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THEORIES INTO THE STUDIES ON THE LEADERSHIP

Annotation

This article focuses on the interpretation of the concept of "leadership" in modern literature. It is known that leadership includes eloquence, control, being an example, logical management, as well as cooperation and emotional intelligence. Therefore, in this article, we will focus on the researches in various fields and their general characteristics aimed at researching this concept.

Key words: Leadership, influence, intelligence, control, culture, flexibility, goal achievement.

ТЕОРИИ В ИССЛЕДОВАНИЯХ ЛИДЕРСТВА

Аннотация

Данная статья посвящена трактовке понятия «лидерство» в современной литературе. Известно, что лидерство включает в себя красноречие, контроль, подачу примера, логическое управление, а также сотрудничество и эмоциональный интеллект. Поэтому в этой статье мы остановимся на исследованиях в различных областях и их общей характеристике, направленных на исследование этого понятия.

Ключевые слова: Лидерство, влияние, интеллект, контроль, культура, гибкость, достижение цели.

LIDERLIK BO'YICHA TADQIQOTLARGA OID NAZARIYALAR

Annotatsiya

Ushbu maqolada "liderlik" konseptining zamonaviy adabiyotlardagi talqiniga to'xtalib o'tiladi. Ma'lumki, liderlik o'zida notiqlik, yetakchilik, namuna bo'la olish, mantiqiy boshqaruv, shuningdek, hamkorlik va hissiy intellektni qamrab oladi. Shu sababli, ushbu maqolada mazkur konsept tadqiqiga qaratilgan turli sohalardagi tadqiqotlar va ularning umumiy xususiyatlariga to'xtalamiz.

Kalit so'zlar: Yetakchilik, ta'sir, intellekt, liderlik, madaniyat, moslashuvchanlik, maqsadga erishish.

In the ever-evolving process of human endeavors, the role of leadership stands as a timeless and pivotal force shaping the course of societies, organizations, and communities. As we traverse the complex terrain of the 21st century, the study of leadership has burgeoned into a multifaceted exploration, intertwining various theories and perspectives. In this term, Joanne B.Ciulla said that "Most of the leadership literature comes from business schools and researchers with backgrounds in organizational behaviour and social and industrial psychology" [1]. These notion proves our idea that the leadership studies range from classical notions of leadership rooted in charisma and authority to contemporary models emphasizing collaboration and emotional intelligence. However, we, first of all, prefer to define the leadership as a term and then discuss different theories directed on its research.

The diverse perspectives on leadership put forth by renowned scholars offer a rich source of insights into the multifaceted nature of this influential phenomenon. In particular, P.Drucker notes the most concise definition to the leader: "A leader is someone who has followers" [2]. His definition encapsulates the essence of leadership by emphasizing the fundamental connection between leaders and their followers. In essence, the existence of followers defines the core meaning of leadership, highlighting the reciprocal relationship between those who lead and those who choose to follow.

According to A.Marturano "We call something "leadership" or a "work of art" based on the values, norms, beliefs and needs of followers/readers" [3]. Following his idea, he states that "a follower is able to give meaning to attribution of propositional attitudes such as "charisma" or "authoritarian" to leaders by relating those terms to a pre-existing (public) understanding encoded in a dictionary" [4]. The author's emphasis on the subjective nature of leadership underscores the role of followers in attributing meaning to leadership traits such as charisma or authoritarianism.

According to V.Newman and K.Chaharbaghi "Leadership has to fulfil a matter of fact which lies in a certain logic: Leadership premises inferiors. If there are no inferiors, there is no context for leadership" [5]. Introducing a pragmatic dimension by asserting that leadership, by its very nature, presupposes the existence of inferiors, leadership is contextualized within a hierarchical structure, where leaders guide and direct those in subordinate positions. This perspective introduces a certain logic to leadership, positioning it as a relational dynamic between leaders and those they lead.

As S.Sjorstrand and M.Tyrstrup states: "Leadership is understood as the creation, encouragement and support of expectations, perspectives and activities in organizations, which are implemented by different interacting individuals" [6]. Building upon these foundational ideas, the emphasis on the interactive nature of leadership highlights its dynamic and evolving character, pointing out that effective leadership is not a one-way street but rather a collaborative process involving various individuals within the organizational system.

In synthesizing these perspectives, it becomes evident that leadership is a multifaceted phenomenon, shaped by the interplay of leaders and followers, societal values, and organizational contexts. By considering these varied viewpoints, we gain a comprehensive understanding of the intricate and evolving nature of leadership in the complex human interactions and organizational dynamics.

In the vast realm of leadership literature, a recurrent theme emerges wherein the distinctive features and qualities of leaders take center stage. Authors and scholars frequently delve into the nuanced characteristics that define effective leadership. As J.Forgas and K.Williams noted that the whole influence process should be analyzed in the interaction between the mental (cognitive) and the behavioural aspects of social influence processes of both parties. We have to imagine, that the influence process does not only work on the level of direct and faceto-face influence phenomena. Influence also works at cognitive, group, social, cultural or organizational levels [7]. This perspective aligns with a more holistic understanding of social dynamics, acknowledging that the impact of influence extends beyond individual interactions to shape broader cognitive frameworks and organizational structures. In essence, the idea underscores the interconnectedness of the cognitive and behavioral realms in social influence, urging a comprehensive exploration that considers the multifaceted layers through which influence operates.

S.Burla et al, states that "the context, in which the interactions between leaders and followers expire, diversify depending on the organization (e.g. organisational dynamics like cultures, sub-cultures, working groups, processes, organisational structures, products and services etc.). The result is a certain leadership culture, which is shown as culture-caused leadership behaviour in an organization" [8]. The notion of a "leadership culture" emerging from this context-driven interplay is particularly insightful, emphasizing how organizational culture can shape and, in turn, be reflected in leadership behaviors. This perspective aligns with the understanding that leadership is not a one-size-fits-all phenomenon but is intricately molded by the unique characteristics and complexities of each organizational setting. Recognizing the impact of context on leadership behavior encourages a more tailored and adaptive approach to leadership, acknowledging that effective leaders must navigate and respond to the specific intricacies of their organizational skills.

M.Pligh and J.Robinson pays attention to the speaking skillsof the leader: "Especially, a charismatic leader—the leader on whom people faithfully rely and are willing to take actions according to proposed plans—is the one who can successfully navigate through critical difficulties, distinctively achieve ultimate goals, and bring about peace and prosperity to the nation" [9]. The idea presented aligns with the charismatic leadership theory, which posits that leaders who exude charisma can have a profound impact on their followers' beliefs, attitudes, and behaviors. This influence can be particularly potent in times of crisis or when facing complex challenges. However, it is essential to note that while charisma can be a powerful leadership trait, its effectiveness may vary depending on the context and the ethical use of this influence. Leaders must balance charisma with other leadership qualities to ensure a well-rounded and sustainable approach to achieving long-term goals and fostering stability within a nation.

J.Mio et.al sees the language skill, namely "rhetoric" as truly a material indicator for the leader's success [10]. S.Rungrojsuwan analyzes the three specific features of the leaders, in particular, humbleness, persuasiveness, and solidarity [11].

Amidst the extensive body of research and various interpretations of leadership, a few key elements emerge as fundamental to understanding the essence of leadership [12]:

1.Leadership is a dynamic process rooted in influence, signifying a social process where tasks are accomplished through interactions with individuals.

2.Leadership unfolds within the context of a group, as leaders collaborate with their teams to bring their vision to fruition. Effective leaders inspire and motivate team members to deliver exceptional performance.

3.Goal attainment is a central aspect of leadership, with teams striving to achieve desired outcomes. Leadership is essential in providing direction and guiding the way, emphasizing the necessity for someone to set the course and offer guidance in the pursuit of objectives.

F.Fiedler conducted influential research where he identified two primary leadership styles: task-oriented and relationship-oriented [13]. According to him, the effectiveness of leadership hinges on various factors within a given situation, such as the nature of tasks, power dynamics, and the quality of relationships between leaders and followers. It is crucial to examine leadership through the lens of the interplay and structuring of individual humans, their interactions, and the organizational elements like structure and culture. This viewpoint suggests that there is no one-size-fits-all leadership style, and the appropriateness of a particular leadership approach depends on the specific context in which it is applied. In our opinion, this include the following features:

1. Different tasks may require different leadership styles. For instance, complex and challenging tasks might benefit from a more relationship-oriented leadership style, whereas routine tasks may be more effectively managed with a task-oriented approach.

2. Recognizing power dynamics is crucial for effective leadership. Understanding who holds power and how it is distributed within an organization can influence leadership strategies. Effective leaders navigate power structures to foster collaboration and achieve organizational goals.

3. The relationships between leaders and followers play a significant role in leadership effectiveness. A leader who fosters positive relationships, trust, and effective communication is likely to have a more motivated and engaged team.

R.Osborn et al. call for a fundamental shift in the perspective on leadership, emphasizing the need for leaders to adapt to diverse environments. Acknowledging the specific context of leadership provides valuable insights into addressing specific challenges within leadership [14]. In the contemporary landscape of organizations, characterized by rapid changes and increasing complexity, the traditional notion of a static and universally applicable leadership style appears insufficient. The recognition of the need for leaders to be adaptable aligns with the dynamic nature of today's workplaces, where leaders must navigate through a variety of challenges stemming from technological advancements, global interconnectivity, and diverse workforces.

In conclusion, by examining the interplay between leaders and followers, the impact of organizational culture, and the dynamic aspects of leadership, we gain a comprehensive understanding of this influential phenomenon.

Recognizing the subjective nature of leadership traits, the contextual logic of hierarchical structures, and the interactive dynamics within organizations contributes to a nuanced view of leadership. The emphasis on adaptability aligns with the demands of the contemporary landscape, emphasizing the importance of leaders evolving with the complexities of their environments. In essence, this comprehensive exploration of leadership theories provides valuable insights for leaders, scholars, and practitioners seeking to navigate the intricate dynamics of leadership in the 21st century.

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