativity.¹⁹⁸ This is in line with our previous observations on the significance of working together, listening to your team, exchanging information, empowering your employees, and seeking advice from others. An internal dedication to these principles and practices must be part of daily commitments for a sustainable workforce. There is a connection between human sustainability and the continuous enhancement of worker health and well-being.

Maintaining organizational life may include addressing health and safety concerns as well as creating a wellness culture. Employees' lives are much more intricate and multifaceted even if they spend a large amount of time at work each week. Their performance at work may be impacted by a variety of factors, including financial strains, emotional difficulties, bad health, or lifestyle decisions. Employers incur higher expenditures due to ill health, and neither the employee nor the employer benefits from avoidable health issues. Because of this, an increasing number of organizations are seeing the long-term benefits of supporting employee wellness initiatives such as healthy diet, general health promotion, and fitness. A happy and more productive worker will usually be in better health. Encouraging wellness entails encouraging a way of life that prioritizes both physical and mental well-being and attends to the requirements of the mind, body, and spirit.

Leaders set an example for the rest of the team and serve as role models at all times. They may be crucial in making sure that well-being is promoted regularly. This involves devoting time, money, and resources to making sure that wellness permeates all aspects of the organization's operations. As we just covered, an integral aspect of organizational sustainability is having people who are well, satisfied, and positively engaged. In addition to encouraging this, good leaders are dedicated to establishing a culture where upholding respect and dignity is the standard. According to Sutton's book *Good Boss, Bad Boss*, the finest managers strike a balance between human decency and productivity, completing tasks in a manner that upholds rather than compromises pride and dignity.

According to Sutton, leaders should be assessed based on the results they and their team achieve as well as the emotions of those they lead. A culture of mutual respect and the constant pursuit of excellence and high performance are actively fostered by good leaders, who want their staff to feel proud and dignified. Maintaining a workforce when individuals feel mistreated, irate, or insulted may be challenging. Effective leaders make every effort to create happy workplaces where employees feel appreciated, respected, and listened to as well as a feeling of pride and success in their job.

The next commitment that specifically refers to managing and supporting one's team or subordinates includes a devotion to staff development, training, and succession planning. Ensuring all people have access to continuous growth and development opportunities is a

component of empowering them. This not only recognizes them and promotes better performance, but it also fosters continuous renewal and progress, making renewal easier to manage. By investing in young or emerging leaders and making sure they have the guidance and assistance they need to take on new tasks and advance into greater levels of leadership and responsibility as chances present themselves, good leaders want to promote this form of renewal. A competent leader will be actively involved in the continuous performance review process to assist in redirecting individuals who are not the best fit for the company, or in the end, to assist them in moving on to a position that is a better fit for them. As part of your sustainability obligations, you must make sure you have the appropriate people in the right positions and that you provide them with the assistance and training necessary to stay in that position. Our most recent human sustainability pledge extends beyond the employees to include internal and external stakeholders, without whose help achieving our objectives may prove to be very challenging. Building strong bonds with both internal and external stakeholders is a commitment shared by good leaders, and they do this regularly.

As we have said, working together is essential. Keeping healthy connections involves valuing other people and their opinions, cooperating with them, and being receptive to other viewpoints. In a government context, where stakeholders may have conflicting or diverse viewpoints and differing demands for government time, energy, and resources, this may be challenging. Nonetheless, proactive and comprehensive stakeholder involvement as well as the encouragement and facilitation of inclusive conversation and discussion that will support morally sound decision-making are all components of responsible leadership. Building long-lasting and mutually beneficial relationships with all pertinent stakeholders is crucial for responsible company executives, as they must navigate the moral ambiguity arising from a myriad of stakeholder demands. Leaders in government have the same obligations and challenges. Developing these mutually beneficial connections with stakeholders is considered to be an important part of creating social capital, or the different networks of connections that may cooperate for the benefit of everybody. The trust, mutual understanding, and shared values and behaviors that unite members of human networks and communities and enable cooperative action are the components that make up social capital.

In a government controlled by politics, voting cycles, and four-year terms, the pressure is to act quickly. What matters, according to the principles of corporate and social responsibility, is that leaders ensure that their organizations adopt a truly inclusive and ethically sound way of creating value for all legitimate stakeholders, even those who may have been previously excluded; it also includes future generations. However effective leadership also has a long-term perspective, considering not just the near future but also the long-term effects on both present and potential stakeholder groups. To sum up, effective leaders are dedicated to the sustainability of humankind. They consistently strive to guarantee that the workplace is based on respect and dignity and they support the learning, development, and well-being of their employees. Their goal is to promote employee dedication and work happiness. To this end, they apply a range of tactics, such as offering training, chances for professional development, and growth and progress. They prepare ahead of time and use effective succession planning to handle change and transition. Considering things more broadly, they make sure that interactions between stakeholders are constructive both within and beyond the company, fostering strong networks of connections that may be used to accomplish shared aims and

objectives. They have a long-term perspective and are dedicated to creating a safe future for both present and future generations of stakeholders.

Operational Sustainability

For effective leaders, operational sustainability is also crucial. These are the behaviors and principles that most people identify with the concept of sustainability. This entails having a duty to the environment and society as well as making choices that advance the general welfare. To guarantee that these bigger objectives are accomplished, the company must also make commitments to important behaviors. These include the dedication to taking into account and examining ideas for innovation and transformation. A system of continual improvement must be committed to, since excellent leaders appreciate excellence and quality in their services and goods. Cross-comparison evaluations, a commitment to continuous assessment and evaluation, and the goal of identifying and putting into practice best practices all encourage continuous development. It also entails a pledge to have a strong fiscal responsibility and to be future-focused. As we've previously covered, it's critical to include procedures for continuing assessment and review to make sure that initiatives are accomplishing their goals. One of the commitments to operational sustainability is to monitor activities and initiatives. Is the program on pace to provide the desired results? This entails understanding the program's beginnings (establishing a baseline), comparing what the program has accomplished to what other comparable programs have accomplished (establishing benchmarks), and having a clear understanding of the desired outcomes (establishing objectives).

The leader may also assess how well their program is doing about others by comparing comparable programs from other jurisdictions using cross-comparison analysis. What benefits do these cross-comparisons offer? Sometimes a better approach to achieving the end goal might be found by looking at alternatives, even if a government program or effort seems effective or efficient. Effective leaders are always on the lookout for fresh and improved approaches to boost productivity, effectiveness, and overall program success. Innovative thinking and the promotion of creativity are goals of excellent leaders. Here, we look at the everyday responsibilities that support the leader in making sure that innovation and creativity become a vital aspect of corporate life. It begins with the leader's commitment to fostering and appreciating the creative process.

This may be challenging since there are often conflicts between creative, innovative thought and conventional corporate thinking. The issue is not whether to choose one strategy over the other for optimal outcomes both are legitimate. Effective leaders understand that it's occasionally beneficial to stray from the well-trod routes. Imagining a desirable future state and how to get there is a necessary component of being a visionary leader, but it may be very challenging to accomplish so without creativity and innovation. We acknowledge that, although evidence-based practice and data-driven decision-making are important, there are occasions when taking a more creative, experimental, and curiosity-driven approach to problem-solving may be beneficial. It entails looking for better ways to do things and being open to considering other options.

Ambiguity then becomes a benefit, not a problem. It permits us to ponder, "What if?" Therefore, operational sustainability is embracing creativity and innovation as a method of fostering development and progress while also dedicating oneself to assessing and evaluating processes and programs using an evidence-based approach. Innovative thinking,

which promotes cooperation, teamwork, and the investigation of "outside-the-box" ideas, is balanced with conventional business thinking, which places a strong focus on evidence, evaluation, and assessment, by good leaders.

For sustainable organizations to be able to face and overcome obstacles or unforeseen dangers, they need to have the right amount of both. In addition, an innovative culture generates value, fosters the growth of ideas, and aids in the achievement of organizational goals.² In addition to encouraging innovation, effective leaders know which ideas to back and how to set up the right systems to guarantee that a novel concept is carried out successfully. For many leaders, this entails honing their capacity to unleash the intellect, inventiveness, and initiative of individuals throughout the business, integrate new projects toward a shared future goal, and resolve any issues that arise along the way.

CONCLUSION

An understanding of a good leader's sustainability commitments highlights the critical role that leaders play in promoting long-term, holistic success for businesses, society, and our planet. A blueprint for sustainable leadership in the contemporary day is formed by the many factors examined in this research, including environmental stewardship, ethical behavior, economic viability, effective communication, and an imaginative perspective. Leaders who place a high priority on environmental stewardship benefit the planet's health as well as their companies' reputation among stakeholders who are becoming more environmentally sensitive. In addition to improving the organization's reputation, social responsibility which includes diversity, fair labor standards, and philanthropy contributes significantly to the welfare of local communities. As a cornerstone, financial sustainability is evident, as leaders understand that responsible financial management is necessary to weather adversity and keep their word to stakeholders. Establishing a culture of responsibility and trust via clearly communicating sustainability objectives and progress through effective communication helps the company connect with stakeholders who are also committed to sustainability. Leaders must adopt a forward-thinking strategy to handle a constantly changing environment. Organizations that are dedicated to innovation and adaptation are better equipped to withstand new challenges, such as global crises and technology upheavals. Astute leaders foresee emerging trends in the market, welcome cutting-edge innovations, and take proactive measures to tackle pressing concerns like social injustice and climate change.

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CHAPTER 6

ANALYSIS OF FORWARD-THINKING FISCAL RESPONSIBILITY

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ABSTRACT:

A proactive and all-encompassing approach to financial management, forward-thinking fiscal responsibility looks beyond immediate concerns and strives for long-term, sustainable economic health. This idea entails open economic policies, responsible debt management, calculated investments, and a dedication to social justice. The statement acknowledges the interdependence of economic, social, and environmental concerns and highlights the need for comprehensive approaches to tackle current issues while strengthening the groundwork for future development. As a crucial component, education gives people the skills they need to adapt to a quickly changing economic environment. Global cooperation, social safety nets, and progressive taxation are essential for reducing inequality and addressing common issues. Policies in the digital era must change to keep up with technology advancements while promoting innovation and competition. In periods of economic turbulence, resilient fiscal policies are essential for maintaining stability and implementing countercyclical measures during recessions. The idea transcends national boundaries, recognizing international interdependencies and the need for worldwide responsible financial management. Fiscal responsibility that is proactive puts countries in a position to successfully negotiate the challenges of the contemporary world, promoting inclusive prosperity, sustainability, and resilience.

KEYWORDS:

Digital Economy, Global Collaboration, Inclusive Prosperity, Resilient Fiscal Policies, Technological Adaptation.

INTRODUCTION

Forward-thinking fiscal responsibility sums up a proactive and strategic approach to financial management that goes beyond immediate budgetary concerns in order to achieve long-term, sustainable economic health. This complex idea entails striking a careful balance between managing spending, raising income, investing in future expansion, and putting in place durable fiscal policies [1], [2]. The paradigm of forward-looking fiscal responsibility emphasizes the need for comprehensive policies that address current issues while strengthening a basis for future success. It does this by acknowledging the interconnection of economic, social, and environmental aspects. This approach's fundamental tenet is the realization that being fiscally responsible entails more than just reducing expenses and implementing austerity measures; rather, it requires a sophisticated grasp of how financial choices affect people's general well-being, that of their communities, and that of the economy as a whole [3], [4]. It demands a change from narrow-minded policies that prioritize just short-term advantages and instead promotes a holistic viewpoint that takes the long-term effects of budgeting decisions into account.

Establishing sound and open fiscal policies is a basic component of forward-thinking fiscal responsibility. This involves creating precise frameworks that are in line with more general

economic objectives for taxes, expenditure, and budgeting [5], [6]. Accountability is promoted by transparent fiscal policies, which also make it possible for people to participate in the democratic process with knowledge and to comprehend how their taxes are being used. Furthermore, these policies provide a solid basis for economic planning, boosting people's and companies' trust in the government's financial stability.

Forward-thinking fiscal responsibility necessitates a dedication to effective financial management in addition to clear policy. This entails deliberate investments in vital infrastructure, responsible debt management, and the development of an adaptable and dynamic fiscal environment. In order to effectively manage debt, one must strike a careful balance between using debt to finance profitable projects and steering clear of burdensome obligations that might impede economic growth [7], [8]. A forward-thinking fiscal policy must include investments in innovation, infrastructure, and education because they provide the foundation for long-term economic growth and international competitiveness.

Particularly education stands out as a key component of progressive financial responsibility. A dedication to offering high-quality, easily accessible education gives people the tools they need to succeed in a quickly changing job market. It promotes creativity, increases worker productivity, and benefits society as a whole. Governments that invest in education not only empower their people but also develop a workforce that is flexible and robust, able to propel economic development in the face of global challenges and technological breakthroughs. Furthermore, a progressive fiscal strategy takes into account the socioeconomic effects of legislation in an effort to alleviate inequality and foster social cohesion. A comprehensive fiscal policy that acknowledges the interconnectedness of economic and social results must include progressive taxes, social safety nets, and focused measures to elevate neglected populations [9], [10]. Policies that promote inclusion and mitigate inequities are beneficial for the economy's overall stability and longevity.

The notion of forward-thinking economic responsibility transcends national boundaries, recognizing the worldwide scope of today's issues. Global financial stewardship and international cooperation are important in light of pandemics, climate change, and geopolitical upheavals. Fiscal policies that are progressive take into account environmental sustainability, understanding that economic growth and ecological resilience are linked. These policies also take into consideration the interdependencies of the world's economies, promoting coordination and collaboration in order to meet common problems and opportunities.

Innovations in technology emphasize the need for forward-thinking financial responsibility even more. The digital era has brought about revolutionary shifts in the functioning of economies, necessitating that governments modify their fiscal policies to align with the reality of a digitalized society. To maintain competitiveness in a technologically advanced global environment, this involves policies that encourage innovation, taxes in the digital economy, and investments in digital infrastructure. As the previous global financial crises have shown, fiscal prudence that is proactive may act as a stabilizing influence during difficult economic times. Resilient governments are better able to withstand economic downturns by implementing countercyclical measures to boost growth and safeguard vulnerable people. The establishment of sovereign wealth funds and other safeguards against outside shocks is another example of this forward-thinking, which strengthens the economy's capacity to bounce back and prosper after crises.

Depending on who is doing what in a group, different people fill different leadership roles. For instance, one individual might take the lead while starting a collaborative project. Someone else could take the lead by providing knowledge. By including everyone in the conversation,

one more person could take the lead. As a team moves closer to its objectives, various abilities and knowledge are needed for leadership, which is dynamic and situational. The Activator, the Controller, the Martyr, the Cavalier, and the Abdicator are the five main leadership positions that have been recognized by certain scholars [11], [12]. These positions may be characterized by the level of activity and adaptability they display.

The activator: The selected behavior style is dynamic and adaptable when an individual assumes the role of an activator. Based on the idea that "People support what they help create," he or she is eager to include other group members in an issue or circumstance and participates in the decision-making process. Moreover, initiating, assimilation, reinforcing, and solidifying roles are included in the activator style.

The Controller: Reward and punishment are the source of power for a leader in this position. He or she tries to scare the group into taking action, and their leadership style is strict yet assertive. The rigidity stems from the individual's job expectations. The controller style includes incentives and punishments, judgmental behavior, and regimentation.

The Martyr: In this position, the leader tries to make the followers feel guilty. Martyrs attempt to force their beliefs and rules on everyone. Rather than being a means to a goal, rules may turn into an end in and of themselves. Martyrs tend to be meek people, but they may also take a highly active role in upholding their own standards. Taking on too much labor and looking for sympathy are two other characteristics of the martyr role.

DISCUSSION

A good leader wants to encourage people to achieve their goals and to feel appreciated for their efforts. This is a component of developing a winning culture⁷⁶ where individuals understand not only what to do but also why they should do it. Businesses and organizations with effective, high-performing workplace cultures understand that the leadership sets the tone and models the workplace culture, and that their principles must be adopted at all levels. Building on the example provided by the leader, effective leadership makes sure that the vision and values are clearly stated so that they may be readily followed. A competent leader consistently motivates their subordinates to achieve greater things in terms of production. Their efforts are directed on rivals and outside clients rather than internal political or "turf" disputes. A competent leader understands that the most compelling outcomes of developing a "winning culture" will ultimately be seen on the front lines, even if changing workplace culture requires time and concentrated effort. To guarantee that the team's productive behaviors will be repeated, this calls for confirmation and encouragement from the leader in addition to incentive.

To what extent do followers of good leaders become inspired, in addition to aiming for perfection on a personal level, a successful leader should also want to motivate their people to pursue greatness. The goals of an effective leader define those outcomes in terms of attaining perfection, regardless of how that pertains to the quality of the content offered, the mode of service provision, or the manner in which the specific department of government carries out its mission. In the context of government, this might also mean cutting red tape and simplifying procedures, decreasing wait times, boosting efficiency for the benefit of the populace, or guaranteeing a first-rate experience for taxpayers and society at large at every turn. The values pertaining to the job are connected to excellence. Without first understanding what counts and having a feeling of an external norm or guidance, one cannot produce good work. The goal of a good leader is for their group or organization to be unmatched. They also want their offerings to be unmatched in terms of quality and value. To do this, high standards must be established and employees must be motivated by a positive attitude.

A likable leader is affable, modest, and relational while keeping an optimistic attitude. They have a contagious pleasant vibe and excitement about them. Being among other upbeat folks is enjoyable for most people. On the other hand, negativity depresses individuals. Leaders that are positive and likable see the potential in everyone around them. They help people see the best in themselves and they see the best in others. They're motivating. They bring out the best in individuals, enabling them to improve both the task at hand and themselves. When others see obstacles, they see chances; they never give up hope in the face of difficulty. They also have the social skills necessary to build rapport and motivate staff members. The Cavalier: In this position, the group's support is gained by the leader by amusement and games. The behavioral style exhibits excessive flexibility and oscillates between active and passive states. The leader strives to be entertaining, stays out of the spotlight, and looks for nods. His or her behavior has a hint of larrikanism. The Abdicator: The abdicator shirks accountability, puts off taking action, doesn't take any chances, and often leaves the organization. The approach is passive and often inflexible, although it may sometimes be flexible. He or she manipulates every circumstance to place the blame and assume accountability for mistakes made by others.

In participatory action groups, the activator position is often the most suitable one, although all of the other roles have their uses. There are many social contexts in which leadership may be used. Two behavioral factors, assertiveness and responsiveness, may be used to characterize four different styles: analytical, amiable, expressive, and driver. Remember that these styles are only different and neither excellent nor bad. Individuals belonging to both types have accomplished remarkable feats in situations involving both assistance and leadership.

Analytical social style: Individuals with this style balance a modest degree of aggressiveness with a great degree of emotional self-control. Their work is often approached with precision, deliberateness, and systematization. Before taking any action, they collect and analyze a lot of data. This kind of person is usually structured, objective, and industrious. But when they play too much to their strengths, they may become rigid and prone to "nit-picking." Avoidance is their primary fallback tactic. Those with an agreeable social style mix a relatively low degree of aggressiveness with a higher-than-average receptivity. They often exhibit a great degree of sensitivity and empathy for the needs of others. They may mingle with individuals who bring out the best in them because of their faith in other people. This style's extremes encourage permissive and conformist behavior. Friendly individuals revert to a passive attitude.

Expressive style: The most flamboyant people are those that have a strong sense of assertiveness combined with a great deal of emotional expressiveness. They often tackle issues in a unique and creative way, taking a comprehensive view of the situation. They're not afraid to take chances to achieve their objectives. Their sense of humor, enjoyment of good times, and impromptu methods often make their coworkers smile. Their capacity to enchant, convince, thrill, and inspire others with futuristic ideas may be a potent source of inspiration. People with this type might be overbearing and aim for unreasonable objectives when they are not regulated. They assault as a backup plan.

Driver style: Individuals with this social style combine a high degree of assertiveness with a high degree of emotional self-control. They know precisely what they want, are task-oriented, and have strong communication skills. They are respected for their capacity to complete tasks and are competitive and risk-takers. When drivers push themselves too far, they might become cold and tyrannical. They have an autocratic backup plan. The group should work to minimize the harm caused by any deficiencies while maximizing the merits of each social style adopted by different members. Theory of Situational Leadership: This is predicated on the notion that a leader's approach should change according to the group's level of maturity. It implies that two essential aspects of leadership task behavior and relationship behavior should adapt to the stage

of group growth. For instance, the leader of a group of skilled and seasoned experts won't need to provide much guidance.

The group's members will most likely be adept at preserving positive working relationships while organizing the assignment. However, if the majority of the group members are unfamiliar with both the activity and the group, the leader will need to provide clear instructions on how to do the job and invest time in building connections. According to situational leadership theory, maturity is characterized by three things, a certain level of education and/or experience; a desire and ability to accept responsibility; and the ability of a person or group to establish high but realistic objectives (achievement-motivation). Individuals and groups often exhibit different levels of maturity based on the particular job they are trying to do. For example, a group member may need a lot of assistance in creating written project proposals even if they are quite skilled at doing work on the ground. In every organization, the leader's dual responsibilities are to facilitate the accomplishment of the shared objective (task) and sustain proper relationships with other members.

His or her approach varies depending on how mature the group is. The primary style is "telling" when the level is low. First, it shifts to "selling," then to "participating," and last, when maturity reaches a high point, to "delegating." Proficient group facilitators are familiar with their team members and can modify their approach to suit the members' dynamic skills and the needs of the leadership position. This idea holds that a hierarchical organization's position and role determine a person's ability to lead. Some authors distinguish between leading and managing. "To bring about, to accomplish, to have charge of or responsibility for, to conduct" is the definition of management. It is important to note that leading is defined as "influencing, guiding in direction, course, action, and opinion". Leaders are those who take the proper actions, and managers are those who take the proper actions. This perspective defines leadership as being in charge of a group or organization.

From the perspective of responsibilities and authority, it is typically possible to distinguish three different levels of management within an organization. Corporate managers are in charge of a division's or an organization's overall operations. Only a portion of the management function is within the purview of executive management. The execution of certain functional activities in compliance with earlier schedules created by superiors is the focus of operating management. Operating entails doing, but managing entails delegation. The controlling function grows and the operational function shrinks as one advances in the company. Being able to make things happen in order to meet the demands of a group, a person, or a task is what it means to be a leader. It refers to having the power to change things, such as finishing a task or influencing the group's course. One perspective is that this authority originates from operational power (executed by individuals who accomplish goals without holding a formal position) or positional power (a symbolic role like president, director, etc.). We've all seen individuals who obediently hold positions of power while others, without any official title, manage to accomplish remarkable feats. Put differently, operational leaders who use non-positional power bases have the ability to have a greater effect than passive symbolic leaders.

A other kind of power theory places more emphasis on empowering subordinates or other group members than it does on carrying out the leader's wishes. They may take control of the situation instead of looking to a supernatural leader to fix their own or the group's problems thanks to this procedure. This perspective holds that leadership enables individuals to carry out their own tasks. The leaders set policies and establish institutions. The organization of resources to enable individuals to do tasks is the main emphasis. Building teams, addressing problems, resolving conflicts, and organizing are examples of "people skills" that are used in empowering leadership. Increasing followers' and fellow group members' awareness as well as

their knowledge and abilities is another aspect of empowerment. As individuals gain authority, a leader may assign them some responsibilities at first, and then the whole project, including leadership, if necessary. Empowerment is seen as a method (participatory processes) as well as an aim (democratic right) for human activity.

A good leader strives to see the glass half full rather than half empty since this opens up new possibilities and conveys enthusiasm and positive energy to others. Effective leaders are also aware that emotions affect how decisions are made. Despite our inclination to think that reason and logic play a major role in our decision-making, neuroscience has shown that reasoning is not the only factor in decision-making. More often than we would like to acknowledge, our emotions have a greater influence on our ideas, and logical reasoning is more closely associated with emotional decisions. This is important for leaders since one of their main responsibilities is making decisions, and decisions are influenced by the emotions of the leader. Good leaders are emotionally stable, well-balanced, and typically upbeat and happy. This allows them to overcome obstacles with resilience and self-assurance. We recently looked at why having a positive mindset is so important for effective leadership.

It's understandable that you might ask whether this goal and the prior one contradict each other. But healthy optimism isn't the same as naive rejection of reality or the desire to disregard solid information in favor of one's own agenda. In order to be realistically optimistic, one must have a positive outlook on the future—that is, if there are solid grounds for optimism.⁹⁶ On the other hand, too optimistic thinking may backfire severely, leading us to make bad decisions or do actions that will hurt us because we aren't giving the potential consequences any meaningful thought.⁹⁷ A healthy skepticism encourages us to probe farther, pose challenging questions, and go beyond the obvious. Realisticism pushes us to think critically about the lessons we've learned from history and the world we live in, as well as to look for patterns in cause and effect. Optimism is enhanced by realism and deliberate skepticism in order to make sure that judgments are reasonable and intelligent and to take advantage of chances that others may miss. A competent leader balances realistic optimism with a realistic evaluation of what can and cannot be accomplished in a given circumstance in order to gather resources, pursue objectives, and be persistent.

This objective and carefully cautious attitude is counterbalanced, nevertheless, by drive, emotions, and a positive perspective unlike pessimism. It is important to remember that effective leaders are devoted and committed to their job, organizations, the people they serve, and the people who work for them, even if this may seem quite apparent. In addition to inspiring devoted followership, this strong feeling of support and devotion also translates into a strong sense of public duty. It is important to emphasize once more that individuals employed by the government are servants; their purpose is to serve the people, not themselves, and to establish high standards for service delivery that will uphold the principles and goals of a government that exists to look out for its citizens. Regretfully, we hear far too frequently about governments and political scenarios where the people suffer as a result of self-serving actions by the government.

A competent leader will not be slavishly devoted to a system that requires reform, as they are led by a strong moral and ethical compass. There are occasions and venues for speaking out, challenging the existing quo, and suggesting that there is a better way. Not only can effective leaders foster dialogue and accommodate diverse viewpoints, but they also possess the bravery and moral rectitude to voice their opinions when necessary. A healthy commitment to one's job is adherence to the workplace's guiding principles, beliefs, and values rather than slavish support of unethical behavior. Effective leaders maintain this fine balance. The goals of an

effective leader Characteristics for Assessment and Development are determined by social accountability and a robust ethical framework.

A successful leader has a strong commitment to working together and uses a win-win strategy to "get to yes" with others. This is underpinned by the goal of motivating and empowering people via a strong commitment to excellence in all facets of the company. A good leader is upbeat, inspiring people with a positive outlook and seeing possibilities among obstacles. This optimism is tempered with deliberate skepticism to guarantee that choices are based on the leader's vision and reality. A good leader has a strong feeling of loyalty and support for both the company and the people who work for them. They are committed to their job and their team. Their moral and ethical compass serves as a guide for their feeling of devotion, ensuring that their honesty and loyalty do not conflict. Under this perspective, leadership is moral by nature. According to this perspective, ethics should be at the core of all human behavior, including leadership. Some contend that ethical leadership is required in two areas: the nature of the connections between leaders and followers, as well as the leadership's understanding of human needs.

This implies that a leader must converse and argue with followers, acknowledging that followers have the ability to affect events as well. A ruler is not someone who just forces their will on others; such person is a tyrant. Additionally, a leader elevates followers on the human needs ladder, while a despot pulls them below. Therefore, an ethical leader has to be able to lead in a morally sound manner as well as visionary and able to direct followers' concerns toward just and fair solutions that advance the community's welfare. Although it is constantly tempered by a sense of existence, ambiguities, and unanticipated repercussions, leadership is ethical. Being a leader gives people the ability to pursue their greatest happiness. According to this perspective, combining the six important aspects of leadership that different theories highlight might create a framing tool that can be used to influence leadership behavior. This strategy holds that every leader has to have a purpose and motivate others to work toward a shared vision of the ideal future. In order to accomplish objectives, he or she must create or operate via organizations that are appropriate for the resources already in place and make use of the different forms of power. The leader's abilities (innate gifts and learned leadership skills) and ability to persuade others of the moral worth and greater significance of their work will determine how far the objectives may be achieved in any setting.

It is imperative that we examine the general guidelines and conduct linked to effective leadership via communication prior to delving into particular communication skill sets. It's been claimed that "power comes from knowledge." It is also true that a leader may face issues and environments of mistrust if information is misused or withheld. A good place to start is with transparency combined with the right amount of caution and openness. Peers, staff, and stakeholders communicate clearly, consistently, and continuously with successful leaders; in contrast, bad communication damages relationships and may lead to a leader's derailment. Receiving information is another aspect of communication, and an effective leader is a good listener.

It takes tolerance, candor, and a readiness to promote constructive disagreement in order to provide voice to and consideration for all points of view. The leader may refine and use the knowledge by asking clarifying questions and using strong analytical abilities. Respect, empathy, and a helpful attitude all improve listening. Establishing channels for direct input from the general public and frontline service providers is crucial because they often have firsthand knowledge and ideas that may boost effectiveness and save costs. This communicates responsibility and a customer-focused mindset.

Effective leaders also understand that not all conflict is bad; tensions that often result from opposing viewpoints may be used to promote cooperation and innovative solutions. In addition to listening to the worries, opinions, and demands of others, an effective leader is able to identify and investigate the underlying needs, interests, and values that underlie these concerns, opinions, and demands. This gives them the ability to create choices that mutually benefit from satisfying those fundamental demands. The actions that emanate from our inner selves: acting morally because morality, ethics, and a dedication to social duty serve as our compass. This involves showing compassion and respect to others since it concerns how we treat others. Because they respect the contributions of those around them and work to encourage others to maintain and adhere to the mission and values of the company, they are a part of, good leaders also listen well and communicate effectively. These values-based actions serve as a great basis, and they are reinforced by task- and skill-focused actions that provide the leader the ability to make sure that objectives are met strategically and effectively.

CONCLUSION

The concept of progressive fiscal responsibility emphasizes how important it is to have a comprehensive and strategic approach to financial governance. In order to promote stability and accountability, transparent fiscal policies and prudent financial management are fundamental. Strategic investments are essential for long-term economic development and competitiveness, especially in digital infrastructure and education. Promoting social inclusion via worldwide cooperation and progressive taxation guarantees that the advantages of economic growth are distributed fairly. Fiscal policies that are resilient are essential in times of economic uncertainty because they act as a cushion against shocks and promote recovery. Adopting forward-thinking fiscal responsibility becomes not just a strategic decision for individual countries but also a collective imperative for global well-being as the globe struggles with interrelated difficulties. In order to effectively navigate the intricacies of the modern global scene, fiscal policies that prioritize inclusivity, sustainability, and adaptation are essential.

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CHAPTER 7

ROLE OF VERBAL AND PRESENTATION SKILLS IN LEADERSHIP

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ABSTRACT:

Effective communication tactics are essential for the success of a business, and verbal and presentation abilities in leadership are crucial to this. This abstract examines how important these abilities are to successful leadership, focusing on how they affect stakeholder involvement, team motivation, and the culture of the whole company. Leaders that are proficient in verbal communication are able to establish rapport, convey a compelling vision, and handle challenging interpersonal situations. Presentation abilities, which include persuasion, flexibility, and clarity, enable leaders to persuade audiences and instill confidence in a variety of audiences. The significance of ongoing skill development and technological integration for virtual communication is emphasized in the abstract. Phrases like persuasion, technology, clarity, engagement, and leadership sum up the complex elements of verbal and presenting abilities in leadership. To sum up, developing these abilities is crucial for leaders on an individual basis as well as for the success of organizations, as it promotes productive teamwork, creativity, and the development of a great workplace culture.

KEYWORDS:

Clarity, Engagement, Leadership, Persuasion, Technology.

INTRODUCTION

For leaders, the capacity to communicate effectively in a range of contexts is crucial. The significance of emotional intelligence and the capacity for collaborative, relational, and supportive interactions with others have previously been covered. Effective communicators must also write reports, create proposals, give oral presentations, and do a wide range of other duties. In order to get people to engage with a leader's ideas on how to accomplish overarching organizational objectives, it is not only necessary to possess the technical abilities of effective communication, but also to do so in a compelling and inspiring manner.

Effective leaders have developed a sense of rhetoric, or the ability to use words to communicate at both the cognitive and emotional levels and have a powerful effect. Although some individuals are born with this ability, it is a talent that may be acquired. Numerous leaders have self-taught themselves effective, captivating public speaking techniques. In a democratic society, the vote box provides the legitimacy for the power assigned to this position. Most of the time, consent to such power is freely provided, but in extreme cases, the courts may impose it. There are protections in place in democratic societies to stop the arbitrary use of the authority that comes with holding political office or the self-serving use of such power [1], [2]. The legitimacy of this position, which is limited to military or paramilitary groups, comes from the kind of risks to society that these groups are meant to address, including the demands of war. Strict discipline serves as the consequence for the commander's commands.

Rank and command may not always correspond exactly. For instance, even if he may be junior in rank to another officer serving as a crew member or in an advising capacity, the captain of a ship or an aircraft is in charge. This is a classic public service position, and it gets its legitimacy

from holding an office with specific capabilities inside an authority and control structure, as well as from a logical and legal set of rules and regulations. Although challenges to the regulations are uncommon, when they do arise, the process is deliberate and methodical. The capacity of administrators to maintain impartiality, consistency, order, and stability is how they are evaluated. In the past, labor unions have posed the biggest threat to management power [3], [4]. 'The sack' has been the customary penalty.

However, community organizations and consumer groups advocating for other causes, such as environmental conservation or animal rights, are challenging management authority more and more. When faced with external forces, managerial authority often dissipates quickly. This position provides the knowledge necessary for the decision-making process. Although it is less likely to be contested, authority derived from superior knowledge or professional competence runs the risk of being disregarded in an industrial and commercial culture like the UK, where technical expertise is valued relatively low.

Effective oral communicator Martin Luther King Jr. is a great example of an American civil rights campaigner. He was highly schooled as a Baptist preacher to give sermons that were effective in their use of metaphors, analogies, and flowing language that had a somewhat rhythmic, melodic effect on the ears of the audience. His famous "I have a dream" speech from 1963 is a superb illustration of his command of rhetoric. It is interesting to read or listen to Martin Luther King's speech and observe his repeated use of important phrases, his use of potent metaphors and word images, and the rising crescendo to his final emphasis on freedom. Not many of us can imagine ourselves being as influential and persuasive as King was. King used repetition with amazing skill to hammer home his main points and keep the audience focused on them.

According to McGill University's Jay Conger, motivating others is a sign of leadership. Effective leaders, in Conger's opinion, are able to formulate the organization's purpose with finesse and convey it in a manner that has a strong internal appeal. These leaders possess the ability to see possibilities in their surroundings and articulate them in a manner that optimizes their significance. They are able to clearly state and effectively convey an organization's purpose. Stories and tales that resonate with their audience's imaginations, pique their attention, and communicate the values and behaviors that are significant to the company are used by inspiring leaders [5], [6]. They carefully employ ordinary language to communicate in relatable ways, tailoring their terminology to their target. They have perfected body language and vocal inflection to project a confident, trustworthy, and alluring image. Both former US President Barak Obama and his wife Michelle have a direct, approachable communication style that makes them both captivating and understandable.

Oprah Winfrey's acceptance speech at the 2018 Golden Globe Awards for the Cecil B. De Mille Lifetime Achievement Award is a superb example of masterful public speaking. Her delivery was dramatic, compelling, and expertly paced to ensure maximum impact on the audience's emotions. Her content was also carefully woven together to create a persuasive flow.

Remember that there is a bad side to giving a convincing speech in public. Adolf Hitler was a gifted communicator who caused millions of people to suffer from conflict, sorrow, and death. History shows that a strong leader's convincing oratory may be appropriated for coercive and manipulative ends. This can occur in your organization in lesser doses, just as it did in more significant ways during the global conflict. As always, our inner selves, our ethics, and the values that prevent us from doing damage to other people or the environment must take precedence over all of our abilities and goals [7], [8]. Proficient leaders are adept in several modes of communication, such as writing. Not every leader has a natural knack for writing! Make use of employees who can assist you with editing and who can act as an additional pair

of eyes to look for typos, spelling errors, and grammatical issues. It goes without saying that every document that is intended for public consumption must undergo a thorough editing and proofreading procedure. Astute leaders treat each significant document that is going to be placed on someone else's desk in a similar manner. Your requirements for quality should apply to both oral and written communication. Effective listeners become terrific leaders. It follows that differences—and sometimes significant differences will also arise if the leader has fostered an atmosphere where ideas may flow and creativity is welcomed [9], [10]. This is both natural and required if you want to cultivate an atmosphere that is conducive to innovation and creative thinking. Disagreements often occur in the workplace when individuals are fighting for resources or when ideas, choices, or actions related to the job contradict one another.

DISCUSSION

A competent leader utilizes an open mind and an inquisitive, nonjudgmental attitude when these differences develop. Conflict may sometimes arise from inadequate communication or awkward interpersonal relationships. It may be difficult and unpleasant for leaders who are happy working at a higher level and do not want to become entangled in day-to-day problems. Strong emotions can emerge if conflict is not addressed swiftly and effectively. Effective leaders understand that although conflict calls for addressing the immediate issue, leadership entails defining and expressing an organization's long-term vision and goal. Less hierarchy and flatter systems increase the likelihood of conflict.¹¹⁶ When a leader oversees a team as a project manager, conflicts arising from conflicting interests of team members from different departments or insufficient time and resources to complete the team's tasks may need to be managed.

Conflict in work groups isn't always a negative thing, however. The ability to freely discuss differences resulting from various levels of experience, knowledge, or competence is a necessary component of a healthy conflict. It might include talking about different concepts and using a collaborative approach to come up with original ideas and results. This kind of conflict may be productive at moderate levels since it encourages dialogue and debate. When duties and obligations are unclear, when attitudes and ideals clash, when personal matters get in the way, when unpleasant feelings come to the surface, or when arguments break out, dysfunctional conflict arises. Conflict may also result from differences in authority, leadership styles, and the ways in which the system of rewards and recognition functions or is ineffective.

Expert coach Jackie Arnold claims that coaches are knowledgeable about procedures and approaches that help their "coachees" grow in constructive ways. During a coaching session, a coach does not provide their own opinions or recommendations; instead, they listen to the difficulties that come up and reflect them without passing judgment. Rather, they provide compelling, thought-provoking questions that elicit introspection. The foundation of coaching is the idea that the individual receiving the coaching has unrealized potential that they should explore in order to enhance their innate capacity for growth.

Future potential and the current state of affairs are the main foci of coaching. Coaching is not just about fixing flaws; it's also about enhancing strengths and expanding on them. The goal of proactive coaching is to help individuals reach their goals, enhance their potential, and provide them with the resources and know-how necessary to overcome obstacles. A less objective and more hands-on method of promoting progress is mentoring. A mentor serves as a guide, helping a person learn more quickly and effectively than they could on their own. A variety of abilities and methods are used by the mentor to help the protégé have a better understanding of the company and their place within it. They often have expertise in the mentee's line of work and

may provide guidance and advice. They support inquiries and assist their mentees in considering their professional growth in more detail.

Effective leaders will use their interpersonal and communication skills to foster a positive work environment, lessen conflict and handle it when it arises, and offer coaching or mentoring support to develop capacity and foster a peaceful, productive workplace (either through their own efforts or by enlisting the help of others). The most successful teams, on the other hand, have been together long enough to overcome the first kinks in their working relationship and have developed a high degree of comfort, confidence, and trust. They have gotten to know one another well and have mastered cooperation.

Coutu cites fascinating instances of this from the aviation sector, where new hires may pose a serious risk. Members of a team must have worked together for some time, gotten to know one another well, and have mutual trust. 73% of safety incidents involving crews flying commercial flights happened on the crew's first day of flying together. At NASA, exhausted crews with prior experience working together performed better than rested pilot teams with no prior experience flying together. In a similar vein, although R&D teams may sometimes need fresh talent to facilitate the flow of innovative ideas, it has been found that bringing on only one new hire every three to four years works best. It is obvious that transience negatively affects a team's ability to succeed. This poses significant challenges for government officials who must complete team-based tasks while staff may go in and out on a frequent basis.

Because a team may bounce ideas off each other and find the best answer more rapidly, the output of the team should ideally be superior than the individual contributions of the members. Because of this, working as a team is often seen as a smart way to create superior goods and services. A competent leader will encourage actions that result in productive collaboration, acknowledge the many talents of the team, and integrate those skills in a manner that maximizes value and aids in achieving organizational objectives.

The difficult responsibility of giving performance evaluations to employees falls to managers, supervisors, and leaders. This role may require them to provide constructive but critical comments on an employee's work. It is crucial to have the ability to evaluate and provide feedback on behaviors and skills, since competent leaders are adept at doing so.¹³⁶ An annual performance review serves as a platform for acknowledging accomplishments as well as reflecting on and bolstering an employee's hard work to ensure continued excellence. Occasionally, however, you can find yourself in a position where you have to provide suggestions for improvements or changes.

In a formal evaluation, it's critical to strike a balance between being generous about everything that is going well and offering constructive feedback. It is a good idea to keep in mind that criticism should never be used as a weapon; rather, consider it a gift. It is your responsibility to assist your team member in developing and succeeding, so think about how you may voice your concerns in a manner that is constructive and forward-looking, providing them with the information they need to make the necessary adjustments. Feedback need to be given outside of the yearly performance evaluation. Along the process, effective leaders provide unofficial feedback by highlighting and affirming the positive, praising and supporting the employee, and offering direction when adjustments are required. where giving constructive criticism or developmental feedback (where necessary), it's critical to choose a method that gives the individual being evaluation a good, coaching experience. Poor leaders, on the other hand, often remain mute when things are going well and only bring up performance assessments when they have issues to address. The well-known difference between transactional and transformational leadership is remarkably similar to the one made between management and leadership. James

McGregor Burns was the first to receive this honor in 1978. Though he was writing about political leadership, the concept has been applied and is seen to be just as relevant to corporate leadership. When managers take the initiative to provide a need that has to be satisfied in exchange for something that workers value like recognition, a raise, or better job satisfaction they are exhibiting transactional leadership. The manager or leader chooses suitable and inspiring incentives, establishes clear objectives, and is skilled at recognizing the requirements of the team. Now is the moment to reassure them of the positive behaviors you want them to continue exhibiting and to provide them support and encouragement. You have the option to repeat the procedure or speak with HR to discuss possible next actions if performance requirements are still not reached. If disciplinary action is being considered, you probably would require their help or direction.

Since the majority of individuals find receiving negative criticism to be stressful, make sure your evaluation is balanced by highlighting all of the positive aspects of your work. This gives the employee the reassurance that you see them objectively and that, even if there are areas where they need to improve, they are merely one aspect of the whole. As previously said, effective leaders are reassuring and motivating, and this need to extend to providing performance reviews. Aligning their personal objectives with the objectives of the company and establishing performance standards for their actions and methods are also important. Effective leaders make good hires as well. This implies that you must assign the correct candidate to the right position. This removes a great deal of potential issues from the outset, giving you many more chances to celebrate success and fewer instances when behavior becomes an issue.

Raising the bar for exceptional performance and ensuring efficiency and effectiveness are made possible by identifying and hiring talented, driven, and engaged staff members. Empathetic and reassuring leaders have a favorable impact, according to study. Workers who experience support from their managers are often more engaged and at ease at work, and they also tend to be happier people overall. Employees' reduced loyalty to the company, worse levels of work satisfaction and life satisfaction, as well as an increase in psychological stress and despair, have all been linked to negative interactions. Therefore, in order to maintain a work climate that is encouraging, empowering, and conducive to employee development, strong leaders should handle their workers' behaviors in a positive and emotionally intelligent manner. On the other hand, politics results in compromise, quid pro quo, and score-keeping; these things do not lead to buy-in or commitment. Influential leaders inspire others to take action by keeping the requirements of the company and their colleagues front of mind.

It is required of leaders and managers to make judgments and find solutions to issues; it is useful to understand which actions are deemed "strategic" and which are not. "When individuals and groups behave, think, and influence in ways that support the organization's long-term competitive advantage, they are exhibiting strategic leadership. When a leader's choices and actions have strategic ramifications for the company, strategic leadership is shown. It has a wide range of effects that take time to manifest. It often entails a significant organizational shift. A broad perspective necessitates seeing the organization as a multifaceted, interdependent system of elements, where choices made in one area spur actions in other areas. The strategic leader strives to accomplish short-term goals while keeping long-term goals in mind since the temporal horizon is broad.

On the other hand, competent operational leaders effectively oversee daily operations and possess the ability to collaborate with others to guarantee the achievement of immediate goals. While important work, this does not include the long-term vision that strategic leaders must possess. Not insignificant changes are also the outcome of strategic leadership. Decision-

making and problem-solving are closely related to strategic activities, which turn into strategic choices when they affect the organization's long-term viability. Developing a compelling vision, inspiring others to share it, building champions for your project or cause throughout the organization, and accurately assessing and navigating the political landscape without jeopardizing your credibility are all necessary components of strategic fencing. As previously said, even if they lack the long-term effect and scope of strategic planning and decision-making, strong operational executives still make many crucial choices that are essential to the success of the company. Strong problem-solving abilities are another asset of a competent leader. The Ivey School of Business employs an approach that encourages developing leaders to identify the most pressing problems and issues, collect pertinent data, create fresh perspectives on each issue, and then create original, first-of-their-kind solutions for resolving the issue.

They make snap judgments and swiftly assimilate information. They consider all available information, analyze and interpret the data, assess each option, set priorities, and make a decision that will provide the best outcome in the shortest amount of time. Finding the true source of the issue is one of the most fascinating problems that need to be solved. Frequently, the real source of an issue is not what seems to be the problem. One of the paradoxes of being a big picture visionary is that it may be difficult to be excellent with the specifics. Determining the core cause of an issue involves careful inquiry and questioning. These qualities don't always come together for some reason, therefore the visionary and inspiring leader could want assistance keeping things organized. If you're lucky enough to have an effective administrative assistant, make sure they have excellent proofreading skills, are "ticky-checky" with details, and can anticipate your needs and deadlines. When there is a good rapport and mutual trust between leaders and support personnel, there is an incredible synergy. They rely on one another.

The ideal support worker gets enormous satisfaction from handling the details and contributing to the success of the company; they often won't be a dynamic, visionary leader and would not like it at all. In a same vein, the charismatic, energetic, and visionary leader will definitely require a reliable support system. Count your fortunate stars if you already have this amazing individual on your team. People will be envious of you! If you are a leader who oversees your own administrative tasks, you must acquire the time management, effective filing and email systems, scheduling, note-taking, and other personal organization abilities necessary to guarantee that you fulfill all of your obligations. Fortunately, you may acquire these abilities via professional growth, internet resources, and understanding what has worked for others. Despite the fact that setting up effective procedures for yourself takes time, you will reap the benefits of knowing that you are becoming more dependable and effective and that other people can rely on you.

Continuing sustainability is a problem for government agencies that have to deal with budget cutbacks on a regular basis. This calls for careful financial planning and administration, with the team's leader assisting in determining what may and cannot be spent. Learning the fundamentals of reading financial spreadsheets, comprehending your available reserves and income sources, and knowing how programs are supported are crucial skills for rising executives. Government officials must have a deeper and more significant perspective on financial management at the forefront of their thoughts. You must act as a cautious steward of the public coffers, understanding that it is your duty to manage the public coffers morally, sensibly, and with the goal of getting the most return on investment possible.

It takes ethics, transparency, and a servant leadership mindset to make sure that money and resources are allocated sensibly, cautiously, and strategically. A competent leader's abilities show how they will complete the task at hand; their goals and inner motivations reflect the

reasons for their actions. They collaborate to make an effective leader successful. Effective communication in a range of contexts, including as public speaking, drafting reports and proposals, emailing, facilitating group meetings, and one-on-one conversations, is one of the key competencies for effective leadership. Effective leaders are aware of which to use when and how to communicate in a manner that is motivating, clear, and suitable for the situation. In addition to offering broad vision and motivation, effective leaders may also provide coaching, mentoring, and pertinent assessment to make sure that their teams are on the right track and that they have the tools they need to succeed moving forward. Effective leaders understand how to collaborate with others when differences arise and are conscious of their own innate conflict resolution style. They are able to negotiate and handle conflict as it emerges, reach to the bottom of issues, see beyond appearances, and ask insightful questions.

Effective leaders are dedicated to understanding the goals and worries of their internal and external stakeholder groups as well as their peers and subordinates. This is a component of being a knowledgeable, compassionate, and supporting leader, as was also covered in the previous chapters. The third element is operational and has to do with the job itself. Effective leaders are dedicated to being deeply familiar with the overall goals and operations of the company or the division they oversee. They understand how to define success in terms of quantifiable results and are dedicated to measurement, evaluation, and evidence-based decision making. The fourth is external: they are dedicated to staying up to date with research and new findings to support their objectives for innovation and to assist with risk assessment. They also remain abreast of global events and trends that affect their job.

Excellent leaders employ their lifetime learning and personal development to achieve excellence, in addition to their own aspirations for it. Emotionally stable enough to take criticism and accept candor from others, good leaders are able to fix any shortcomings that could be impeding their performance. This is easier said than done in traditional government hierarchies, since most subordinates would never feel secure or free enough to give their superior unfavorable comments. This is where tools like 360-degree performance evaluations come in handy, giving leaders the chance to hear opinions from people all around them. However, in a positive work environment, employees possess the communication skills necessary to discuss potentially sensitive topics with delicacy and diplomacy, and competent leaders facilitate staff issues when brought up in a polite and acceptable way. The value of leaders who are cooperative, watchful, excellent listeners, have great people skills, and encourage their team. This is maintained by an internal dedication to continue being aware of the wants, objectives, and goals of followers. Recognizing their team's requirements, leaders put in a lot of effort to make sure structures and resources are in place to support the success of their team.

CONCLUSION

Effective leadership is mostly dependent on linguistic and presenting abilities, which also shape corporate communication and have an impact on results. Fostering commitment and common understanding among stakeholders requires the capacity to vocally engage them and convey a clear vision. The ability to inspire and convince others is further enhanced by presentation abilities, which guarantee that messages are understood by a variety of audiences. It is essential that these abilities be continuously developed, particularly in light of the rapidly changing technology environment and the prevalence of virtual communication platforms. By mastering excellent communication and presentation techniques, executives enhance not only their own efficacy but also the overall prosperity of the company. In addition to improving team relationships, the development of persuasion, clarity, and engagement in leadership communication paves the way for organizational innovation and flexibility. In a time when

being a skilled communicator is considered a sign of leadership ability, being an expert in these areas becomes essential to building successful teams and long-term success.

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CHAPTER 8

INVESTIGATION OF COMMUNICATION COMMITMENTS IN LEADERSHIP

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ABSTRACT:

The critical aspect of leadership communication commitments, examining how leaders formulate, carry out, and uphold promises to promote organizational success. Leaders use communication commitments to inspire trust, align teams, and overcome problems. These might take the form of statements, pledges, and consistent messaging. The abstract sheds light on the complex nature of these commitments by highlighting the ways in which they affect stakeholder relationships, employee engagement, and company culture. The inquiry examines the ways in which successful communication commitments support organizational resilience and leadership effectiveness via a combination of theoretical frameworks and empirical investigations. Key terms that capture the essential elements of leadership communication commitments include responsibility, authenticity, leadership, trust, and vision. This study concludes by highlighting the transforming power of genuine and honest communication commitments in creating a healthy company culture, building trust, and guiding long-term success.

KEYWORDS:

Accountability, Authenticity, Leadership, Trust, Vision.

INTRODUCTION

This kind of leadership puts a leader in a lot better position to have followers who are highly committed to both the company and their leader. This kind of loyalty is fostered by a number of approaches that have been well studied in the industry. Employees will be more committed to the business if its leaders, for instance, provide guidance, support, and attend to their specific requirements.¹⁶⁹ Employee commitment was also shown to be stronger in leaders exhibiting servant leadership behaviors than in leaders using similar behaviors less often. Integrity and consistency in words and deeds, which are hallmarks of authentic leadership, are important factors in the development of employee commitment and trust. This builds a solid and healthy work atmosphere for others, especially when coupled with a leader's dedication to paying attention to the wants and concerns of their team members [1], [2]. When leaders get to know their staff members, provide suitable training and development, offer praise, offer coaching when necessary, and promote cooperation with a client/customer-focused approach, a high level of employee engagement is made possible. This information obligation also applies to external and internal stakeholder groups.

To guarantee that they are kept up to date, competent leaders also want to know about the wants and worries of these groups. This is a crucial aspect of collaborative work: it is difficult to collaborate well with others if you are unaware of their requirements, problems, and worries. Despite our commitment to transparency, it may be challenging to get the information we want if people are unwilling to express their thoughts in an open manner. Sometimes the issue stems from a deeply ingrained culture in government that makes it unsafe for individuals to be really honest about their thoughts and feelings [3], [4].

Government employees eventually develop a very tactful and impartial communication style that never offends, never comes off as biased, and never raises any red flags. In these settings, effective leaders may have to put in more effort than ever to get through the surface level civility and discover the true thoughts and emotions of individuals. The Approachability Playbook defines openness as being accessible, friendly, and inviting as well as establishing and maintaining the ideal emotional environment where individuals feel comfortable sharing. It is crucial to respond to it with comprehension, shown by warmth, attentive listening, and empathy. Continue to assist them by listening to what they have to say, acting on what you have promised to do, and making sure your deeds align with your words and goals [5], [6]. Leaders that do this are better at bridging the gap caused by power; they may lessen fear and forge closer bonds with others. It's also critical to be really accessible, which entails keeping doors open whenever feasible and putting down electronics so that you can pay close attention to what people are saying when they approach you. Show that you are truly interested in people, look up, smile, and show that you are open and attentive. Leaders that exhibit these traits provide an implicit message of respect for others, which is a great approach to show that they are receptive to the opinions and worries of those around them.

Command the respect of your followers, it is essential that you have a thorough understanding of the business and goal of your firm. Why is this necessary to include, then? There may be frequent worker turnover in government due to promotions, leaves of absence, retirements, and other changes in the workforce [7], [8]. This often puts new and up-and-coming leaders in the difficult position of having to maintain the respect of their followers while they are still honing their own abilities and role awareness. Leaders must, therefore, have a deep understanding of the task at hand as soon as possible and have a clear understanding of the department's and the organization's overarching goals.

Being a visionary leader who can motivate others is challenging if you are not quite certain of your own purpose and vision. Effective leaders are well familiar with the organization's goal and are devoted to seeing it through to completion. They can lead with confidence because they are subject matter experts in their field and understand that what they are doing is in line with the organization's objective. Effective leaders are also dedicated to the procedures of measurement and evaluation. This helps them to see what success looks like and the extent to which the department is contributing to that achievement. Many times, organizations believe they are doing well, but they lack the proof to show they are really getting the desired effects. The field is calling for data-driven decision making and an evidence-based approach more and more. This implies that systems for measuring program effectiveness and processes for determining how well work is being completed must be in place. The government finds this particularly significant given its dependence on public monies [9], [10]. For the sake of accountability and transparency, governments must be able to clearly show that they are yielding favorable outcomes. To be certain that success is real and not merely "spin" or propaganda to appease taxpayers, it must be scientifically shown. Adhering to an evidence-based strategy guarantees that executives are appropriately allocating the organization's resources by preventing time, money, and resources from being used on unproductive activities.

Leaders and their communication styles, with a particular emphasis on a few crucial areas where leaders must exhibit consistency. The first two communication commitments we make are internal to us; they represent the way we engage with people around us as well as our attitudes and ideals toward them. First commitment is showing appreciation and support; second is building an environment of open, honest communication and a positive work culture. Commitment four pertains to the crucial practices of active listening, consultation, and the

regular behavior of welcoming different perspectives in large-scale ways and in one-on-one conversations. Commitment three expands upon the second commitment by creating simple, accessible communication systems. We specifically pledge to be open and honest with internal and external government stakeholders by implementing efficient information-sharing channels. This is our last promise. Effective leaders have shown time and time again that effective communication is a critical talent.

One aspect of the work is being able to communicate effectively across a range of channels. This chapter identifies crucial communication domains whereby effective leaders pledge to themselves to continue doing something regularly, so making it an organic and intrinsic aspect of the day-to-day experience of working with them. We continue to center our communication commitments on the inner core of an ethical, principled moral compass because, as always, they are informed by our beliefs and principles. Being able to express our thankfulness and appreciation to our team members shows them that we value them and want to support them in their endeavors. This may appear quite unexpected to be at the top of the wheel, however the following explains why: It's tougher than it seems to show appreciation, value, affirmation, gratitude, and encouragement to coworkers, subordinates, and others on a regular basis. Furthermore, it is closely associated with the qualities of servant leadership, which come naturally to individuals who work in government.

DISCUSSION

The difficult explanation is that we are inherently biased to prioritize our own needs, aspirations, well-being, and achievement because we are human. It's normal to want what's best for yourself. Prioritizing the health of the team and the welfare of those in our immediate vicinity is much more difficult. Here is where it is helpful for us to think carefully about what really inspires us. An Being appreciative and thankful goes beyond just complimenting someone when it's appropriate. We are detecting something far more profound, something that goes right to the center of you. It involves overcoming the tendency to be egotistical and self-serving and concentrating on what others close to you really need, as well as how you can continue to assist and uplift them. It involves giving to others even when there is no benefit to yourself. The intriguing aspect is this: leaders that make this kind of investment in their teams often get the benefits of their team's devotion and support since they understand that their leader is their main source of encouragement and won't abandon them.

There are many obstacles, struggles, and bad experiences in life. We often are unaware of the difficulties others are facing in their personal and professional life, and to be honest, it may sap their positive spirit. Giving someone genuine support and appreciation often has the same effect as providing water and fertilizer to a withering, parched plant—it bounces back and grows once more. This links with the notion that optimism and good vibes are important for workplace morale, as we have already mentioned. It contributes to the development of a supportive atmosphere when we, as leaders, recognize and validate all the wonderful things that our colleagues do and offer our gratitude. Furthermore, it serves to normalize this behavior and set a good example for others in the community. Having an attitude of gratitude has another intriguing result. This is related to the psychological fact that the things we prefer to think about and linger on get larger in our brains and increasingly influence the way we see the world.

All we will eventually be able to see is the bad if we concentrate just on the negative. We may improve our ability to think positively by developing a more upbeat, grateful mindset and teaching ourselves to recognize and celebrate the things that are going well. We believe that this should be one of your everyday obligations as it requires daily practice to integrate into your professional life. If you find this to be a difficult area, start small and make a daily

commitment to recognize and be grateful for at least one item that someone in your immediate vicinity has done for you. Keep doing every day and develop the skill of being aware of the good deeds, even the little ones, that other people do. Then, increase the amount of times you can recognize the positive things happening in your environment each day. Take note of them. Give them your acknowledgement. Express gratitude. Express gratitude. Your team will be happier as a consequence, and you will become a better person overall.

Old ideas about how we manage information and when to disclose it are being challenged by the fact that current corporate structures are becoming flatter and less hierarchical, and cooperation and teamwork are becoming more commonplace. In this sense, smart and intelligent, good leaders appreciate candor and openness. This is particularly significant in government contexts because there is a high standard of responsibility for the management of public resources.

The good news is that followers' levels of trust have been favorably correlated with leaders that communicate in a positive and transparent manner. This has the additional benefit of making followers believe that these leaders are more effective. When downsizing occurs which may happen often in government settings when budget cuts are being made followers are more likely to be vulnerable and put their faith in the leader when a good attitude and open communication are coupled.

In this context, transparency refers to a leader's ability to exhibit an open and clear pattern of behavior toward others by providing the information required to make decisions, soliciting feedback from others, and being transparent about their own beliefs, motivations, and emotions in a way that makes it possible for followers to evaluate the morality of the leader's actions and level of competence. Transparency pertains to the essential aspect of moral conduct whereby deeds and words are congruent. Old ideas about how we manage information and when to disclose it are being challenged by the fact that current corporate structures are becoming flatter and less hierarchical, and cooperation and teamwork are becoming more commonplace. In this sense, smart and intelligent, good leaders appreciate candor and openness. This is particularly significant in government contexts because there is a high standard of responsibility for the management of public resources.

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Public access to government communication platforms must be simple. Being indifferent to this and letting bad customer service persist because "that's just the way it is" is insufficient. In order to ensure that taxpayers and the general public receive the information they require quickly, easily, and in a language, they can understand, good leaders should make a commitment to eliminating bottlenecks, reducing wait times, or eliminating them entirely. Government bureaucracy frequently works against simplicity and ease of access. Interdepartmental cooperation may be enhanced by reducing silos and isolation via information

exchange both inside and across government departments. Employees may more easily access and exchange information with one other thanks to information-sharing systems. When deploying information-sharing technology, technical, legal, and organizational issues as well as problems about policy and procedure need to be addressed, but it's also important to think about how to increase information flow.

The value of a collaborative approach in our previous chapters. Additionally, we recommended creating a communication style based on active listening. To reflect on how often we use this crucial ability in our daily lives, we need to remind ourselves what active listening is. Active listening entails more than just remaining silent when someone else is speaking; it also entails giving careful consideration to what they are saying, asking open-ended, insightful questions to gain additional insight, and employing communication techniques like summarizing, paraphrasing, reframing, and clarifying. Speaking is a part of active listening, but you do it with the intention of learning more about the other person's viewpoint. It has nothing to do with arguing the issue or pushing your own agenda. Curiosity and an open mind to consider other points of view are necessary for active listening. It entails being understanding of their feelings. It gives you the opportunity to delve deeper into your wants, anxieties, interests, beliefs, and values things that are often kept within until someone inquires. There will also be times when you must remain silent so that the other person may finish organizing their thoughts and feelings. Active listening can take place in one-on-one talks or meetings, but it's also being adopted by many government departments and levels through larger community engagement and consultation processes. This is because governments are realizing how important it is for them to understand the problems and worries that local communities and their residents have. Making important choices in a community without buy-in and support is difficult.

Therefore, before making decisions that will impact their constituents' daily lives, governments are realizing more and more that they must gather information from local stakeholders, individuals, community groups, and others. It is inevitable that processes like consultation and active listening will reveal points of contention and dissent. Individuals naturally see the world in different ways, and their experiences and personal knowledge affect their viewpoints. This doesn't scare good leaders; in fact, they anticipate it. It is seen as a normal aspect of determining what is required to build thriving, healthy communities rather than as a danger. Effective leaders make a commitment to routinely engaging in active listening and to consulting others when making choices that may affect other people's lives. A competent leader will constantly be open to hearing other points of view because they are aware that in the variety of viewpoints, there may be the germ of an innovative solution or conclusion for the current issues.

Despite the process's seemingly mechanical nature, it is a logical flow of actions that will guarantee that systems are in place to solicit feedback, collect data on the requirements, interests, and worries of stakeholders, and have a method for strategically processing and disseminating that data. Every level of government deals with communal issues pertaining to public safety, prosperity, and human well-being. Since it is difficult to effectively address these issues without taking into account the viewpoints of people who will be directly impacted, community participation and consultation are becoming more important. Enhancing access to technology, especially online information systems that provide better two-way contact between the public and the government, may also be necessary for information-sharing with stakeholders.

These procedures serve as instruments to actualize the leadership pledge to be transparent, inclusive, and receptive to diverse viewpoints. This lessens the "fortress mentality" that often prevents government agencies from effectively interacting with the public. Additionally, it lessens the belief that "we know better than they do," which may maintain government agencies

pushing policies that the general public finds objectionable or unsupportable. Good leaders embrace and live up to their communication promises, showing that they are ready to be honest, open, and caring about others. This is shown by acts of kindness like active listening, supporting, thanking, and complimenting others, asking for feedback, and setting up systems and procedures to make sure that information is readily accessible to those who need it. Commitments to communication also guarantee that we may get information from our stakeholders. Specifically, we start our communication obligations every day by recognizing, thanking, and showing appreciation to those in our immediate vicinity and to our employees. This results in a more upbeat, supportive workplace with more highly engaged workers.

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Government agencies and NGOs seem to be thinking about ways to become more sustainable. However, what does sustainability imply for government employees? Undoubtedly, social responsibility and environmental concerns play a part in it. However, organizational sustainability also promotes happy workplaces with effective succession planning and retention, as well as highly engaged, devoted workers who are flourishing in an environment of mutual respect and support. The concepts of innovation, expansion, and ongoing progress and improvement are also related to sustainability. This is crucial in the business world and may be the difference between surviving and closing your doors. But because of the nature of

government, bureaucracies may endure even in situations when they are ineffective and lack creativity, or when employees are dissatisfied but are motivated to remain by benefits like health insurance, job security, or high pay. Therefore, responsible government officials must take further steps to guarantee that sustainability encompasses worker health and well-being as well as workplace culture.

The forefront of ecologically, socially, and fiscally responsible sustainability because to their duty to serve the public interest and their debt to taxpayers. They are not tempted to compromise their morals in order to make a profit. Governments are there to provide people security, assistance, structure, and leadership in ways that raise everyone's standard of living without endangering anybody else. They are not and ought not to turn into self-serving groups. Therefore, those in positions of leadership throughout the government are uniquely positioned to provide visionary leadership that is accountable, sustainable, and creative. From a corporate standpoint, sustainability is about exhibiting social responsibility by striking a balance between the pursuit of profit and consideration for the larger good. Even if businesses are becoming increasingly conscious of environmental concerns, sustainability and social responsibility consider actions' long-term effects on the environment, public health, safety, and other areas of concern in addition to their immediate effects. It entails accepting accountability for choices' effects on the workplace and integrating social responsibility into policies and procedures.

Similar issues need to be taken into account by competent leaders, who also need to think about how actions may affect the workforce, the environment, and overall operations, both directly and indirectly. A comparable aim to strike a balance between outcomes and consideration for the larger good ought to exist. "A person who inspires and supports action towards a better world is a sustainable leader," according to the Cambridge Program for Sustainable Leadership. We see comprehensive organizational sustainability from two distinct perspectives: the human and the operational. A dedication to the health and happiness of employees is necessary for human sustainability. It entails making daily sacrifices to cultivate a devoted, enthusiastic staff with a high degree of job satisfaction. To do this, one must be dedicated to upholding respect and cultivating a work atmosphere that consistently upholds dignity and respect. In order to maintain human sustainability, we must prepare for the organization's long-term wellbeing and make a commitment to succession management. This entails making certain that up-and-coming leaders have the guidance and resources they need to develop into capable leaders who can take on more senior roles when others retire. It entails making certain that individuals have the necessary training at the appropriate time. A constant dedication to fostering strong connections for both internal and external stakeholders as well as your staff is another aspect of human sustainability.

CONCLUSION

The study of leadership communication commitments demonstrates their significant influence on the success and dynamics of organizations. Building trust within the business is the responsibility of leaders who demonstrate a dedication to transparency and genuine communication. A strong vision and effective communication work together as a guiding force to motivate teams and stakeholders to work toward a common goal. This study highlights the fact that communication promises go beyond rhetoric to actively influence employee engagement and company culture. Transparency and trust grow in a favorable work environment created by leaders who regularly keep their promises. Commitments to good communication become strategic instruments for managing complexity and creating long-lasting connections in an age when organizational resilience is critical. Understanding and putting into practice the concepts of responsible, genuine, and visionary communication commitments become essential for leaders to succeed in their long-term leadership roles and

for the flourishing of their organizations as they traverse the shifting environment of contemporary businesses.

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CHAPTER 9

INVESTIGATION OF HUMAN SUSTAINABILITY IN LEADERSHIP

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ABSTRACT:

The crucial area of human sustainability in leadership, closely examining the behaviors and ideologies that executives embrace to promote the development and well-being of people in corporate settings. Human sustainability refers to tactics that put worker welfare, growth, and contentment first in order to create a strong and productive workforce. In order to provide light on how successful leadership practices connected to human sustainability affect organizational performance, employee engagement, and retention, the abstract examines empirical research and theoretical frameworks. resilience, development, empathy, leadership, and well-being sum up the essential elements of human sustainability in leadership. The study's findings underscore the need for leaders to place a high priority on the long-term development of their workforce, creating conditions that support both the overall health and development of people as well as the success of their organizations.

KEYWORDS:

Empathy, Growth, Leadership, Resilience, Well-being.

INTRODUCTION

In order to succeed, we must take a closer look at the human sustainability and people-oriented commitments associated with effective leadership. Naturally, it is difficult to maintain an organization's operations when there is poor morale, a high rate of turnover and transience, or persistently bad attitudes or behaviors that negatively impact success and production. This is the reason we contend that the sustainability commitments of effective leaders need to go beyond environmental issues [1], [2]. They have to talk about the fundamentals and structure of the workplace. As we've said previously, effective leaders set the tone via their deeds and words; they serve as mentors and guide others. Still, modeling the behaviors that one wishes to see in others is insufficient.

Effective leaders take proactive measures on a daily basis to guarantee high levels of engagement and productivity within their team. An employee's high degree of loyalty to the company is positively correlated with their job happiness. Scholars have observed that employees that exhibit high levels of commitment have a firm believe in and embrace the objectives and core values of the enterprise. They feel a personal connection to the company. In addition to their strong intention or want to stay with the organization, they are prepared to put in a significant amount of effort on the part of the latter. They exhibit loyalty. When an employee shows dedication to the company, the organization gains. However, what steps must the company do to establish a work environment that fosters this degree of dedication and loyalty? Certain aspects are self-evident, such as fair pay, benefits, and chances for promotion [3], [4]. But contentment at work extends beyond that. It entails a connection and emotional tie to the job. It is influenced by an employee's interactions with supervisors and coworkers, as well as by how they see the culture of the workplace and their own contributions within it.

There is a connection between human sustainability and the continuous enhancement of worker health and wellbeing.

Maintaining organizational life may include addressing health and safety concerns as well as creating a wellness culture. Employees' lives are much more intricate and multifaceted even if they spend a large amount of time at work each week. Their performance at work may be impacted by a variety of factors, including financial strains, emotional difficulties, bad health, or lifestyle decisions. Employers incur higher expenditures due to ill health, and neither the employee nor the employer benefit from avoidable health issues. Because of this, an increasing number of organizations are seeing the long-term benefits of supporting employee wellness initiatives such as healthy diet, general health promotion, and fitness [5], [6]. A happy and more productive worker will usually be in better health. Encouraging wellness entails encouraging a way of life that prioritizes both physical and mental well-being and attends to the requirements of the mind, body, and spirit. Leaders set an example for the rest of the team and serve as role models at all times. They may be crucial in making sure that wellbeing is promoted on a regular basis. This involves devoting time, money, and resources to making sure that wellness permeates all aspect of the organization's operations.

In addition to encouraging this, good leaders are dedicated to establishing a culture where upholding respect and dignity is the standard. According to Sutton's book *Good Boss, Bad Boss*, the finest managers strike a balance between human decency and productivity, completing tasks in a manner that upholds rather than compromises pride and dignity.¹⁹⁹ According to Sutton, leaders should be assessed based on the results they and their team achieve as well as the emotions of those they lead.²⁰⁰ A culture of mutual respect and the constant pursuit of excellence and high performance are actively fostered by good leaders, who want their staff to feel proud and dignified. Maintaining a workforce when individuals feel mistreated, irate, or insulted may be challenging. Effective leaders make every effort to create happy workplaces where employees feel appreciated, respected, and listened to as well as a feeling of pride and success in their job. The next commitment is specifically related to staff development, training, and succession planning and is related to leading and assisting one's team or subordinates.

Ensuring that individuals have access to continuous growth and development opportunities is a component of empowering them. This not only recognizes them and promotes better performance, but it also fosters continuous renewal and progress, making renewal easier to manage. By investing in young or emerging leaders and making sure they have the guidance and assistance they need to take on new tasks and advance into greater levels of leadership and responsibility as chances present themselves, good leaders want to promote this form of renewal [7], [8]. A competent leader will be actively involved in the continuous performance review process to assist in redirecting individuals who are clearly not the best fit for the company, or in the end, to assist them in moving on to a position that is a better fit for them.

As part of your sustainability obligations, you must make sure you have the appropriate people in the right positions and that you provide them the assistance and training necessary to stay in that position. Our most recent human sustainability pledge extends beyond the employees to include internal and external stakeholders, without whose help achieving our objectives may prove to be very challenging. Building strong bonds with both internal and external stakeholders is a commitment shared by good leaders, and they do this on a regular basis. As we have said, working together is essential. Keeping healthy connections involves valuing other people and their opinions, cooperating with them, and being receptive to other viewpoints. In a government context, where stakeholders may have conflicting or diverse viewpoints and differing demands for government time, energy, and resources, this may be

challenging. Nonetheless, proactive and comprehensive stakeholder involvement as well as the encouragement and facilitation of inclusive conversation and discussion that will support morally sound decision-making are all components of responsible leadership [9], [10].

Building long-lasting and mutually beneficial relationships with all pertinent stakeholders is crucial for responsible company executives, as they must navigate the moral ambiguity arising from a myriad of stakeholder demands. Leaders in government have the same obligations and challenges. Developing these mutually beneficial connections with stakeholders is considered to be an important part of creating social capital, or the different networks of connections that may cooperate for the benefit of everybody. The trust, mutual understanding, and shared values and behaviors that unite members of human networks and communities and enable cooperative action are the components that make up social capital.

DISCUSSION

The principles of corporate and social responsibility emphasize that leaders must ensure that their organizations adopt a truly inclusive and morally sound approach to creating value for all relevant stakeholders, including future generations and those who may have been previously excluded. There is pressure to respond quickly in political environments governed by four-year terms, election cycles, and periods. But effective leadership also has a long-term perspective, considering not just the near future but also the long-term effects on both present and potential stakeholder groups. Effective leaders are dedicated to the sustainability of humankind. They consistently strive to guarantee that the workplace is based on respect and dignity and they support the learning, development, and well-being of their employees. Their goal is in promoting employee dedication and work happiness. To this end, they apply a range of tactics, such as offering training, chances for professional development, and growth and progress. They prepare ahead of time and use effective succession planning to handle change and transition. Considering things more broadly, they make sure that interactions between stakeholders are constructive both within and beyond the company, fostering strong networks of connections that may be used to accomplish shared aims and objectives. They have a long-term perspective and are dedicated to creating a safe future for both present and future generations of stakeholders.

For effective leaders, operational sustainability is also crucial. These are the behaviors and principles that most people identify with the concept of sustainability. This is the commitment to make judgments that advance the common good as well as social and environmental responsibility. To guarantee that these bigger objectives are accomplished, the company must also make commitments to important behaviors. These include the dedication to taking into account and examining ideas for innovation and transformation. A system of continual improvement must be committed to, since competent leaders appreciate excellence and quality in their services and goods.

Cross-comparison evaluations, a commitment to continuous assessment and evaluation, and the goal of identifying and putting into practice best practices all encourage continuous development. It also entails a pledge to have a strong fiscal responsibility and to be future-focused. the significance of including systems for continuing assessment and review to make sure that initiatives are accomplishing their goals.

One of the commitments to operational sustainability is to monitor activities and initiatives. Is the program on pace to provide the desired results? This entails determining the program's beginning point (a baseline) and comparing its results against those of other programs that are comparable. The leader may also assess how well their own program is doing in relation to others by comparing comparable programs from other jurisdictions using cross-comparison

analysis. What benefits do these cross-comparisons offer? Sometimes a better approach to achieving the end goal might be found by looking at alternatives, even if a government program or effort seems effective or efficient. Effective leaders are always on the lookout for fresh and improved approaches to boost productivity, effectiveness, and overall program success. Innovative thinking, as well as the promotion of creativity and novel perspectives, are the goals of successful leaders. Here, we look at the everyday responsibilities that support the leader in making sure that innovation and creativity become a vital aspect of corporate life. It all starts with the leader's dedication to supporting and valuing the creative process.

This may be challenging since there are often conflicts between creative, innovative thought and conventional corporate thinking. Both strategies have merit; the key is knowing when to use them for the greatest effects. In order to achieve operational sustainability, one must embrace creativity and innovation as a method of fostering development and progress in addition to committing to assessing and evaluating processes and programs using an evidence-based approach. Innovative thinking, which promotes teamwork, cooperation, and the investigation of "outside-the-box" ideas, is balanced with conventional business thinking, which places a strong focus on evidence, evaluation, and assessment. This is how good leaders think.

For sustainable organizations to be able to face and overcome obstacles or unforeseen dangers, they need to have the right amount of both. In addition, an innovative culture generates value, fosters the growth of ideas, and aids in the achievement of organizational goals. Effective leadership requires a continuous assessment process that gauges how effectively the firm is meeting its objectives and promoting internal, healthful workplace practices while keeping an eye on the public face. Every company or organization must consider its "brand" or image. The same dedication to assessment that motivates competent leaders to evaluate effectiveness using data and other evidence will also prompt the leader to consider how the public views the company and what steps may be necessary to correct any shortcomings. This dedication to enhancing the company's image or brand may be harmoniously combined with the communication commitment to public participation and consultation. Meaningful involvement and consultation with stakeholders by government organizations not only improves the organization's reputation but also fosters a greater feeling of pride and respect among staff members. However, it is important to remember that consultations must be relevant and real, driven by a true desire to broaden knowledge and be inclusive. It cannot be ceremonial.

Fiscal responsibility is another aspect of sustainability leadership. It is the responsibility of leaders to manage people, material, financial, and environmental resources. Governments are sometimes criticized for their financial management, whereby expenditures are either excessive or insufficient underfunding public welfare programs and projects. During a period of fiscal constraint, political pressure can lead to silo-based thinking, wherein departments or ministries are rewarded for how they reduce and streamline. However, fiscal responsibility may be better served by taking a broad view across multiple departments and considering ways to achieve savings across the board, rather than just in isolated departments. Moreover, modest calculated bets may sometimes provide large rewards.

For instance, in the field of medicine, certain medications are comparatively cheap to make and market, therefore it might make sense for the government to support their usage in order to reduce healthcare expenses. Nonetheless, there are instances when this kind of thinking might backfire and have the opposite effect from what was intended. One medication that has been around for a while and is less costly to buy than more recent blood thinners is warfarin. It seems sense that when a person's prescription plan is funded by the government, this would be the favored choice. H Upon the development of a test to track its effects on the human

circulation, Warfarin might be used as an anticoagulant. But due to its toxicity, regular blood tests are necessary to make sure the patient is maintaining their health while taking the medication. Due to the patient's need for constant medical supervision and lab testing, this implies continual extra expenses to the healthcare system. Nevertheless, these expenses won't be seen right once if the department covering the lab and doctor bills is different from the one covering the prescription plan. Every department will think it is working under reasonable financial constraints. Comparing the price for both departments with the cost of utilizing a newer, less toxic medicine that does not have such potentially severe side effects or need as stringent follow-up would be a wider and more ethical perspective. Despite the fact that the initial cost of purchasing the alternative drug would be more, it would be a healthier choice for the patient and reduce total expenditures.

Infrastructure expenditure is yet another crucial area where fiscal sustainability is shown. Even while four-year election cycles force governments to operate, it might be tempting to put off taking on large-scale initiatives that will benefit taxpayers for many years to come. On the other hand, adopting a more condensed perspective may result in less safety and more environmental issues. If the job is put off, it can end up costing more when the project is finally begun. This holds true for public safety as well. A poor focus on societal issues at the street level and crime prevention may result in increased expenses for police, hospitals, fire departments, and emergency responders. Leadership that is sustainable is difficult. It requires commitments from both people and operations. It is aspirational in character and grounded in ideals. In evaluating whether educational institutions are more successful than others, the Spencer Foundation looked at organizational development in eight different Canadian and American schools over a 30-year period.

Human and operational considerations are included in the sustainability commitments that are a component of the BASICS of excellent leadership. Humanely speaking, they provide safe, respectful, and well-managed work environments where highly motivated and effective employees may continue to grow and develop. In order to guarantee organizational development and succession management, aspiring leaders are developed and educated. Continuous improvement is aided by assessment, evaluation, and, where necessary, creative invention. These are all supported by professional development and training programs. Sustainability commitments include external factors such as stakeholder relationships and external perceptions of the firm.

Strong networks of benevolent, respectful stakeholder connections are the foundation of social capital development, and controlling an organization's identity and brand is given careful consideration. In addition to fiscal and environmental accountability, sustainability commitments include a recognition that social justice and responsibility are essential to government success from the perspectives of stakeholders, the larger community, and society at large. This calls for effective project scheduling, responsible resource management, evidence-based assessment, and a dedication to environmental stewardship. The most difficult aspect for some people will be discovering their inner potential as a leader. We urge you to take action to find out more about what it means to be morally upright, socially conscious, and ethical in the workplace. Discover how to take care of your inner self, the moral compass that will direct your life. For many, this is like embarking on a spiritual journey rather than only engaging in academic pursuits. Good leaders who really improve their organizations often have a transcendent quality at their heart. Learn more about it and investigate more to determine its true nature. Our advice to you is to always take care of your inner self since life will always provide obstacles to overcome. There are other variants on these tools available in the management consulting field. Typically, these are straightforward surveys created and

distributed to gather anonymous input on managers, supervisors, and coworkers inside a company from workers and other pertinent stakeholders.

Typically, the questionnaire will include a list of significant work or leadership qualities. The person doing the assessment will think about each attribute and tick a box or give the person a score that represents how much they think the person being evaluated shows that specific quality. After everyone has completed the questionnaire, the results are combined and given to the individual being evaluated. This presentation will often be followed by a discussion regarding the person's self-assessment process, which also makes use of the same technique. As a result, the individual undergoing assessment will be able to see how their impression of themselves aligns with the opinions of others. In addition to offering the chance to pinpoint strengths, it will highlight the areas where the person being evaluation needs to make improvements.

They aren't a way for individuals to say nasty or harsh things while remaining anonymous, or for them to turn on a fellow to further their own interests. Likewise, the procedure must be safeguarded against collusion, in which employees could form alliances with the mentality "you scratch my back and I'll scratch yours." Since a 360-degree tool is only a picture of a single point in time, it must be used in conjunction with a larger range of development, support, and assessment techniques. It must also be simple to administer, fast to finish, and straightforward to complete. Furthermore, it is essential that the administrator/facilitator has a unique level of expertise in providing and facilitating feedback in a developing manner. If not, the procedure may be frightening and discouraging. Additionally, it's critical to refrain from using these methods only in dire circumstances or when a worker's performance is depreciating. Supervisors sometimes fail to see the good when things are going smoothly, and in years when there are no issues, performance reviews may be disregarded.

It is unfair to disregard continuing assistance and feedback that need to be provided on a regular basis or to use them as a means of inciting a dismissal. It's a good idea to refrain from utilizing them to decide on salary or as a component of the promotion process. It is important to note that scholars often discover a great deal more about ineffective and bad leadership while attempting to define what excellent leadership is all about. As we said in this book's first chapter, there is a lot of bad leadership. Most people may recall specific instances in their own lives when they suffered under ineffective or even harmful leadership. We must remind ourselves of some of the hazards you will want to stay away from as this book comes to an end. According to a 2009 University of Leicester research, ineffective leaders are not trusted, behave with dubious honesty, neglect to consult others while making decisions, and overlook issues concepts we have been discussing as the foundations of effective leadership. Previous studies have identified the following dangers: depending on your promotion to give you authority; making decisions based on presumptions rather than outlining your objectives and soliciting advice; setting a poor example for others to follow; becoming too used to your role; and stifling enjoyment at work.

CONCLUSION

The study of human sustainability in leadership emphasizes how putting people's progress and well-being first in an organization may have a revolutionary effect. Leaders contribute to a flourishing and sustainable workforce by modeling empathy and creating settings that support development and resilience. In addition to improving organizational performance, aligning leadership approaches with human sustainability principles also promotes high levels of employee engagement and retention. This study demonstrates that human sustainability is both a moral and strategic need, not only an organizational plan. Leaders that put a high priority on

the long-term development of their human capital not only help their firms succeed, but they also help to establish work environments where each person's progress and well-being are given equal weight. As the leadership environment changes, leaders who are dedicated to creating resilient, adaptable, and people-centered businesses must comprehend and embrace the ideas of human sustainability.

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CHAPTER 10

ANALYSIS OF LEADERSHIP INSTRUMENT IN LEADERSHIP MANAGEMENT

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ABSTRACT:

The function and significance of leadership instruments in leadership management, looking at the instruments and techniques used by leaders to improve their communication, decision-making, and general efficacy. A diagnostic or evaluation tool that helps leaders evaluate and improve their leadership abilities is called a leadership instrument. The abstract highlights the importance of these tools for leadership development by examining the wide variety of instruments that are accessible, from 360-degree feedback systems to self-assessment questionnaires. The study explores the ways in which the deployment of leadership instruments affects team dynamics, organizational performance, and the development of leadership competences by drawing on insights from empirical research and real-world implementations. The analysis's key elements are captured by terms like validation, tools, leadership, assessment, and management. As a result, this research concludes that leadership instruments play a critical role in promoting leadership management effectiveness and continuous improvement. They are also important tools for leaders and their teams to use in their continuing growth.

KEYWORDS:

Assessment, Leadership, Management, Tools, Validation.

INTRODUCTION

Organizations assess people's characteristics using a broad range of surveys. Standard trait tests like the Myers-Briggs Type Indicator TM and the Minnesota Multiphasic Personality Inventory are widely used in many businesses. These assessments provide both the person and the company useful information about the person's special qualities for leadership and the areas in which the person might most effectively support the company. the Leadership Trait Questionnaire (LTQ) as an example of a tool that you may use to evaluate your own leadership traits. The views of the individual leader and certain observers, such peers or subordinates, are quantified by the LTQ. It assesses a person's characteristics and indicates any areas in which the person could be particularly strong or weak [1], [2].

The leader self-rated higher on the attribute articulate than the observers, as shown by the example scores. The leader scored far better than others on the second quality, perceptive. The leader self-rated on the self-confidence trait at a level that was lower but yet pretty near to others' evaluations. This questionnaire does not have best ratings. With the use of this tool, you will be able to determine where your views align with those of others and where they don't, as well as your strengths and limitations. The leadership idea that proposed that certain individuals were born with unique qualities that made them exceptional leaders is where the trait approach got its start.

Throughout the 20th century, scholars were pushed to pinpoint the essential characteristics of leaders since it was thought that a universal set of features might distinguish leaders from non-leaders. Several significant studies around the middle of the 20th century cast doubt on the fundamental idea that leadership was characterized by a certain set of qualities. Consequently,

focus moved to taking into account how followers and circumstances affect leadership. Rather of concentrating just on the characteristics of leaders, researchers started to look at how leaders and their environment interacted [3], [4]. There have been indications in recent times that trait research has fully circled around, with a renewed emphasis on concentrating on the essential characteristics of leaders. Numerous research on personality traits undertaken over the years have shown that a wide range of attributes contribute to leadership. Several of these studies regularly identify intellect, self-confidence, determination, integrity, and sociability as essential attributes. Furthermore, a high correlation has been seen by studies between the attributes included in the five-factor personality model and leadership. The characteristic most closely linked to leadership was extraversion, which was followed by agreeableness, conscientiousness, openness, and low neuroticism. The link between emotional intelligence and leadership has been the subject of more recent studies. This study raises the possibility that more successful leaders are those who are aware of their own emotions as well as how others are affected by them.

Practically speaking, the trait approach focuses on the characteristics of leaders and who has them. Businesses use personality evaluation tools to determine a candidate's fit inside the company. Because the trait method enables managers to assess their own strengths and shortcomings and have a better knowledge of how they should strive to change to improve their leadership, it is also utilized for personal awareness and development. Taking a trait-based approach to leadership has several benefits [5], [6]. First of all, it makes sense intuitively because it aligns with the widely held belief that leaders are exceptional individuals who set the standard for society. Characteristic approach offers a thorough comprehension of the leader component in the leadership process since it focuses only on the leader. Finally, it has given people certain standards by which they may assess the leadership qualities that they possess.

The trait approach's inability to provide a comprehensive list of leadership attributes is a drawback. The technique has not considered the influence of circumstances while examining the attributes of leaders. Furthermore, the method has produced lists of the most crucial leadership qualities that are subjective and may not always be supported by solid, trustworthy data. Moreover, the trait approach has not done a good enough job of connecting the characteristics of leaders with other outcomes like team and group success. Finally, since people's personal qualities are mostly permanent and not easily changed, this method is not very helpful for leadership growth and training. Technical competence refers to expertise in and understanding of a particular field of labor or activity. It consists of analytical skills, specific knowledge, and the capacity to use the right instruments and methods [7], [8]. For instance, technical expertise at a computer software firm can entail understanding programming and software language, as well as the company's software products and how to make them work for customers. Similar to this, technical expertise at an accounting company may include comprehending and being able to apply generally accepted accounting principles to an audit for a customer. Technical skills in each of these cases include working directly with a fundamental product or procedure within an organization. Technical proficiency is necessary to generate the really goods that a business is intended to create.

These are the skills that enable a leader to collaborate successfully with subordinates, peers, and superiors to achieve the objectives of the company. A leader may help group members cooperate to accomplish shared objectives by using human abilities. According to Katz, this entails understanding both one's own and other people's points of view on matters. Human-skilled leaders modify their own concepts to fit those of others. Additionally, they foster a trusting environment where workers feel safe and comfortable as well as inspired to participate in the planning of matters that will impact them. A human-skilled leader is one who is

perceptive to the needs and motives of people and who makes decisions with those needs in mind. I The development of an organization's vision and strategic plan requires conceptual expertise. For instance, articulating a vision for a new product line that would propel the firm into profitability would need conceptual talents from the CEO of a failing manufacturing company. Similar to this, developing a strategy plan that might effectively compete with for-profit health organizations in a market with limited resources would need conceptual expertise on the part of the director of a nonprofit health organization [9], [10]. These examples illustrate the idea that conceptual ability is the mental labor involved in defining the meaning of organizational or policy issues knowing the goals and values of a corporation and where it is or should be heading. Technical, interpersonal, and conceptual abilities are all part of the three-skill strategy. Leaders should possess all three abilities, although some are more crucial than others based on their position within the management hierarchy.

DISCUSSION

The foundation for understanding leadership in terms of skills was laid by Katz's work in the mid-1950s, but an empirically based skills approach to leadership research did not gain traction until the mid-1990s. Funded by the U.S. Army and the Department of Defense, a team of academics began working on a complete theory of leadership based on problem-solving abilities in organizations in the early 1990s. Using a sample of nearly 1,800 Army officers representing six grade levels, from second lieutenant to colonel, the research were carried out over a period of years. The initiative evaluated these officers' abilities, experiences, and working conditions using an array of novel metrics and instruments. The primary objective of the study was to elucidate the fundamental components of proficient performance. They spoke about issues like these: What causes certain leaders to address problems well while others do not? What particular abilities do leaders who function well possess? What effects do a leader's personal traits, professional background, and surroundings have on how well they perform? The overall goal of the study was to pinpoint the leadership elements that result in excellent work output in a real company. A skill-based model of leadership was developed by Mumford and colleagues based on the comprehensive project data. The concept is known as a capacity model as it looks at the connection between the knowledge and abilities of a leader. A broad spectrum of leadership qualities are included in social performance.

Leaders must have the ability to explain their own vision to others based on their comprehension of the viewpoints of their followers. To achieve this, it is necessary to have persuasive and change-communication skills. Leaders must act as mediators in situations when there is interpersonal conflict or opposition to change. Consequently, a crucial component of social performance competence is the ability to resolve conflicts. Furthermore, social performance sometimes calls for leaders to coach subordinates, providing guidance and encouragement as they work toward predetermined corporate objectives. All things considered; social performance encompasses a wide range of related abilities that may be included under communication. For instance, we all internalize different types of knowledge and facts. The information has more relevance when it is arranged into schemata or categories. The facts and the organizational frameworks we use to analyze them give rise to knowledge. Knowledgeable people have more intricate organizational systems than less knowledgeable people. We refer to them as experts because of their expertise.

Take a look at this baseball example. A baseball specialist is well-versed in all aspects of the game, including players, equipment, strategy, regulations, and much more. In addition to the facts, the expert's understanding of baseball also includes the intricate mental models that were used to arrange and interpret the data. This individual is aware of every player's career and season statistics in addition to the player's peculiarities and ailments, the manager's demeanor,

the advantages and disadvantages of the possible replacements, and so on. Because they understand the subtleties and intricacies of the game, the specialist is knowledgeable about baseball. This also holds true for organizational leadership. Knowledgeable leaders are well-versed in the many ways that the company, people, tasks, and products are connected to one another. A skilled leader may arrange the realities of organizational life using a variety of mental models.

Leaders that possess knowledge are better able to solve problems. It is knowledge and experience that enable individuals to consider intricate system problems and pinpoint potential approaches for sensible change. Additionally, this capability enables individuals to prepare for necessary change by drawing on past events and situations. It is knowledge that enables individuals to approach the future in a positive manner by drawing on the past. Three competencies make up the skills model in summary: knowledge, social judgment skills, and problem-solving abilities. These three elements work together to favorably correlate with good leadership performance. The third characteristic in the model is motivation. The model identifies three motivational factors that are critical to enhancing leadership abilities, even if it does not attempt to describe all the ways that motivation may influence leadership. The skills model's fourth individual characteristic is personality. This attribute's placement inside the model serves as a reminder that personality traits have a role in how well leadership abilities develop. For instance, a leader's drive to attempt to resolve certain organizational issues may be influenced by traits like openness, tolerance for uncertainty, and curiosity.

Alternatively, characteristics like flexibility and confidence may improve a leader's success in contentious circumstances. According to the skills model, any personality trait that enables individuals to handle challenging organizational circumstances is most likely connected to a leader's effectiveness. A leader's effectiveness may be impacted by external environmental elements such as communication, technology, subordinates' level of competence, and facilities. An outdated factory or one devoid of high-speed technology, for instance, may significantly alter the kind of problem-solving activities conducted there. An additional illustration may be the followers' skill levels: A highly skilled leader's followers will undoubtedly enhance the group's performance and problem-solving abilities. Similarly, a leader's performance will suffer if a job is very difficult or if there is a lack of communication among the group.

Natural catastrophes and other external environmental factors, such as political, social, and economic crises, may provide particular difficulties for leaders. Large swaths of Japan were destroyed by a huge earthquake and tsunami in March 2011, severely damaging the country's vehicle manufacturing sector. More than 650 suppliers and component manufacturers were eliminated by Toyota Motor Corp. alone, which severely damaged the company's revenues and stopped the manufacturing of Toyota cars globally. However, American automakers benefited greatly from this catastrophe as well, increasing shipments and starting to outsell the market leader, Toyota. The executives of major car firms, American and Japanese, faced particular difficulties brought on by outside factors that were totally beyond of their control.

According to Katz's three-skill method, the significance of a given set of leadership abilities changes according to a leader's position within a management hierarchy. The most crucial abilities for leaders functioning at lower management levels are technical and interpersonal. It becomes crucial for leaders to possess all three of these abilities as they go into middle management: technical, interpersonal, and conceptual. It is critical for leaders at the top management levels to have both human and intellectual talents. A 2007 research that looked at the abilities required of CEOs at various management levels supported this strategy. The researchers evaluated the cognitive, interpersonal, business, and strategic abilities of 1,000 managers at the junior, middle, and senior levels of a company using a four-skill model that

was modeled after Katz's methodology. The findings indicated that for people at lower management positions, cognitive and interpersonal abilities were more important than business and strategic skills. But as one advanced in their profession, it became more important to use all four of these leadership competencies at greater levels. Second, there is an innate allure to the skills approach. Anybody can exercise leadership if it is explained in terms of abilities. Competencies are something that individuals can acquire or improve, in contrast to personality characteristics. It's similar to engaging in sports like golf or tennis. People can become better at these sports with training and practice, even if they don't have inherent talent. It's the same way with leadership. When individuals see leadership as a skill set, it transforms into a process that they can learn and use to become better at what they do.

Third, the skills approach offers a broad perspective on leadership that takes into account a wide range of elements, such as knowledge, personal qualities, professional experiences, problem-solving abilities, and social judgment abilities. These components may all be further broken down into a number of smaller components. The end product is a picture of leadership that takes many different aspects into consideration. The skills approach may capture many of the nuances and complexity of leadership that are absent from other models since it incorporates so many factors. Finally, the skills approach offers a framework that is very compatible with the majority of leadership education programs' curriculum. Traditionally, lessons like creative problem solving, conflict resolution, listening, and collaboration have been taught in leadership education programs throughout the nation. Many of the elements in the skills model are closely mirrored in the content of these seminars. It is obvious that the skills approach offers a framework that aids in organizing the courses taught in leadership development and education programs.

Furthermore, it is possible to critique the skills method for saying it is not a trait model while, in reality, a significant part of the model consists of individual traits that are trait-like. Mumford and colleagues identify personality traits, motivation, and cognitive ability as characteristics that contribute to competence; nevertheless, these components are also often regarded as trait variables. The idea is that the skills model moves away from being only a skills-based approach to leadership since the individual characteristic's component is trait driven. The skills approach's potential inadequacy in applying to different leadership situations is the last point of criticism. A large sample of military people was used to build the skills model, and their performance in the armed forces was observed. This begs the obvious question: Are the findings transferable to other demographics or organizational contexts?

Despite the fact that some study indicates that these Army results apply to other populations Effective leadership, according to the three-skill method, is dependent on three fundamental human skills: conceptual, human, and technical. The significance of each of the three abilities varies depending on the degree of management, even though they are all crucial for leaders. The most crucial competencies at lower management levels are technical and interpersonal. The three distinct competencies are equally crucial for middle managers. Technical abilities lose significance at higher management levels, whereas human and conceptual skills become more crucial. When a leader's abilities are in line with their managerial level, they are more effective.

The talents model was created in the 1990s to describe the abilities (knowledge and skills) necessary for successful leadership. This model, which was much more intricate than Katz's paradigm, identified five factors that contribute to successful leadership performance: personal qualities, leadership outcomes, career experiences, and environmental factors. The model's core leader capabilities include knowledge, social judgment, and problem-solving abilities. The specific qualities of the leader such as motivation, personality, crystallized cognitive ability,

and general cognitive ability have a direct impact on these competences. The setting and the leader's work experiences also have an impact on their skills. The approach suggests that a leader's fundamental competences, which are influenced by their qualities, background, and surroundings, may account for their ability to solve problems and perform well.

The notion of leadership from a skills viewpoint has several advantages. It is first and foremost a leader-centered approach, emphasizing the value of the leader's competencies and placing acquired skills at the core of successful leadership performance. Second, leadership is defined by the skills approach in a manner that makes it accessible to everybody. Competencies are abilities that everyone of us may acquire and hone. Third, the skills method offers a comprehensive road map that clarifies how to attain successful leadership performance. Researchers may create intricate strategies for researching the leadership process based on the model. This strategy offers a framework for leadership development and education initiatives that emphasize cooperation, listening, creative problem solving, and conflict resolution.

Apart from its favorable attributes, the skills method also has many drawbacks. First off, the model's scope seems to go beyond the purview of leadership; examples include motivation theory, personality theory, conflict management, and critical thinking. Secondly, the prediction value of the skills model is low. It doesn't clarify how a person's abilities translate into successful leadership. Despite the skills model's assertion that it is not a characteristic approach, individual attributes like motivation, personality, and cognitive ability are heavily included into the model. Lastly, since the skills model was developed primarily utilizing data from military people, it has limited generalizability. The style approach places more emphasis on the leader's actions. This sets it apart from the attribute method which highlights the traits of the leader's personality, and the skills approach which highlights the talents of the leader. The behavioral approach only considers the actions and demeanor of leaders. The behavioral method broadened the focus of leadership research to include the behaviors of leaders toward followers in many settings, so changing the focus from leadership theory to leader behaviors.

Studying the behavioral approach, researchers found that task behaviors and relationship behaviors are the two main categories of behaviors that make up leadership. Task behaviors assist members of the group realize their goals by facilitating goal completion. Relationship behaviors facilitate followers' sense of comfort with one another, with themselves, and with their current circumstances. The behavioral approach's main objective is to clarify how leaders use these two types of actions in tandem to motivate followers to accomplish a task. Numerous research works have been carried out to examine the behavioral approach. A number of the first studies on leadership were carried out at The Ohio State University in the late 1940s, following the conclusions of Stogdill's (1948) study, which indicated that it was crucial for leadership studies to take into account factors other than leaders' characteristics. Simultaneously, a different team of University of Michigan researchers was investigating the functioning of leadership in small groups via a number of investigations. Blake and Mouton initiated a third study stream in the early 1960s, focusing on the use of task and relationship behaviors by managers within the organizational context.

Numerous research studies have been conducted to ascertain the best efficient leadership behavior for a certain circumstance. It has been discovered that high consideration works well in certain circumstances while high starting structure works best in others. According to some study, the optimal kind of leadership is one in which both traits are highly shown. The main goal for studies using the behavioral method has been to ascertain how a leader best balances interpersonal and task behaviors. A leadership theory called the path-goal approach, which is covered in Chapter 6, tries to explain how leaders should incorporate structure and thought into their actions. The behavioral approach serves as a helpful reminder for leaders of the task and

relationship levels at which their behaviors toward others take place. Leaders must be more task-oriented in certain circumstances and more relationship-oriented in others. In a similar vein, some followers need a lot of guidance from their leaders, while others require a lot of support and nurturing. By breaking down behavior into two dimensions, the behavioral method provides a means for the leader to examine their own actions.

An illustration might clarify how the behavioral method works. On the first day of classes, picture two distinct professorial approaches in two college classrooms. When Professor Smith arrives, she greets the students, takes attendance, goes over the syllabus, discusses the first assignment, and then ends the lesson. After introducing herself and passing out the syllabus, Professor Jones asks each student to share a bit about themselves, their majors, and their favorite extracurricular activities in an effort to foster a sense of community among the students. Professors Smith and Jones have quite distinct leadership styles. Most of Professor Jones' actions might be classified as relationship behavior, whereas the bulk of Professor Smith's actions could be classified as task behavior. There is a means to let the instructors know about the behavioral differences via the use of the behavioral approach. Professors may choose to modify their conduct to enhance their instruction on the first day of class based on how the students react to their leadership actions. All things considered; the behavioral method provides a tool to evaluate leaders' actions in a broad sense. It serves as a reminder to leaders that the connections they build and the activities they complete have an influence on other people.

CONCLUSION

The examination of leadership tools shows how important a function they play in improving leadership management techniques. Leaders may learn a great deal about their areas of strength and growth by using evaluation tools. These instruments are a priceless resource for leaders who are dedicated to continual development. They range from verified techniques to self-assessment questionnaires. The data highlights that developing self-awareness and adjusting to changing organizational demands are equally important components of good leadership management, in addition to making well-informed judgments. By using these tools, leaders may improve team relationships, organizational performance, and the development of critical leadership abilities. A culture of continuous evaluation and affirmation via leadership tools is necessary for leaders who want to successfully negotiate the intricacies of the ever-changing corporate environment of today. As a result, the use of leadership tools becomes evident not just as a tactical decision but also as a crucial element of successful leadership management, encouraging flexibility, development, and long-term success.

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CHAPTER 11

DETERMINATION OF PATH GOAL THEORY IN LEADERSHIP

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ABSTRACT:

the identification and use of the Path-Goal Theory in leadership, exploring the ways in which leaders apply this structure to improve followers' motivation, contentment, and general output. According to the Path-Goal Theory, good leaders make clear the routes to accomplish objectives, get rid of roadblocks, and provide assistance based on the demands of the circumstance and the person. The abstract delves into empirical research and real-world applications, illuminating how leaders modify their approaches to leadership in response to followers' traits and environmental requirements. Key phrases like motivation, leadership, adaptability, Path-Goal Theory, and satisfaction sum up the main ideas of this research. The research concludes by highlighting the adaptability and applicability of the Path-Goal Theory in modern leadership and highlighting how it may promote favorable results for leaders and followers via supportive and adaptable leadership techniques.

KEYWORDS:

Adaptation, Leadership, Motivation, Path-Goal Theory, Satisfaction.

INTRODUCTION

Path-goal theory places more emphasis on the connection between a leader's style, the traits of their followers, and the organizational environment than the situational approach, which contends that a leader must adjust to the developmental stage of their followers. It is crucial for a leader to choose a style of leadership that best satisfies the demands of their followers in terms of motivation. This is accomplished by selecting actions that fill in or enhance any gaps in the work environment. In the workplace, leaders attempt to improve followers' goal accomplishment by providing knowledge or incentives [1], [2]. The path-goal theory, to put it briefly, explains how leaders may assist followers in reaching their objectives by choosing certain behaviors that are most appropriate for the requirements of followers and the environment in which followers are working. Leaders raise the bar for success and fulfillment for their followers by selecting the right style [3], [4].

Motivation is seen from the standpoint of the expectation theory of motivation in the context of path-goal theory. Expectancy theory's basic premise is that followers will be motivated if they feel they can complete their tasks, if they think their efforts will lead to a certain result, and if they think there will be benefits to their hard work. Using concepts from expectation theory, a leader has the difficulty of completely comprehending the objectives of every follower and the benefits connected to those objectives. Adherents want a sense of efficacy, as if they are capable of achieving their goals [5], [6]. However, they also want to know that if they succeed in their task, they will be rewarded. When followers fulfill the criteria of their job, a leader should identify the aspects of their work that they find enjoyable and provide them with those benefits. The idea behind expectation theory is that followers set their own objectives, and leaders support and encourage them to achieve those goals.

These four approaches may be shown by leaders in a variety of contexts and with different types of followers. The path-goal theory does not force leaders to choose a certain style of leadership. Leaders must to modify their approaches based on the circumstances or the followers' requirements for inspiration. For instance, a leader may switch up their approach if followers need directive leadership at one point in the job and participatory leadership at another. Various scenarios could need distinct forms of leadership conduct. Moreover, there can be circumstances in which a leader can use many styles simultaneously. According to the path-goal theory, followers with high requirements for affiliation would choose supportive leadership since it makes them feel good to have a caring and pleasant leader [7], [8]. Path-goal theory recommends directed leadership because it offers psychological structure and task clarity for followers who are dogmatic and authoritarian and must operate in unpredictable settings. These followers benefit from directive leadership because it makes the road to the objective clearer and less confusing. When the leader gives the followers more assurance in the workplace, the authoritarian kind of follower feels more at ease.

Path-goal research has focused particularly on followers' control wants via studies of a personality construct called locus of control, which has internal and exterior aspects. Individuals who possess an internal locus of control hold the belief that they have influence over the events in their lives, whereas those who possess an external locus of control attribute life events to destiny, randomness, or other factors. According to the path-goal theory, followers who have an internal locus of control find participatory leadership most fulfilling because it gives them a sense of control over their work and includes them in decision-making. According to path-goal theory, directive leadership works best for followers who have an external locus of control because it matches their perception that other factors are in charge of their situations [9], [10]. A further method that leadership influences follower motivation is by how followers believe they can complete a job. There is less need for directive leadership as followers become more confident in their skills and talents. When followers believe they are capable of doing their own task, prescriptive leadership is effectively rendered unnecessary and sometimes too domineering.

The main work group of followers, the formal authority structure of the organization, and the task design are examples of task characteristics. When taken as a whole, these qualities may inspire followers directly. Followers will find the routes to desired objectives obvious when a circumstance offers a well-organized task, strong group norms, and an established authority system. They won't need a leader to describe goals or train them on how to accomplish these goals. Adherents will have a sense of accomplishment and the worth of their labor. In these kinds of situations, leadership may be seen as superfluous, callous, and too domineering. However, in other circumstances, the nature of the work may need leadership. Uncertain and confusing tasks need leadership involvement that offers structure. Furthermore, very repetitious jobs need supportive leadership to keep followers motivated. When there is a lack of a formal authority structure at work, leadership serves as a tool to assist subordinates by laying out the expectations and guidelines. When there are weak or no supportive group norms, leadership helps to foster cohesion and role responsibility.

Path-goal theory places particular emphasis on assisting followers in overcoming difficulties. Almost everything that comes in the way of followers in a professional environment may be considered an obstacle. In particular, barriers make followers feel overly insecure, frustrated, or threatened. According to path-goal theory, it is the leader's duty to assist followers in these situations by taking down any barriers or providing support for them. Assisting subordinates in overcoming these challenges will raise their confidence in their ability to finish the assignment and improve their feeling of work satisfaction. Path-goal theory is a pragmatic and

intellectually sophisticated approach to leadership [11], [12]. Theoretically, it offers a set of presumptions on how different leadership philosophies interact with followers' traits and the workplace environment to influence followers' motivation. In actuality, the hypothesis The path-goal method theoretically implies that leaders should choose a style of leadership that best suits the demands of their followers and the tasks they are doing. According to the idea, a directive style of leadership works best when there are dogmatic and authoritarian followers, ambiguous task demands, unclear organizational norms, and difficult job at hand. In these circumstances, directed leadership enhances the task by giving followers direction and a psychological framework. The path-goal theory recommends that leaders use a supporting manner when dealing with rigid, unsatisfactory, or irritating duties. By encouraging followers to persevere through monotonous and undemanding duties, the supportive approach fills the void. Supportive leadership provides followers engaged in routine, automated tasks with a personal touch. Additionally, followers who are independent and have a strong demand for control benefit from participatory leadership because they react well to being included in decision-making and the organization of work.

DISCUSSION

Additionally, achievement-oriented leadership is expected to be most successful in situations when followers must complete unclear tasks, according to the path-goal hypothesis. In situations like these, followers feel more capable of achieving their objectives when their leaders establish high expectations and provide challenges. Achievement-oriented leadership essentially gives followers the impression that their efforts will pay off in the form of successful performance. But in environments where the job is less vague and more regimented, achievement-oriented leadership doesn't seem to be connected to followers' expectations of their work output. Path-goal theory makes sense practically. A good leader must take care of their followers' needs. A leader should assist followers in identifying their objectives and the routes they want to pursue to achieve them. When challenges emerge, the leader must assist followers in overcoming them. This might include clearing the obstruction or assisting the follower in getting past it. It is the responsibility of the leader to mentor, coach, and steer subordinates toward their objectives.

The path-goal theory offers a number of advantageous aspects. To begin with, path-goal theory offers a helpful theoretical framework for comprehending the ways in which different leadership behaviors impact followers' job happiness and productivity. It was one of the first theories to identify four fundamentally different types of leadership (directive, supporting, participatory, and accomplishment focused, for example), broadening the scope of earlier studies that only addressed behaviors that were relationship- and task-directed (Jermier, 1996). One of the first situational contingency theories of leadership to describe how task and follower qualities effect the influence of leadership on follower performance was the path-goal approach. Path-goal theory provides a framework that helps leaders choose the best leadership style to use depending on the kind of followers they are asking to complete the job and the demands of the task itself. The failure of the path-goal theory to sufficiently explain the connection between follower motivation and leadership action is another critique leveled against it.

Although expectancy theory's principles are included into path-goal theory, which makes it distinctive, it falls short of explaining how leadership relates to these principles. Expectancy theory's guiding principles imply that followers will be driven if they believe they can succeed and feel competent, but path-goal theory doesn't explain how a leader may use different approaches to directly assist followers in feeling confident in their abilities. The path-goal hypothesis, for instance, is unable to explain how directional leadership boosts follower

motivation when faced with unclear objectives. It also fails to explain the connection between follower motivation and supportive leadership during laborious tasks. As a consequence, the practitioner is left with a poor comprehension of how the expectations of their followers for their job will be impacted by their leadership.

One last issue of path-goal theory relates to the theory's applicability in real-world situations. According to the path-goal theory, it is critical for leaders to mentor, guide, and steer their followers; to assist them in defining and clarifying their goals; and to support them in overcoming obstacles in the process of pursuing their objectives. This method essentially views leadership as a one-way process in which the leader influences the follower. One possible drawback to this kind of "helping" leadership is that followers might quickly become depending on the leader to get things done. According to the path-goal hypothesis, followers have significantly less responsibility than leaders. This kind of leadership may eventually prove to be detrimental as it encourages reliance and undervalues the potential of followers. The path-goal theory offers a set of broad guidelines for how leaders should behave in different circumstances if they want to be successful. These guidelines are based on the traits of followers and tasks. It teaches us when to be directive, encouraging, involved, or goal-oriented. For example, the idea proposes that in difficult work, leaders should take the lead, while in simple ones, they should provide assistance. In a similar vein, it implies that leaders have to be goal-oriented when followers must succeed and participatory when followers require control. Path-goal theory, in general, provides leaders with a road map that indicates how to enhance follower happiness and performance.

Leaders at all organizational levels and for all kinds of activities may use the concepts of path-goal theory. In order to utilize path-goal theory, a leader must first evaluate the followers and their responsibilities, after which they must choose which leadership style best suits their needs. In the event that followers are experiencing insecurity over a task, the leader must adopt a style that fosters confidence in the followers. For instance, a department chair should provide supportive leadership to a young faculty member who is nervous about their research and teaching in a university context. The chair helps the younger faculty member feel more confident in his or her capacity to complete the assignment by providing care and support. The leader must demonstrate to the followers that their efforts will be rewarded if they are unsure whether they will attain their objectives. Path-goal theory is helpful because, as was covered earlier in the chapter, it always serves as a reminder to leaders that their primary responsibility is to assist followers in defining their objectives and then assisting them in achieving those objectives as effectively as possible.

The path-goal theory has used a wide range of instruments to test the leadership process since it was created as a complicated collection of theoretical presumptions to guide academics in creating new leadership theories. Important facets of path-goal leadership may be measured and learned about with the use of the Path-Goal Leadership Questionnaire. Respondents to this quiz will learn about four distinct leadership philosophies: achievement-oriented, supporting, directive, and participatory. The information provided by the respondents' ratings on the various styles includes their strong and weak styles as well as the relative weight they give each style.

It might help to examine a fictitious set of results in order to have a better understanding of the path-goal questionnaire. Assume, for instance, that you scored a high on the directing category, a low 22 on the supporting category, an average on the participatory category, and a high 25 on the accomplishment category on the questionnaire. Based on your ratings, it seems that you are a leader who is generally less supporting than other leaders, more directive and goal-oriented than most other leaders, and quite comparable to other leaders in terms of your level

of participatory behavior. If your results were consistent with these hypothetical scores, you would be successful in scenarios where the tasks and processes are ambiguous and your followers need clarity, as per the principles of path-goal theory. You would do worse in regimented, undemanding job environments. Furthermore, you would be only passably successful under unclear circumstances with control-hungry followers. Finally, you would excel in ambiguous circumstances where you could establish high expectations, push followers to achieve these expectations, and inspire confidence in their own skills. To describe how leaders inspire followers to be productive and happy with their job, the path-goal theory was created. It's a contingency approach to leadership since the efficacy of the leader rests on how well their actions align with the traits of their followers and the demands of the situation. Expectancy theory, which contends that followers will be motivated if they believe they are capable, if they believe their efforts will be rewarded, and if they find the reward for their labor worthwhile, is the foundation of path-goal theory. By choosing a leadership style (directive, supporting, participatory, or success driven) that fills in the gaps for followers in a given work environment, a leader may assist followers. To put it simply, a leader's job is to provide direction, guidance, and coaching to followers so they may achieve their objectives.

A wide range of predictions about how a leader's style interacts with followers' demands and task characteristics may be found in path-goal theory. It predicts, among other things, that directive leadership works well with tasks that are unclear, supportive leadership works well with repetitive tasks, participative leadership works well with tasks that are unclear and followers are autonomous, and achievement-oriented leadership works well with difficult tasks. The path-goal hypothesis is strong in three areas. Firstly, it offers a theoretical framework that is helpful in comprehending how followers' productivity and contentment are impacted by directive, supporting, participatory, and achievement-oriented leadership styles. Second, path-goal theory is distinct in that it incorporates expectancy theory's motivational concepts into a theory of leadership. Thirdly, it offers a useful model that emphasizes the significant ways in which leaders support their subordinates.

Path-goal theory is subject to four objections on the negative side. First of all, it is challenging to apply path-goal theory in a particular organizational context due to its broad breadth, which includes a large number of interconnected sets of assumptions. Second, the results of the study to far do not provide a complete and coherent picture of what the theory proposes. Moreover, the path-goal theory fails to clearly demonstrate how the actions of leaders influence the motivation levels of their followers. Finally, the path-goal theory ignores the interactional aspect of leadership in favor of a leader-centered approach. It doesn't encourage participation from followers in the leadership process. The majority of the leadership theories covered in this book so far have focused on leadership from the perspectives of the follower and the situation (e.g., Situational Leadership™ and path-goal theory) or the leader (e.g., trait approach, skills approach, and style approach). Taking a different tack, the leader-member exchange (LMX) theory views leadership as a process that revolves on exchanges between leaders and followers. The LMX theory centers the leadership process on the dyadic relationship between leaders and followers.

Prior to the development of the LMX theory, scholars saw leadership as something that leaders performed for all of their followers. This presumption suggested that leaders used an average leadership style and handled followers collectively, as a group. This presumption was contested by the LMX theory, which also called attention to potential distinctions between the leader and each of the followers. Furthermore, followers' involvement in increasing their role duties with the leader determines their membership in either group (Graen, 1976). An individual may join the in-group if they are prepared to bargain with the leader about what they are willing to do

for the group. In these talks, the leader provides more for the followers in return for the followers doing specific tasks that go above and beyond their official job titles. Followers join the out-group if they show little enthusiasm in taking on new and varied work tasks. A prescriptive approach to leadership known as "leadership making" emphasizes that leaders should cultivate meaningful relationships with everyone of their followers, not just a select few. It aims to prevent the injustices and unfavorable effects of belonging to an out-group by giving each follower the impression that they are a member of the in-group. Generally speaking, leadership making fosters collaborations in which the leader works to create productive dyads with each follower within the team = Furthermore, the concept of leadership making posits that leaders have the ability to establish networks of relationships throughout the business, so serving both the organization's objectives and their own professional development.

The process of developing leadership occurs gradually over time and may be divided into three phases: the stranger phase, the acquaintance phase, and the mature partnership phase (Table 7.1). The interactions in the leader-follower dyad are often governed by rules and mostly dependent on contractual agreements during Phase 1, also known as the stranger phase. Relationships between leaders and followers are governed by established organizational roles. Like the out-group members covered previously in the chapter, they have lower-quality interactions. In order to get the financial benefits that the formal leader controls, the followers submit to the leader, who has a hierarchical position. During the stranger phase, the follower's motivations are more focused on themselves than on the group's welfare.

Levi is an accomplished painter who requires minimal guidance or encouragement from Rene. Levi, however, needs training in a lot of other areas of house repair, thus he's a D1 or D2 in other areas. Rene finds that Levi picks things up quickly and only has to be taught the way to do anything once in order to do it with ease. With Levi, Rene often employs an S2 (coaching) leadership style. If the objective is more difficult and calls for in-depth instruction, Rene and Levi return to the S1 (directing) behavior.

Although he is still learning, Anton is a D1 student in this discipline. His enthusiasm more than makes up for his lack of experience. He is always eager to pitch in and assist with any task that is requested of him. But he is not as diligent as he should be, often skipping over the necessary setup and cleaning methods that Rene is quite particular about. Rene discovers that Ashley and he both utilize an S1 (directing) style while interacting with Anton. Due to his relative inexperience, Levi finds it challenging to give Anton instructions; instead, he prefers to provide assistance when Anton exhibits S3 (supportive) behavior. This example shows how followers may shift in and out of the developmental continuum, necessitating adaptability on the part of leaders. A follower's progress toward a goal may be made more slowly for objectives that take longer to complete, such a month, or more slowly for goals that are completed in a day or a week. Leaders must modify their style to fit followers and their particular circumstances instead than using the same approach everywhere.

As opposed to the characteristic and contingency approaches, which support a stable style for leaders, the situational approach requires leaders to be very adaptable. A third characteristic that is closely related to practicality is that it has prescriptive value. The situational approach is prescriptive, in contrast to many leadership theories, which are descriptive. It advises you on what to do and not do in certain situations. For instance, Situational Leadership TM recommends a guiding approach for you as the leader if your followers have very low competency levels. On the other hand, the situational approach advises you to take a supportive role as leader if your followers seem capable but unconfident. These guidelines provide leaders a useful collection of recommendations that help support and improve leadership.

David was happy with the runners' development over the first few weeks of training and found it easy to carry out his duties as coach. But as the runners approached Week 8, or halfway through, various things started to happen that made David wonder how he might best support his athletes. The problems that runners in a marathon-training program seemed to be facing seemed to be quite different from what David had anticipated hearing. The runners and their issues might be categorized into three main categories overall. A group of runners asked the coach a plethora of questions, the majority of whom had never raced a marathon. They were apprehensive about how to run the marathon and if they could successfully finish such a difficult event. They inquired about the best distances to run while training, the best foods and beverages, and the kind of footwear to wear. A runner inquired about what to eat the night before the marathon, while another wants to know whether passing out at the finish line was a possibility. For David, the inquiries were endless and essentially simple. The runners seemed to be behaving very juvenile and immature, and he wanted to treat them like knowledgeable adults.

CONCLUSION

The Path-Goal Theory's success in leadership highlights how useful and adaptable it is, and thus proves its lasting importance. By using this approach, leaders show that they have a sophisticated awareness of the many requirements and motives of their followers. The research highlights that proficient leadership requires customization to individual and situational attributes, rather than being a one-size-fits-all approach. Using the Path-Goal Theory, leaders may improve follower motivation, satisfaction, and performance by defining objectives, eliminating roadblocks, and offering customized assistance. This flexibility comes in handy while negotiating the intricacies of today's leadership environment. Adhering to the Path-Goal Theory's tenets puts leaders in a position to promote favorable results, develop teams of top performers, and advance organizational success. Thus, the research supports the Path-Goal Theory's ongoing applicability in pointing leaders in the direction of efficient and flexible leadership techniques.

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CHAPTER 12

INVESTIGATION OF ACHIEVEMENT-ORIENTED LEADERSHIP

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ABSTRACT:

The dynamics and effects of achievement-oriented leadership, examining how these leaders establish ambitious objectives, cultivate an excellence-centered culture, and propel their organizations to success. High standards, a dedication to ongoing progress, and high expectations are hallmarks of achievement-oriented leadership. The inquiry illuminates how this leadership style affects team dynamics, employee engagement, and overall accomplishment in an organizational setting by drawing on empirical research and real-world applications. The study concludes by highlighting the importance of achievement-oriented leadership in developing a culture that is results-driven, encouraging both individual and group excellence, and supporting long-term organizational success.

KEYWORDS:

Achievement, Excellence, Leadership, Motivation, Performance.

INTRODUCTION

A leader that pushes subordinates to provide work at the best level feasible is said to be achievement-oriented. This leader sets a high bar for performance and pursues ongoing development for their followers. Achievement-oriented leaders exhibit high levels of trust in their followers' ability to set and attain difficult objectives in addition to having high expectations of them. Leaders may display any or all of these four types depending on the kind of followers they have and the circumstances. The path-goal theory does not force leaders to choose a certain style of leadership [1], [2]. Leaders must to modify their approaches based on the circumstances or the followers' requirements for inspiration. For instance, a leader may switch up their approach if followers need directive leadership at one point in the job and participatory leadership at another. Various scenarios could need distinct forms of leadership conduct. Moreover, there can be circumstances in which a leader can use many styles simultaneously. According to the path-goal theory, followers with high requirements for affiliation would choose supportive leadership since it makes them feel good to have a caring and pleasant leader. Path-goal theory recommends directed leadership because it offers psychological structure and task clarity for followers who are dogmatic and authoritarian and must operate in unpredictable settings [3], [4]. These followers benefit from directive leadership because it makes the road to the objective clearer and less confusing. When the leader gives the followers more assurance in the workplace, the authoritarian kind of follower feels more at ease.

Path-goal research has focused particularly on followers' control wants via studies of a personality construct called locus of control, which has internal and exterior aspects. Individuals who possess an internal locus of control hold the belief that they have influence over the events in their lives, whereas those who possess an external locus of control attribute life events to destiny, randomness, or other factors. According to the path-goal theory, followers who have an internal locus of control find participatory leadership most fulfilling because it gives them a sense of control over their work and includes them in decision-making.

According to path-goal theory, directive leadership works best for followers who have an external locus of control because it matches their perception that other factors are in charge of their situations [5]–[7]. The main work group of followers, the formal authority structure of the organization, and the task design are examples of task characteristics. When taken as a whole, these qualities may inspire followers directly. Followers will find the routes to desired objectives obvious when a circumstance offers a well-organized task, strong group norms, and an established authority system. They won't need a leader to describe goals or train them on how to accomplish these goals. Adherents will have a sense of accomplishment and the worth of their labor. In these kinds of situations, leadership may be seen as superfluous, callous, and too domineering.

However, in other circumstances, the nature of the work may need leadership. Uncertain and confusing tasks need leadership involvement that offers structure. Furthermore, very repetitious jobs need supportive leadership to keep followers motivated. When there is a lack of a formal authority structure at work, leadership serves as a tool to assist subordinates by laying out the expectations and guidelines. When there are weak or no supportive group norms, leadership helps to foster cohesion and role responsibility. Path-goal theory places particular emphasis on assisting followers in overcoming difficulties. Almost everything that comes in the way of followers in a professional environment may be considered an obstacle. In particular, barriers make followers feel overly insecure, frustrated, or threatened. According to path-goal theory, it is the leader's duty to assist followers in these situations by taking down any barriers or providing support for them. Assisting subordinates in overcoming these challenges will raise their confidence in their ability to finish the assignment and improve their feeling of work satisfaction.

The path-goal method theoretically implies that leaders should choose a style of leadership that best suits the demands of their followers and the tasks they are doing. According to the idea, a directive style of leadership works best when there are dogmatic and authoritarian followers, ambiguous task demands, unclear organizational norms, and difficult job at hand. In these circumstances, directed leadership enhances the task by giving followers direction and a psychological framework [8], [9]. According to the path-goal theory, achievement-oriented leadership works best in situations when followers must complete unclear tasks.

In situations like these, followers feel more capable of achieving their objectives when their leaders establish high expectations and provide challenges. Achievement-oriented leadership essentially gives followers the impression that their efforts will pay off in the form of successful performance. But in environments where the job is less vague and more regimented, achievement-oriented leadership doesn't seem to be connected to followers' expectations of their work output. Path-goal theory makes sense practically. A good leader must take care of their followers' needs. A leader should assist followers in identifying their objectives and the routes they want to pursue to achieve them. When challenges emerge, the leader must assist followers in overcoming them. This might include clearing the obstruction or assisting the follower in getting past it.

The path-goal theory offers a number of advantageous aspects. To begin with, path-goal theory offers a helpful theoretical framework for comprehending the ways in which different leadership behaviors impact followers' job happiness and productivity. It was one of the first theories to identify four fundamentally different types of leadership (directive, supporting, participatory, and accomplishment focused, for example), broadening the scope of earlier studies that only addressed behaviors that were relationship- and task-directed (Jermier, 1996). One of the first situational contingency theories of leadership to describe how task and follower qualities effect the influence of leadership on follower performance was the path-goal

approach. Path-goal theory provides a framework that helps leaders choose the best leadership style to use depending on the kind of followers they are asking to complete the job and the demands of the task itself. The failure of the path-goal theory to sufficiently explain the connection between follower motivation and leadership action is another critique leveled against it [10]–[12].

Although expectancy theory's principles are included into path-goal theory, which makes it distinctive, it falls short of explaining how leadership relates to these principles. Expectancy theory's guiding principles imply that followers will be driven if they believe they can succeed and feel competent, but path-goal theory doesn't explain how a leader may use different approaches to directly assist followers in feeling confident in their abilities. The path-goal hypothesis, for instance, is unable to explain how directional leadership boosts follower motivation when faced with unclear objectives. It also fails to explain the connection between follower motivation and supportive leadership during laborious tasks. As a consequence, the practitioner is left with a poor comprehension of how the expectations of their followers for their job will be impacted by their leadership.

One last issue of path-goal theory relates to the theory's applicability in real-world situations. According to the path-goal theory, it is critical for leaders to mentor, guide, and steer their followers; to assist them in defining and clarifying their goals; and to support them in overcoming obstacles in the process of pursuing their objectives. This method essentially views leadership as a one-way process in which the leader influences the follower. One possible drawback to this kind of "helping" leadership is that followers might quickly become depending on the leader to get things done.

DISCUSSION

Expectancy theory, which contends that followers will be motivated if they believe they are capable, if they believe their efforts will be rewarded, and if they find the reward for their labor worthwhile, is the foundation of path-goal theory. By choosing a leadership style (directive, supporting, participatory, or success driven) that fills in the gaps for followers in a given work environment, a leader may assist followers. To put it simply, a leader's job is to provide direction, guidance, and coaching to followers so they may achieve their objectives. A wide range of predictions about how a leader's style interacts with followers' demands and task characteristics may be found in path-goal theory. It predicts, among other things, that directive leadership works well with tasks that are unclear, supportive leadership works well with repetitive tasks, participative leadership works well with tasks that are unclear and followers are autonomous, and achievement-oriented leadership works well with difficult tasks.

The path-goal hypothesis is strong in three areas. Firstly, it offers a theoretical framework that is helpful in comprehending how followers' productivity and contentment are impacted by directive, supporting, participatory, and achievement-oriented leadership styles. Second, path-goal theory is distinct in that it incorporates expectancy theory's motivational concepts into a theory of leadership. Thirdly, it offers a useful model that emphasizes the significant ways in which leaders support their subordinates. Path-goal theory is subject to four objections on the negative side. First of all, it is challenging to apply path-goal theory in a particular organizational context due to its broad breadth, which includes a large number of interconnected sets of assumptions. Second, the results of the study to far do not provide a complete and coherent picture of what the theory proposes. Moreover, the path-goal theory fails to clearly demonstrate how the actions of leaders influence the motivation levels of their followers. Finally, the path-goal theory ignores the interactional aspect of leadership in favor

of a leader-centered approach. It doesn't encourage participation from followers in the leadership process.

allows both the leader and the follower to evaluate if the leader is prepared to provide followers new challenges and whether the follower is interested in taking on greater duties and responsibilities. During this period, dyads progress toward new forms of relationship and away from interactions that are solely controlled by job descriptions and specified roles. It might be said that the quality of their exchanges has increased to medium level based on LMX theory measurements. During the acquaintance phase, effective dyads start to gain more mutual regard and trust. They also have a propensity to prioritize the objectives and aims of the group above their own self-interests.

Derived from the Greek term *deos*, meaning "duty," deontological theory is somewhat distinct from examining which acts will result in which results. Reliability, fairness, respect for others, and honesty are a few examples of activities that are intrinsically desirable, regardless of the outcome. The deontological approach focuses on the moral duties and responsibilities of the leader to behave morally upright. When a leader acts in a way that upholds their moral authority, respects the rights of others, and advances those rights, then such behavior is moral. The US president, Bill Clinton, was hauled before Congress in the late 1990s for falsifying information about an affair he had with a White House intern while testifying under oath. The U.S. Senate cleared him of all charges despite the House of Representatives impeaching him for his acts. During the protracted ordeal, the president made an appearance on national television and asserted his innocence in a speech that has since become legendary. Many Americans believed President Clinton had broken his duty and obligation since it was shown in later hearings that he may have lied during this televised address.

The process of leading involves persuading others to pursue a shared objective. A leader must have an effect on the lives of people they are leading in order to fulfill the influence component of leadership. Changing other people involves a great deal of ethical duty and load. Leaders have a greater duty to consider the impact their leadership has on their followers' lives since they often possess more authority and control than their followers. Leaders include followers and make use of them in collective endeavors to accomplish shared objectives, whether in teamwork, corporate endeavors, or community initiatives. It is the ethical duty of leaders to treat their followers with respect and decency, as distinct individuals with their own identities.

Leaders must have "respect for people" and be aware of their followers' emotional needs. Conformers more readily submit to authority and participate in harmful behavior because they lack psychological maturity. Collaborators, on the other hand, could react to leaders who are destructive because they are driven by ambition, a desire for prestige, or a chance to make money. Colluders could also follow through because they share the leader's ideals and views, which might include antisocial traits like greed and selfishness. The toxic triangle shows that a supportive atmosphere is a necessary component of harmful leadership. The leader is often given additional power to impose drastic change in unstable environments. Aggressive leadership is often accepted by followers when there is a perceived danger. Individuals are drawn to leaders who will confront the dangers they see in their surroundings.

Destructive leaders have a higher chance of success when they communicate cultural ideals that their followers can relate to. People from cultures that value community and group identification, for instance, would choose a leader who does just that. When the institution's norms are ineffectual and its checks and balances are inadequate, destructive leadership will likewise flourish. Though there hasn't been much study done on the dark side of leadership, it's an important topic for our comprehension of unethical leadership. It is obvious that further

models, ideas, and evaluation tools regarding the destructive leadership process are needed. "People should always be viewed as autonomous beings with self-established goals, rather than as mere tools to achieve someone else's objectives." These authors went on to say that in order to consider individuals as ends in and of themselves, rather than as means, we must respect other people's choices and moral principles. If we don't, it will be assumed that we are using other people as a tool to further our own agendas.

Respectful leaders also give people the freedom to be who they are, with all of their unique needs and desires. They approach others believing that they are important individuals with unwavering value (Kitchener, 1984). Respect entails validating the opinions of others and acknowledging them as fellow human beings. It might sometimes call on leaders to show respect for others. As recommended by Burns (1978), leaders should help followers integrate their wants, values, and objectives with those of the leader by helping them become conscious of their own regard for others is a sophisticated ethic that is deeper and comparable to the regard that parents instill in their young children. Respect implies that a leader pays careful attention to what their followers have to say, has empathy, and is accepting of other viewpoints. It entails behaving in a manner that validates the attitudes, values, and beliefs of those who follow them. Respect from a leader may make followers feel capable of doing their jobs. Put simply, respectful leaders see people as deserving human beings. We compared and contrasted two ethical views earlier in this chapter: ethical egoism, which is centered on self-interest, and ethical altruism, which is centered on the interests of others. It is obvious that the service concept exemplifies selflessness.

Altruistic leaders prioritize the well-being of their followers at the top of their agenda. Altruistic service behavior may be seen in the workplace in a variety of contexts, including team building, mentorship, empowerment behaviors, and citizenship behaviors. Justice and fairness are concerns for ethical leaders. Treating each and every one of their followers equally is something they take very seriously. It is important for leaders to prioritize problems of justice when making decisions. Generally speaking, no one should be given special care or regard unless their unique circumstance necessitates it. When people are treated differently, there must be a clear, reasonable justification that is founded on moral principles. For instance, a lot of us have childhood memories of participating in sports teams of some kind. We found that instructors who treated us fairly were the ones we liked. We demanded that the coach treat everyone equally and without exception. We wanted the guy who arrived late to practice with a weak explanation to be penalized in the same way that we would have. We wanted the coach to provide a break to a player who needed one for a personal reason, just as we would have appreciated one.

Without a doubt, the best coaches were those who always played every player on the squad and never showed preference. All we really wanted was for our coach to be kind and fair. The distribution of resources, incentives, and sanctions among personnel is mostly determined by the leader. The rules that are followed and the way they are implemented reveal a lot about the leader's commitment to fairness and level of care for justice. Fairness concerns are essential for everyone working together to advance their shared interests, according to Rawls (1971). It is comparable to the Golden Rule, or the ethic of reciprocity, which goes, "Do unto others as you would have them do unto you." Throughout history, many different societies have adopted variants of this ethic. We should treat others fairly in our interactions with them if we want them to treat us properly as well. Since there is always a restriction on resources and products and since there is often rivalry for the few items that are accessible, issues of justice become important. People typically disagree regarding equitable distribution strategies due to the actual or perceived lack of resources. It's critical that leaders lay out the guidelines for award

distribution in detail. The nature of these guidelines reveals a lot about the organization's and the leader's moral foundation.

Moreover, dishonesty hurts our relationships with others. It limits the ways in which individuals are related to one another. Lying to someone else is essentially expressing that we are prepared to control the relationship according to our own terms. We are expressing our lack of confidence in the other partner's ability to handle the information we have. By claiming to know what is best for the relationship, we are really prioritizing ourselves above the partnership. Relatively speaking, this kind of action damages relationships over time. Despite being committed with the best of intentions, dishonesty exacerbates marital problems.

Telling the truth is just one aspect of being honest, however. It has to do with expressing reality to other people in an honest and comprehensive manner. It's not always simple to reveal the whole truth, however, since there are situations in which it might be harmful or unproductive. Leaders have a difficult time finding the right balance between being direct and honest and knowing when and what information is acceptable to provide in any given circumstance. Organizational restrictions often prohibit leaders from sharing information with followers. While authenticity is crucial, leaders also need to be aware of the emotions and attitudes of others around them. A diverse range of behaviors are involved in honest leadership. In his book *The Ethical Imperative*, it very evident that being truthful entails more than just avoiding lying. "Do not promise what you can't deliver, do not misrepresent, do not hide behind spin-doctored evasions, do not suppress obligations, do not evade accountability, and do not accept that the 'survival of the fittest' pressures of business release any of us from the responsibility to respect another's dignity and humanity" are the values that characterize honest behavior for leaders in organizations.

Very little theoretical study has been done on the nature of leadership ethics, despite the fact that ethics has attracted attention for thousands of years. An overview of ethical ideas and how they relate to the leadership process has been provided in this chapter. A set of guidelines based on ethical theory help decision-makers decide how to behave and uphold moral standards. The two main categories of ethical theories in the Western tradition are conduct theories and character theories. Conduct theories place a strong emphasis on the norms that direct leaders' behavior (deontological approach) or the results of their actions (teleological approach). The character of leaders is the main emphasis of virtue-based theories, which emphasize traits like bravery, honesty, justice, and loyalty and that leaders often possess more authority than followers, leaders have a huge ethical obligation to consider the impact they have on others.

In order to achieve shared objectives, leaders must actively include their followers; as such, they must treat followers and their opinions with decency and respect. In addition, executives have a significant influence on creating an ethical environment inside their companies; as such, they must pay close attention to the principles and values they uphold. Heifetz, Burns, and Greenleaf are a few well-known leadership experts who have made significant contributions to our knowledge of moral leadership. These writers are united by a caring ethic that emphasizes the value of connections between leaders and followers as well as attending to the needs of followers. integrity, fairness, community, service, and respect are the foundations of good ethical leadership. Leaders have a need to show people respect by paying attentive attention to what they have to say and showing tolerance for different viewpoints. Altruistic leaders prioritize the well-being of others above their own in an attempt to further the greater good. This is how they serve others. Leaders must prioritize fairness while making decisions in order to uphold justice, especially when it comes to the difficult challenge of treating each person fairly while also considering the community's interests as a whole. Sincere leaders are virtuous. They don't tell lies or convey the facts to others in an unfavorable or ineffective manner. Lastly,

moral leaders are dedicated to fostering a sense of community, which involves seeking objectives that align with those of their followers and the broader society.

CONCLUSION

The study of achievement-oriented leadership reveals how important it is for determining how an organization functions and forging success. Achievement-focused leaders create a culture of excellence and high standards in their staff. The study highlights that achievement-oriented leadership involves more than just establishing ambitious objectives; it also involves fostering an environment that inspires people to go above and beyond expectations and pursue ongoing development. A culture of success and continuous excellence is fostered by achievement-oriented leaders who coordinate team and individual efforts with overall company goals. Achievement-oriented leaders position themselves to create great results, inspire motivation, and foster a culture where performance is not just rewarded but continually sought as their firms traverse dynamic and competitive environments. As a result, the study confirms the critical role that achievement-oriented leadership plays in guiding teams toward long-term success, individual and group excellence, and continual development.

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