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A Theoretical Difference between Leadership and Management

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ABSTRACT

Research Article

The concept of “leadership” and “management” is one area that has gained a lot attention in the management literature. This study aims at clearly examining the differences between leadership and management. Kotterman (2006) stated that, it is difficult to assert the differences that exist between two concepts because they are used interchangeably and sometimes create confusion. After existing literatures have been reviewed, the results found were that leadership and management are two distinct concepts even though they have similarities in their line of duties which involve working with people to achieve organizational goals. Management processes involve planning, budgeting, organizing workers to achieve a goal. Leadership on the other hand is concerned with setting direction, inspiring people, developing strategies to achieve a goal. There is the need for both strong leadership and management to work together to achieve the optimum performance of an organization.

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Introduction

The arguments on the concepts of leadership and management in institutions have been in existence for decades and experts in the field have noticed that the underlying processes in both leadership and management have not significantly changed in recent years. The dynamics of the globalization of economies however, have made them become much more complex in relation to the 21st century organizational activities. Leaders and managers in today's knowledge-based global economy therefore must have the necessary skills and knowledge to achieve the objectives of an organization (Dike, 2015). Leadership and management are two important concepts that are keen for providing good organizational services. Even though the two may be similar in some perspective, their capabilities, views and practices are different. It is very imperative to determine the differences that exist between the two concepts, both of which are considered important. Leadership and management eventhough are usually used interchangeably, but they are two different procedures which complement each other. There is the need for both strong leadership and management to work together to achieve the optimum performance of an organization in today's dynamic workplace (Bârgău,2015).

Leadership and management have several connections in relation to their differences. Bennis and Nanus (2007) stated that, the definition of leadership include the leader's ability in social influence and his effort in setting a goal, while management focuses on processes involved in achieving those organizational goals. Leaders take the responsibility of having a vision of what is achievable in an organization and then convey it to workers in order to carve out processes for achieving the set vision. Their efforts also include motivating workers as well as negotiating for the necessary resources in achieving their target. Managers on the other hand make sure the available limited resources are utilized well to get the best results. Some may think that every manger is a leader but this is not the case because some managers do not exhibit leadership skills and likewise some leaders also lead in an organization without managerial position. This has created a continuous theoretical confusion on the differences between leadership and management. Some scholars are of the view that leadership and management do relate but they are not synonymous to each other. Others to some extent even view them as two opposite concepts such that a strong leader cannot function as a good manager and vice versa (Wajdi, 2017). While both concepts may have some similarities in the sense that they both guide other in getting things done, there are some major differences. Managers are concerned with the smooth functioning of an organization while leaders innovate long term vision and ideas.

Leadership has seen a continuous rise in gaining attention as a subject of interest among several leadership theorists in recent times. In view of this attention, many different theoretical approaches in relation to leadership have diffused in leadership literature at the same time (Stogdill, 1974). It is on this background that this study seeks to find the differences between leadership and management as well as their relationship. The findings are expected to add value to the existing management and leadership literature due to under researched nature of the topic.

Leadership

Leadership is an important driving element in setting and achieving vision of an organization. It is defined in simplest terms as "influence" by John Maxwell (Maxwell, 1998). Its definition in a more detailed explanation is "a behaviour; a style; a skill; a process; a responsibility; an experience; a function of management; a position of authority; an influencing relationship; a characteristic; and an ability" (Northouse, 2007). In expanding this

definition, leadership is the ability of an individual to influence others in achieving desired results.

Peter Drucker explained a leader to be a person with followers (Drucker, 1999). A Leader outlines the direction to be followed for his followers, helps them in seeing the future, motivates and inspires in achieving their goals. The influence of leadership is very vital to the extent that without leadership, group of individuals often results into conflicts and arguments because they all have different perspective in providing solutions in organizations (Wajdi, 2017). Even though leadership has been defined from different perspectives, the common definitions focus on two aspects which are; the act of influencing people for desired results, and development of vision. Leaders concentrate on motivating and inspiring their followers (Kotter, 1990).

According to Capowski (1994), Leaders should possess certain important qualities like “visionary, integrity, toughness; decisive; trust, commitment, selflessness, creativity; risk taking, toughness, and communication ability”. Furthermore, research findings have shown that qualities such as “confidence, service mentality, good coaching skills, reliability, expertise, responsibility, good listening skills, being visionary, realistic, good sense of priorities, honesty, willingness to share, strong self-esteem, technical or contextual, and recognition” determine the effectiveness of a leader (Bennis and Nanus, 1997). In other words effective leadership is dependent on these characteristics and attitudes.

Warren Bennis (2009) mentioned that “all leaders have four essential competencies: they are able to engage others by creating shared meaning; they have a vision, and they can persuade others to make that vision their own”. He also added that “all authentic leaders have a distinctive voice-a purpose, self-confidence, and all true leaders have integrity-a strong moral compass”. Furthermore, “leadership is always about character. They have competence-or adaptive capacity”. This, in Warren Bennis view, “is what allows leaders to respond quickly and intelligently to relentless change” in organizations (cited from Dike, 2015).

Management

Management is fairly a new area of study as compared to leadership. As industrial revolution took place in the 19th century, complex organizations also grew and therefore necessitated the need to regulate workers in organizations. This phenomenon resulted in manager at work places to guide and reduce confusions among workers (Kotterman, 2006). The processing of using administrative or supervisory position to direct group of individuals in an organization is management (Katz, 1955). Katz further explained the responsibilities of management to involve focusing on a given task, training workers to develop their potentials, solving misunderstandings and conflicts among workers through work ethics and disciplinary codes (Katz, 1995). According to Kotter (2001), management is an activity which involves planning, organizing, coordinating, budgeting and monitoring people or organization. In another terms, Northouse defined management as using efficient resources to achieve desired goals (Northouse, 2007).

Răducan asserted that managers have their roles and activities stipulated in the functions of management. They organize and coordinate activities, plan, direct, monitor, create the necessary and conducive environment for employee to increase their performance and efficiency, they encourage good communication among workers, the make sure there is a good relationship between employees and customers etc. (Răducan & Răducan, 2014).

From the above definitions, management could be summarized as using resources and the help of others to achieve institutional or organizational goals.

Wajdi outlined certain factors that are important for the establishment of good management. They include the following:

- The selection of management and other team members should be based on capabilities

- managers must command the respect of their subordinates and other staff members
- Managers must have clear objectives of the organization and also as well as possessing the needed skills to achieving the objectives

Research has shown that, technical, human and conceptual are three unique skills that determine the effectiveness of a manager. The technical skill shows ones capabilities in a certain type of work. In other words, it demonstrates the expertise of an individual in a given task. Human skill on the hand refers how an individual relates to others in a workplace. It includes the ability to understand, communicate, tolerate, and assist other workers. Conceptual skill includes the ability to visualize a task and provide the necessary ideas to solving it. That is the ability to provide alternative ideas in an organization (Katz, 1955).

Theodore Roosevelt gave a perfect account on the difference between a leader and a boss, that, "The leader leads and the boss drives." This statement is the more reason why leaders earn the respect and followership of their members willingly. Leadership is not dependent on office and power but rather the ability to inspire behaviours and actions. Management on the other is about organizing and directing people to achieve the goals of an organization. The manager performs basic management functions listed below (Gradinarova, 2021);

- Selection of goals and setting goals.
- Planning people's activities in the organization
- Organizing people for successful implementation of activities
- Control and evaluation of their work.

Relationship between Leadership and Management

In spite of leadership and management being similar in certain ways, there are however significant differences between them. Both leaders and managers may have similar roles of influencing people to complete a task through the establishment of direction, allocation of resources and motivating them as well. Managers, however, are involved with planning and budgeting whereas leader set the direction to achieving a goal. Whiles leaders seek to establish new goals and position organization towards that, managers rather have short term purpose, sustain order, assemble resources, and maintain work. Managers focus on controlling and solving problems while leaders inspire and motivate followers (Kotterman, 2006).

Furthermore, the distinction between management and leadership comes from the source of their goals. Managers' goals arise out of necessities whereas leaders' goals come from attitude. The idea behind this conceptual framework is that leaders focus on inspiring people to be innovative in dealing with issues whiles managers concentrate on running the day to day activities of an organization by directing employees on what do be done. Leaders' innovations could be hindered by lack of order which remains one of the focuses of managers. Whiles managers try to avoid risks; leaders on the other hand take risks and work around them to achieve their goals (Zaleznik, 2004).

Due to the difference in literature concerning the main skills of leadership and management, Kotter presented a conceptual framework to outline the main differences between management and leadership concepts. His concept was based on the background that some researchers thought of management processes and leadership activities are in opposite direction. To lay those arguments to rest, he strongly argued that leadership goal is to encourage change and also promote flexibility in an organization whiles management is focused on maintaining order. He stated that leader is "creative, inspiring, flexible, courageous and independent whereas manager is authoritative, consulting, stabilizing, analytical and deliberate" (Kotter, 1990).

Table 1. *Leadership versus Management Functions*

	Leadership	Management
Vision setting	<ul style="list-style-type: none"> • Sets the direction and develops the vision • Develops strategies to achieve the visions 	<ul style="list-style-type: none"> • Plans and budgets, • Determines the working plans, • assign resources
Human development	<ul style="list-style-type: none"> • Align followers • Communicate the vision and direction • determines team and coalition creation 	<ul style="list-style-type: none"> • Organizing and staffing • Maintain structure • Delegate responsibilities • Delegate authorities
Execution	<ul style="list-style-type: none"> • Motivates and inspires • Energizes workers to overcome impediments • Satisfy human needs 	<ul style="list-style-type: none"> • Controls procedures • Identify and solves problems • Monitors results
Outcomes	<ul style="list-style-type: none"> • Promotes importance and dramatic changes 	<ul style="list-style-type: none"> • Establish order and consistency

Source: (Ali, 2013)

The table above gives us a clear view of how leadership and management relate and their key differences. In spite of the vast differences that exist between leadership and management, people like Gardener (1990) still believed that the role of a leader and manager at a workplace are not distinct as perceived by (Kotter, 1990). Lots of concepts have been developed to illustrate the differences in roles of a leader and a manager, but Bass concluded that, several studies conducted on leadership and management indicated that sometimes managers lead and leaders manage at times (Bass, 1990 cited in Kotterman, 2006).

Kotterman (2006) stated that, there is a general acknowledgement of the theoretical difference in the functions of leadership and management but no general acceptance of what functional differences are in practice. Gordon and Yukl (2004) pointed out the misconceptions on leadership and management being mutually exclusive when in fact is complement of one another. For this reason, Yukl (1989) preferred the usage of the term “managerial leadership” in order not to separate the two. Zaleznik (1998) although acknowledged the functions of leadership and management as complementary, however, asserted that they are definitely different (cited from Kotterman, 2006). When management is focusing on processes, leadership is dealing with change. Management in nutshell is tactical dealing with short term goals and leadership involves strategies on long term goals (Kotterman, 2006). Algahtani in his research concluded that, “While management and leadership share similar roles, it is important to make a distinction between those two functions. The primary mission of both leaders and managers is to control and influence other people”. He stated that, the method in achieving organizational goals is the most significant difference between leadership and management. “Managers exercise their control through formal power, but leaders use their vision, and by inspiration, motivation to align their followers”(Algahtani, 2014).

Methodology

This study is conducted by reviewing existing literature on leadership and management and therefore is descriptive and qualitative in type. Related articles and books have been examined and the results found are expected to add value to the existing literature.

Results and Discussions

As it seen in the study, there is enough evidence on the differences that exist between leadership and management despite the similarities between them. Both leadership and management are very keen in an organizational performance. Management, however involves the act of planning, budgeting, controlling, and organizing (Wajdi, 2017).

In asserting the differences and similarities between leadership and management, it is very imperative to establish their differences in terms of their characteristics. This line of difference is evident in the work of Kotter (2001), who mentioned that, a manager has the mind, intelligence and perseverance in dealing with tasks while a leader possess the soul, devotion and is innovative. Kotter (1990) mentioned that a leader is “creative, inspiring, flexible, courageous, and independent whereas manager is authoritative, consulting, stabilizing, analytical and deliberate”.

Furthermore he argued that leadership goal is to encourage change and flexibility while a manager maintains order and security. Zaleznik (1998) justified the definite distinctions in the functions of leaders and managers even though he accepted their functions to be similar. Finally Kotterman (2006) asserted that, management focuses on short term objectives but leadership looks at long term goals and develop strategies to achieve them.

This study has evaluated literatures dealing with the relationship between leadership and management and has concluded on the following;

Leadership and management roles are very important in the performance of every organization. Good leadership combined with strong management help in the attainment of the optimum performance of an organization. Leaders need to adjust to new challenges in an organization in today’s dynamic and competitive workplace, develop strategies to put the organization at a competitive advantage in the market. Likewise, managers need to maintain order and allocate resources in the best manner to ensure increase in performance of employees and the organization at large. Strong leadership coupled with weak management is a recipe for poor performance in organization and therefore, it is very important for every to develop the capacities of both leadership and management. It is always difficult to have one person serving in the capacity of a good and inspiring leader and a strong and manager at the same time as mentioned by (Kotterman, 2006).

An organization’s effectiveness improves when it understands the fundamental differences between them. Leadership and management have similarities and complement each other in terms of their roles in an organization. However, their differences are apparent. “Leadership is about seeking constructive change and management is about establishing order” (Northouse, 2015). Since managers are sometimes recognized as leaders, it is my recommendation that managers are encouraged to acquire certain leadership skills as was found by (Gradinarova, 2021). In spite of the apparent differences between them, it is also recommended that both leadership and management roles are used relatedly.

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