

# Leadership Styles Among Young Adults

SHARON T P

Dept of Human Resource And Organizational Development  
Madras School Of Socialwork

**Abstract-** *The concept of leadership encompasses the ability to influence others towards achieving common goals, fostered through effective communication and motivation. As workplaces evolve, leaders must adapt their styles to meet the changing needs of organizations and employees, transitioning from traditional to participative approaches. Characteristics of effective leaders include self-awareness, integrity, and the ability to inspire and delegate. True leaders prioritize selfless service and empathy, fostering trust and teamwork among their followers. Different leadership styles, such as autocratic, democratic, and laissez-faire, offer varying degrees of decision-making authority and autonomy. Understanding these styles helps leaders navigate diverse organizational challenges while promoting engagement and productivity. Ultimately, effective leadership is characterized by a commitment to values, continuous learning, and a collaborative approach to achieving shared objectives.*

## I. INTRODUCTION

Leadership entails the ability to influence the behavior of others and motivate them towards achieving common goals. It's crucial in organizations as leaders develop visions and inspire members to work towards them. With evolving workplaces and diverse employees, leadership styles have shifted towards more participative and collaborative approaches to accommodate innovation and employee expectations. Businesses now prioritize leaders who can navigate cultural differences, uncertainty, and make decisions in unfamiliar contexts. Leadership can manifest in various forms, such as community, religious, political, or group leadership. Warren Bennis described leadership as turning vision into reality, emphasizing social intelligence and adaptability. While leadership is challenging, effective leaders inspire and collaborate with their teams to overcome obstacles. They prioritize communication, continuous learning, and setting clear goals with feedback mechanisms. Leadership qualities emerge at different life stages, shaping individuals into managers and supervisors. Research on leadership styles and organizational dynamics has gained significance in recent years.

**Characteristics of a leader :** Leaders exhibit a variety of characters and Traits. It is very useful to study the characteristics of leaders. There are common traits which

define leaders. Some of the most common traits and characters of a leader are:

- Self esteem-knowing Strengths, weakness, knowledge, skills
- Communication skills -clarity, listening, observation
- Team work
- Conflict Resolution skill
- Technology Proficient
- Knowing Human Nature
- Provide direction
- Selfless service
- Having good traits -Honesty, Trustworthy, Commitment, Integrity, Courage, straightforwardness, Imagination.
- Ability to delegate
- Sense of humor
- Confidence
- Positive attitude
- Creativity
- Ability to inspire
- Empathy

True leaders are self-aware of who they are and what they stand for. They are clear about their values and the rules they will follow regardless of the circumstances. They help their people understand the values they are committed to upholding, laying the groundwork for the rules they will be expected to follow. True leaders understand and communicate their values openly with those they lead, fostering a sense of certainty and trust. Integrity is at the heart of their power. Living the values in which they profess to believe is what gives them credibility and allows others to trust them. Because they lead by example, they can say "do as I do" rather than "do as I say." As a leader, one should work very hard to instill in others the understanding that life is about more than just themselves. Leaders must become protectors of their followers and inspire them to help one another. And when this idea takes root in a company, there is a lot of room for expansion. True leaders work alongside those they lead in order to get to know and care about those they lead. Working with people enables leaders to motivate and inspire their teams. They listen without being stupid. They are open to hearing what others have to say before passing judgement. They are patient and

sincere in their desire to comprehend the thoughts and feelings of those they lead. Leaders are honest with their followers. They communicate openly and frequently with their team to demonstrate that their team is valued and important to them. They understand that it is their responsibility as a leader to communicate directly with their people, so they never leave a void that someone with ill intent can fill. Leaders are responsible for communicating for themselves.

**Different Types of Leadership Styles :**

Leadership Styles are the behavioural patterns that a leader adopt to influence the behaviour of his followers, that the way he/she gives directions to his/her subordinates and motivates them to accomplish the given objectives.

Psychologist Kurt Lewin developed his framework in the 1930s, and it provided the foundation of many of the approaches that followed afterwards. He argued that there are three major styles of leadership:

1. Autocratic leaders In this type leaders make decisions without consulting their team members, even if their input would be useful. This can be appropriate when one can make decisions quickly, when there's no need for team input, and when team agreement isn't necessary for a successful outcome. However, this style can be demoralising, and it can lead to high levels of absenteeism and staff turnover.
2. Democratic leaders In this type, leaders make the final decisions, but they include team members in the decision-making process. They encourage creativity, and people are often highly engaged in projects and decisions. As a result, team members tend to have high job satisfaction and high productivity. This is not always an effective style to use, though, when you need to make a quick decision.
3. Laissez-faire In this type leaders give their team members a lot of freedom in how they do their work, and how they set their deadlines. They provide support with resources and advice if needed, but otherwise they don't get involved. This autonomy can lead to high job satisfaction, but it can be damaging if team members don't manage their time well, or if they don't have the knowledge, skills, or self motivation to do their work effectively. (Laissez-faire leadership can also occur when managers don't have control over their work and their people.)

**II. REVIEW OF LITERATURE**

S.no	Author	Nameofthestudy&reference	Majorfindings
1	Krishna Murari,(2005)	Impactofleadershipstyle on employee empowerment, Partridge India	This book is based on the research which was conducted in high technology oriented organisations in India. Thebookisbasedonexploratoryresearchcarriedoutbythe author in Indian Business Organizations. It talks about the various leadership styles based on the present day working environment. In this book five types of leadership style are identified they are transactional, servant, transformational, abusive and ethical leadership style. It fully focuses on the importance of employee empowerment and its strongly connect with the leadership style in an organisation.This bookexplorestheeffectivenessofinterventionlike reward (promotion) on empowerment. This book has developedastrategyfortheorganisationtogain
			competitively advantages by empowering the employees to increase their involvement and motivation.
2	Dan L. Costley, Jon P. Howell, (2006) Joan Marques, (2007)	Understanding behaviours for effective leadership, Prentice-Hall of India Pvt Ltd.	This book Understanding Behaviours For Effective Leadership (2006), tells about the various behaviours exhibited by the leaders and its effect on the followers. This book talks about the five different types of behaviours namely, supportive leadership behaviour, directive leadership behaviour, participative leadership behaviour, leader reward and punishment behaviour and charismatic leadership behaviour. These mainly affects the psychological reactions of the individual. Positive effects make the workplace more pleasant and help the individuals to cope up with the work pressure. Negative effects reduce satisfaction and can result in resentful and uncooperative followers.
3	Joan Marques, (2007)	The Awakened Leader: One Simple Leadership Style That Works Every Time, Everywhere, Personhood press	The Awakened Leader: One Simple Leadership Style that Works Every Time, Everywhere (2007) argues that one leadership style fits in all situation and there is no need to change the styles in different contexts. It also talks about an awakened leader, who harbors all kinds of leadership styles that is required to tackle the complex problems in an organisation. It also tells that wakefulness is the key to survival in today's globally operating work environment. It also talks about the increasing diversity of age group, mindsets, backgrounds and traditions that everyone faces. It tells us that an awakened leader is one who refrains from dwelling in the past or the future, and hence is able to tackle this diverse people and work environment with ease. It also talks about the practices like reconnecting with their core, taking time to think rather than just act, etc of an awakened leader.

**III. RESEARCH METHODOLOGY**

**TITLE OF THE STUDY:**

A Study on the Leadership Styles Among Young Adults

**AIM OF THE STUDY:**

To study the leadership styles of young adults and middle adults

**OBJECTIVES:**

- To study the socio-demographic details of the respondents.
- To find out leadership styles among young adults.
- To study the reasons in change of leadership styles among young adults.

**STATEMENT OF THE PROBLEM:**

The manner and approach to providing direction, implementing plans, and motivating people is referred to as a leader's style. It also includes the leader's entire pattern of

explicit and implicit actions. Employee performance is stimulated by leadership styles, which either help or hinder employees' performance. An employee's performance is directly related to the type of leadership he works under. Leaders used to have to figure out what to do and then tell people what, when, where, and how to do it. However, today's workers are much more knowledgeable, and they are likely to know more about what they are doing than their bosses. Today's leaders have to manage multiple generations of workers with values, interests, and needs that often conflict. This shift in leadership style, as well as the reasons for it, makes it a very interesting and intriguing research topic. Thus researcher interested to study the leadership styles of young adults.

### SCOPE OF THE STUDY:

The purpose of this research is to help employees to develop training modules for effective organisational development and leadership. It will also aid researchers who wish to conduct additional research on various leadership styles and their impact on organisations. It also aims to assist corporations and businesses in understanding the leadership roles in their own organisations.

### DEFINITION:

#### CONCEPTUAL DEFINITION:

Young adults -According to African Youth Charter, Young adults are defined as people between 18 and 35 years of age. According to World Health Organization (WHO) individuals in the age group of 20 - 24 yr are also referred to as young adults

#### OPERATIONAL DEFINITION:

Young adults - Young adults are defined as people between 18 and 35 years of age.

Leadership styles - Styles are the behavioural patterns that a leader adopt to influence the behaviour of his/her followers, that is the way he/she gives directions to his/her subordinates and motivates them to accomplish the given objectives.

### RESEARCH DESIGN:

#### Descriptive research design:

The researcher has used descriptive research design because it is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way and describes all the facts and information.

### UNIVERSE:

The universe of the research was young adults and middle adults in Tamil Nadu.

### SAMPLING TECHNIQUE:

The researcher had used convenience sampling.

#### Convenience Sampling -

It refers to selection of samples on the basis of convenience of the researcher. Sample Size:-30

### SOURCE OF DATA COLLECTION

#### Primary Source -

The researcher constructed a questionnaire as the primary source for collecting data.

#### Secondary Source -

The researcher had used information from the books, magazines, research papers, and journals as secondary sources of data collection.

### TOOLS OF DATA COLLECTION

Mailed Questionnaire was used by the researcher for the purpose of data collection.

## IV. DATA ANALYSIS AND INTERPRETATION

### 4.1. Distribution of respondents based on sex

Table 4.1

S. No.	Sex	Frequency	Percentage
1.	Male	19	63.4
2.	Female	11	36.6
	Total	30	100

It is observed from table 4.1 that 63.3 percent of the respondents are male while 36.6 percent of the respondents are female. This clearly shows that female leaders are not found in the field. Male domination is still prevalent in this society

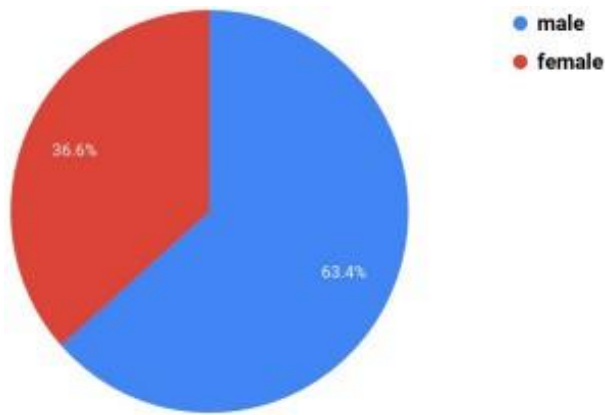


Fig4.1. Distribution of respondents based on sex

4.2. Distribution of respondents based on education

Table4.2

S.N o.	Education	Frequency	Percentage
1.	Under graduate	5	16.7
2.	Postgraduate	18	60.0
3.	Doctorate	1	3.3
4.	Others	6	20.0
	<b>Total</b>	<b>30</b>	<b>100</b>

The above table indicates that more than half of the respondents are postgraduates while 16.7 percent of the respondents are undergraduates. The remaining respondents are divided between doctorate and other qualification in the ratio 3.3 and 20 respectively. Job opportunity is provided more for the postgraduates. Leadership opportunity for undergraduates and other educational qualification is less in the present situation

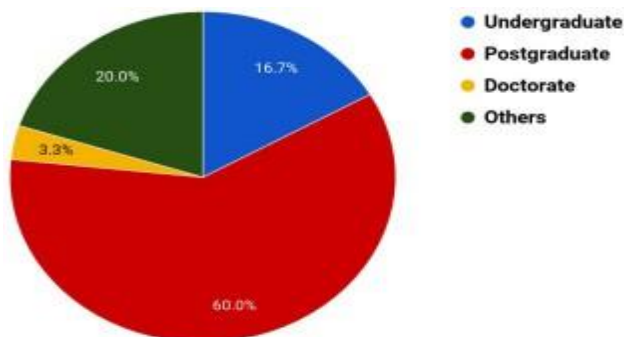


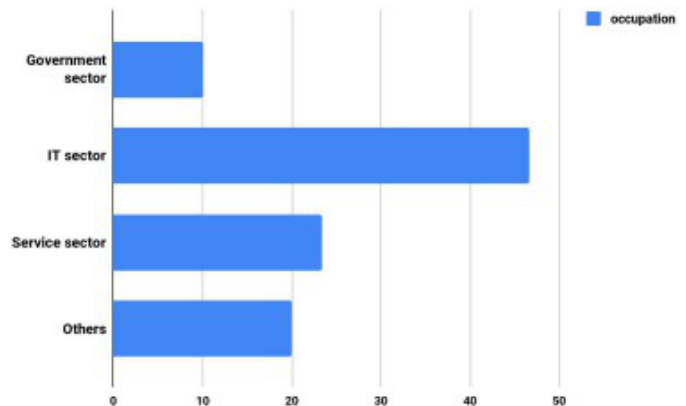
Fig4.2. Distribution of respondents based on education

4.3. Distribution of respondents based on occupation

Table4.3

S. N	Occupation	Frequency	Percentage
0.			
1.	Government sector	3	10.0
2.	IT sector	14	46.6
3.	Services sector	7	23.4
4.	Others	6	20.0
	<b>Total</b>	<b>30</b>	<b>100</b>

Table 4.3 shows that 46.6 percent of the respondents work in the Information Technology sector. 23.4 percent of the respondents work in the service sector and 10 percent of the respondents work in the governmental sector. The remaining 20 percent of the respondents work in various other fields.



4.3. Distribution of respondents based on occupation

4.4. Distribution of respondents based on designation

Table4.4

S. No	Designation	Frequency	Percentage
1.	Top management	9	30.0
2.	Middle management	19	63.4
3.	Lower management	2	6.6
	<b>Total</b>	<b>30</b>	<b>100</b>

The above table depicts that 63.4 percent of the respondents are in the middle management and 30 percent of the respondents work in the top management while the remaining 6.6 percent work in the lower management.

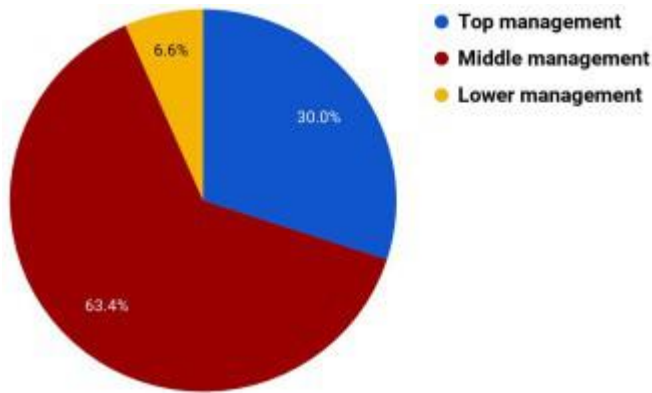


Fig.4.4.Distribution of respondents based on designation

4.5. Distribution of respondents based on job tenure

Table4.5

S.N o.	Job tenure	Frequency	Percentage
1.	1-5	9	30.0
2.	6-10	8	26.6
3.	11-15	4	13.4
4.	16and above	9	30
	<b>Total</b>	<b>30</b>	<b>100</b>

The above table depicts that 30 percent of the respondents are under the 1-5 year of work experience bracket while nearly one fourth of the respondents belong to the 6-10 year bracket. The remaining respondents are split between the brackets of 11-15 and 16 years and above category as 13.4 percent and 30 percent respectively.

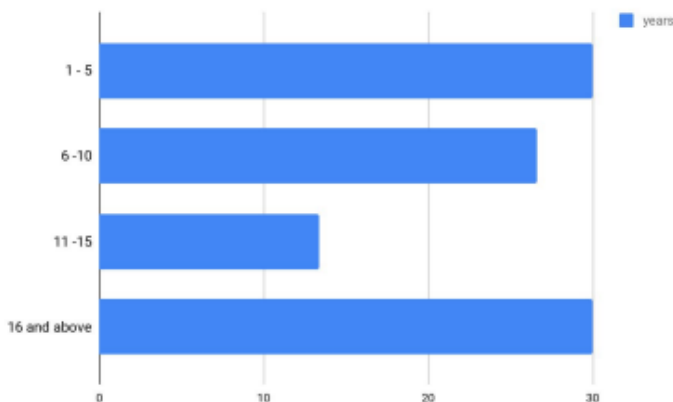


Fig4.5.Distribution of respondents based on job tenure

4.6. Leadership style projected by young adults

Table4.6

S.N o.	Leadership style	Frequency	Percentage
1.	Autocratic	9	60.0
2.	Democratic	4	26.6
3.	Laissezfaire	2	13.4
	<b>Total</b>	<b>15</b>	<b>100</b>

The above table clearly shows that 60 percent of the young adult possess more of autocratic style of leadership than democratic or laissez faire. The remaining 26.6 percent and the 13.4 percent of the respondents exhibit more of a democratic and laissez faire leadership style respectively. Young adults are achievement oriented and desire to achieve success fastly. This makes them more autocratic.

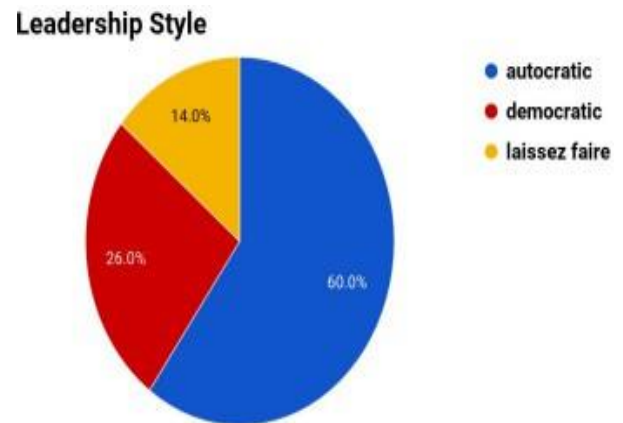


Fig 4.6.Leadership style projected by young adults

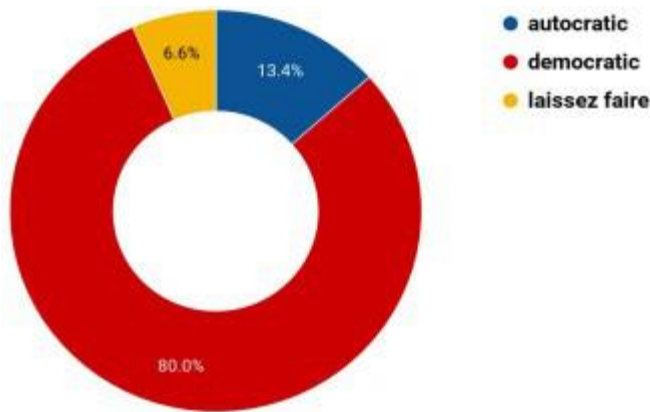
4.7. Leadership style projected by middle adults

Table4.7

S.N o.	Leadership style	Frequency	Percentage
1.	Autocratic	2	13.4
2.	Democratic	12	80
3.	Laissez faire	1	6.6
	<b>Total</b>	<b>15</b>	<b>100</b>

The above table clearly shows that 80 percent of the middle adult possess more of democratic style of leadership than autocratic or laissez faire. The remaining 13.4 percent and the 6.6 percent of the respondents exhibit more of a autocratic and laissez faire leadership style respectively. The

middle adults are more matured and get the work done from their employees with ease.



#### 4.7. Leadership style projected by middle adults

### V. FINDINGS, SUGGESTIONS AND CONCLUSION

- Results show that 63.4 percent of the respondents are male while 36.6 percent of the respondents are female. This clearly shows that female leaders are not found in the field. Male domination is still prevalent in this society.
- The analysis indicates that more than half of the respondents are postgraduates while 16.7 percent of the respondents are undergraduates. The remaining respondents are divided between doctorate and other qualification in the ratio 3.3 and 20 respectively. Job opportunity is provided more for the postgraduates. Leadership opportunity for undergraduates and other educational qualification is less in the present situation.
- It is noted that 46.6 percent of the respondents work in the Information Technology sector. 23.4 percent of the respondents work in the service sector and 10 percent of the respondents work in the governmental sector. The remaining 20 percent of the respondents work in various other fields.
- The data clearly depicts that 63.4 percent of the respondents are in the middle management and 30 percent of the respondents work in the top management while the remaining 6.6 percent work in the lower management.
- It is observed that 30 percent of the respondents are under the 1-5 year of work experience bracket while nearly one fourth of the respondents belong to the 6-10 year bracket. The remaining respondents are split between the brackets of 11-15 and 16 years and above category as 13.4 percent and 30 percent respectively.
- The data analysis clearly shows that 60 percent of young adults possess more of an autocratic style of leadership than democratic or laissez faire. The remaining 26.6 percent and the 13.4 percent of the respondents exhibit more of a democratic and laissez faire leadership style respectively. Young adults are achievement oriented and desire to achieve success fastly. This makes them more autocratic.
- The results show that 80 percent of the middle adults possess more of democratic style of leadership than autocratic or laissez faire. The remaining 13.4 percent and the 6.6 percent of the respondents exhibit more of an autocratic and laissez faire leadership style respectively. The middle adults are more mature and get the work done from their employees with ease.

### SUGGESTIONS

- Participation of women in the leadership roles at the managerial levels are very less. This can be improved by giving women more provisions, incentives and providing safety in the workplace. Participation of women can also be increased by implementing the laws and schemes provided for women with more dedication.
- Training and capacity building programs can be conducted for young adults to improve their leadership skills and capabilities. This will provide more opportunity for the young adults to move up faster in their career ladder.
- Vertical flow of communication can be combined with horizontal flow of communication. This will help in stopping the hierarchical domination over subordinates.
- Training on the decision making process involving all the members of the group can be initiated. This will reduce the employees from making decisions on their own, and improve the quality of the decision making process.
- Organisations can give more attention towards the growth and development of their employees.
- Experimenting all the leadership styles in a single organisation is not practical and feasible. Employees exchange programs can be initiated to understand the leadership styles followed in various sectors of the industry. This will help the employees and the organisations to find the best style and will give positive results. These programs will serve as a platform for exchange of ideas and knowledge.

### CONCLUSION

The willingness to accept change and move in the right direction in life is slowly coming into the society. Employees and employers are ready to change their leadership styles if proven in effective in their ways. The organisations have given the employees the scope to raise and grow with the organisation. There is a shift in the leadership style from the traditional autocratic leadership style towards the democratic leadership style. This has given the opportunity for the

employees to explore their field of work and make new changes in it. Even the young adults are ready to change their leadership style if needed. This research has shown that the functioning of the organisations have begun to change. And it is changing towards the better ways of management.

### REFERENCES

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