



THE BALANCE ACT OF LEADERSHIP AND MANAGEMENT: A REVIEW OF SCHOLARLY THOUGHTS

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Abstract

Managers are given leadership opportunities by their organizations, but there is no assurance that they will do it successfully. Managers by themselves are insufficient without leadership abilities. To achieve maximum effectiveness in the modern market, businesses require a powerful combination of leadership and management techniques. Without a doubt, firms need leaders to challenge the status quo and motivate workers in today's changing workplace. They also require managers who can contribute to the creation and upkeep of a productive working environment. The review's objective was to strike a balance between leadership and management techniques as a feasible method of resolving issues and overcoming organizational challenges.

The author examines pertinent scholarly materials on the juggling act of leadership and management, explores and discusses the significance of balancing, and proposes a method for managers and leaders to practice both sets of skills concurrently.

Key words: Leadership, management, balance act, styles, organization, managers, leaders, skills

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1. Introduction

Life seems to exist in dualism: day vs night; sky vs Earth; man vs woman; yesterday vs today; last year vs next year; East vs West; North vs South; and in our case, leadership vs management. Duality is a natural phenomenon, yet contrasting things are complementary to one another; it offers life grandeur, purpose and beauty.

In companies, maintaining a balance between tasks and people is perpetually a fight. Organizations have recognized that work-life balance is an art form due to the increase in worldwide pressure. However, what is required to achieve a balance between business and humanity?

Consider a tightrope walker! While walking, a rope walker constantly adjusts the momentum of two opposing forces and balances them from one end to the other. This is the art of coordination of the body. Is it therefore conceivable for a company to strike a balance between leadership (the human condition) and management (economic strategies)? This is the main purpose of this work. Balance is an act of grounding.

The company I work at, is a multibillion worth and multinational corporation. It is prosperous and overflowing with abundant capital. It provides employees with an abundance of resources and opportunities. Many applicants are hired and trained each week. Despite this, the organization has a significant employee turnover rate. Employee retention is a major challenge. Every month, I observe new recruits and teams that vanish the next month, just as people come and leave.

There might be several causes for it, but from my personal account, management is one of the main causes in the company. In the company, I worked with or under many managers, and I always communicated with managers, employees, and team members from all levels. From my interaction and communication with associates, I learned that managers are either task oriented or presumptuous in their approach. I see task-oriented managers as too often controlling, demanding unreasonable progress, forcing accountability, and creating job insecurity. Ruthless management is painful and causes job dissatisfaction, digression of focus, and eventually attrition of employees.

On the other hand, I also witness that some managers are presumptuous instead of becoming fair professionals. When assigning employees to a specific role, they base their decision on personal

preferences, such as favoritism or nepotism. Presumptuous managers are eccentric, assertive, and overconfident and they always have a hard time accepting comments and appreciating employees.

Yiannis (1998) stated that presumptuous managers often put their personal aspirations above a company's production, quality, and safety, and as a result they harvest an unhealthy working culture, more job dissatisfaction, turnover, and attrition. In such a situation, leadership is the missing ingredient (Tedla and Vilas, 2022).

Typically, an organization consists of cultures, behaviors, beliefs, personalities, values, and processes that govern its establishment and operation. Regarding organizational systems, the significance of effective leadership and management is evident. Without them, a company would be obscure and full of confusion, and no one will be able to choose the best course of action. Leaders will bring fresh ideas, vision, and convey corporate culture, while managers will provide direction and stability, aid in building organizational culture, and motivate people to adhere to the organization's values and standards (Berhane and Abdu, 2022).

There may be a number of reasons why companies of any kind fail to sustain work satisfaction and output, but the two primary causes may be connected to ineffective leadership and bad management practices, as well as their ramifications.

It is irritating to see a high-potential company deteriorate due to poor management and incompetent leadership, as well as to observe the effects of these factors on the organization's overall performance. As with any other external issue, leadership and management are a few of the things that may be managed and enhanced to minimize inefficiency and, therefore, elevate underperforming businesses. It is apparent that incompetent leadership in any firm generates a poisonous working environment that ultimately results in low employee retention or an unpleasant workplace culture. Similarly, poor management results in low employee engagement, which in turn contributes to poor quality, decreased productivity, and employee turnover (Ezeh, 2020).

If a declining productivity, a toxic working environment, and increased staff turnover are not enough reasons for managers or leaders to halt the practice of malfunctions, in the long run, a major

debacle could happen both at an organizational and employee level. The importance of leadership and management takes on a unique position in any organization. Their importance and impact are more like psychological or spiritual aspects.

Evidently, a decent salary might help spur some motivation among employees, but it is not feasible or viable when it comes to long-standing sustainable productivity, quality, and motivation (Lawrie, David, and Helen, 2021).

Healthy productivity, high quality, and job satisfaction are achieved through investing in employees. Nowadays, organizations look for approaches to reform or rebrand their practices in order to bring about more value creation and happy employees, but the question always remains, "How?" It is easier said than done, right?

Approaches to modern leadership and management typically advocate maintaining a healthy equilibrium between the two disciplines. Leaders and managers take turns leading and managing in order to give equal attention and priority to both the organization's structure and its constituents. Some academics believe that if businesses had a more integrated approach to leadership and management, it would be easier for them to chart a course for the future (Ezeh, 2020).

To accomplish this goal, however, businesses need to ask themselves, "Why do companies encounter inadequate leadership or terrible management?" If businesses were to ask themselves this question, it would be the turning point in determining the fundamental problem that is driving their inefficiency.

So, striking the balance between leadership and management is indispensable. Although leadership and management comprise different skills, they are not in contraposition, but rather supply each other (Amanda and Myra, 2006). The panacea to the disease that was brought about by inept leadership or bad management could be addressed efficiently when leadership and management complement each other. That is to say that a manager is not only a manager; he or she should also have some leadership skills, and a leader also should be ambidextrous in both leadership and management.

Both leadership and management skills function better together than separately; if not, an organization could be overmanaged or under-led.

1.1. Claim, purpose, and question

Why is balance so crucial? When our lives are out of balance, nothing appears to work or bring us joy. Thus, equilibrium is the key to a prosperous and long-lasting firm. Balance, in this article, is literally how leaders and managers govern organizations. The author argues that achieving a balance between leadership and management skills is beneficial for any firm. It is scientifically or practically possible to achieve a balance between leadership and management because both functions are enhanced when combined (Caitlin and Paloma, 2020). How can companies create a balance between both sets of skills?

2. Methodology of analysis

Google Scholar, EMBASE, and EBSCO were just a few of the databases used to conduct a thorough literature search. The author's goal was to locate earlier academic works that discussed how leadership and management differ from one another, overlap, and need to be balanced. Although there was no time limit on the search, original and peer-reviewed scholarly articles were taken into consideration. From these, more than 25,000 articles that primarily focused on the subject under study were found, and only 9,432 remained after removing those that tended to veer off topic or duplicate information. Only 176 of these 9,432 articles satisfied the search criteria, hence 28 papers were ultimately included for discussion and logical argument.

3. Review of Literature

3.1. Importance and difference between leadership and management: The debate is timeless

You may be familiar with the dichotomous argument between nature and nurture or the well-known cliché that asserts that leaders are born and not manufactured, while managers are trained. The argument between classical philosophers and behavioral thinkers is one that will never end; It is a timeless debate.

People have diverse points of view, and it's possible they'll never agree on a single topic about the leadership and management argument; it's been going on for a very long time. The concepts of leadership and management appear to be puzzling. There are a great number of definitions, concepts, or hypotheses that are still in need of further research.

Educational scientists might agree on the fundamentals of leadership and management, but never on facts or evidence. In effect, there are

different approaches on how to lead and manage. You might have wondered “How many definitions of leadership and management are there in the books?” In leadership alone, there are over 850 definitions (Bennis, 1997), whereas in management, there are five basic definitions or functions of a manager, which are open to many contradicting interpretations (Victor, Ken and Donatus, 2015). Although there are few basic functions of a manager, managers often remain ambiguous or ambivalent.

The overall supposition is that definitions are numerous and concepts are complex with many nuances. Without realizing this, most people may aspire to be great leaders or managers but are eventually prone to fail. Perhaps this is part of the reason why perfect leaders and managers are extremely rare and highly demanding. Most organizations, if not all, do experience an impasse in their endeavors due to ignorant leaders and managers who do not understand the complexities of leadership and management. Unbeknownst to the underlying issues, organizations continue to hire and fire and until they find the right one.

The importance of leadership and management is huge, almost immeasurable. Leadership, for instance, helps organizations inspire stakeholders, communicate organizational culture, and develop key relationships. Besides, leadership helps empower the workforce with an adaptive leadership style, such as participative or transformational. In contrast, management helps organizations maintain organizational structure through authoritative, transactional, consultative, or democratic leadership styles (Tedla & Vilas, 2022).

Some stakeholders in an organization could have both leadership and management positions, but that does not mean that leadership and management are interchangeable. There are several similarities and differences between leadership and management, and thus understanding leadership and management is essential for a better result.

In the ordinary sense, managers are more likely to emphasize conducting an organization’s day-to-day tasks within time and space bounds. Similarly, leaders employ their vision to look for opportunities and rebrand old ways of doing things in a creative manner. In a nutshell, the functions of a manager tend to arise out of necessities, while the functions of a leader emanate from a personal and organizational need for growth. Organizations, however, need both managers and leaders for the present and future in order to exist and succeed, and therefore understanding the similarities and

differences between leadership and management is the first step for organizations.

Are leadership and management different from each other? While many people think that managers and leaders are the same, they are not. The terms “leadership and management” may often be used interchangeably. Leaders and managers may overlap in what they do, but leadership and management are two different and unique sets of skills, functions, or characteristics (Ali, 2014). Leadership and management may overlap at times or have some similarities, but as skills they are discrete.

Why is it important to differentiate between leadership and management? Basically, if we cannot define, delineate, or contrast leadership and management, we cannot measure, test, assess, and balance both sets of skills. Leadership and management are important skills in the workplace, yet the ongoing debate as to whether there is a clear distinction between them remains unresolved.

The history of leadership dates back to the times of Aristotle, while the study of management came around with the advent of the industrial age in the early 20th century (Northouse, 2013). The conventional definition is that leadership is path-finding, whereas management is path-following (Khalil and Normal, 2013). Leaders create and construct novel things, develop talents, challenge the old establishment, change directions, align teams, inspire people, do the right thing, and apply a transformative approach, while managers hold positions, seek compliance, maintain the status quo, control, and plan (White, 2015). Conceptually, the definitions may seem distinct, but establishing a discrete line between leadership and management has proven to be problematic. The distinction between leadership and management is abstruse, as there is no commonly agreed-upon definition, particularly for leadership (Ali, 2014).

Conceptualizing and defining leadership and management in a pellucid manner has always been hard as the two terms have been used interchangeably and differentiated over time (Tedla & Vilas, 2022). There are relentless assumptions or controversies about the essence of leadership and management. Despite numerous controversies, leadership and management are unique skills, and at times they overlap. Leaders and managers make an essential contribution, but each contribution is unique. Leaders support change and introduce new approaches, whereas managers support stability. In addition, leaders are concerned with understanding people’s beliefs, whereas managers focus on exercising authority and accomplishing things (Zaleznik, 1977).

Similarly, Kotter (1990) stated that leadership is about coping with change, whereas management is coping with complexity.

Leadership is a philosophy that manifests itself in life, whereas management is a short process of action (Khalil and Normal, 2013). Management ensures efficiency in climbing the ladder, whereas leadership determines whether the ladder is leaning against a strong wall. Managers make the plane

take off on time, but leaders decide the destination. These definitions bring us to the conclusion that leaders do the right thing, but managers do things right (Bennis, 2007).

To eliminate ambiguity in concepts or definitions between leadership and management, Hickman (1990) developed a contrasting term between leadership and management, as shown in the table below.

Leadership-oriented		Management-oriented
Culture	←→	Strategy
Opportunity	←→	Danger
Vision	←→	Version
Correlate	←→	Isolate
Problems	←→	Solutions
Customers	←→	Market
Partners	←→	Rivals
Sweeping	←→	Increment
Develops	←→	Maintenance
Innovation	←→	Administration
People	←→	System and structure
Challenges the status quo	←→	Accepts the status quo

As a process, leadership is about developing a vision and aligning people with the vision through communication and motivation. In contrast, management as a process involves planning and budgeting, coordinating, staffing, and controlling, and problem solving (Victor, Ken and Donatus, 2015). As a process, leadership creates uncertainties and change, whereas management maintains certainties and reduces complexity.

When leadership and management are defined practically, the conceptual ambiguities attenuate somehow. Management takes on simplicity or meaning when managers, for example, make employees capable of joint performance through management functions in achieving commonly agreed goals with the right structure and training development (Victor, Ken, and Donatus, 2015). On the other hand, when leaders generate trust, provide direction, and motivate, they encourage

employees to understand the organizational process and its meanings (Akbar, 2013).

3.2. Implication of leadership and management as operating skills

There are several implications that can be drawn from leadership and management perspectives. Good managers are not necessarily good leaders or vice versa, and thus combining both sets of skills is important. Good management skills, for instance, can transform a leader's vision into action, whereas a good leadership skill can help a manager have foresight. Effective implementation of both skills is a driving factor behind a successful organization (Lunenburg, 2011). To bring the best out of leadership and management to a workplace, leaders and managers may first need to discover the extremes of both skills. The table below provides a broad view of differences between leadership and management.

Comparison between leadership and management		
Category	Leadership	Management
Thinking process	Focused on people Looks outward	Focuses on things Looks inward
Goal setting	Articulate the vision Creates the future Sees the forest	Executes the plan Improves the present Sees the trees
Employee relations	Empowers colleagues, trusts and develops	Controls, directs, subordinates and coordinates
Operation	Does the right thing Creates change Serves subordinates	Does things right Manages changes Serves superordinate
Governance	Uses influence Uses conflicts Acts decisively	Uses authority Avoids conflicts Acts accountably

Source. Lunenburg (2011), Bachanan and Huczynski (2004)

3.3. Leadership and management overlap

Leadership and management roles might be distinctive, but the two constructs tend to overlap and complement somehow (White, 2015). In addition to essential skills, leaders and managers both help to unlock the full potential of employees, improve their organization, communicate policies and changes, act as models, involve themselves in day-to-day organizational activities, and set strategies and future needs (Tedla, 2022).

When leaders are planning or organizing, they are oriented toward management functions; on the other hand, when managers involve themselves in influencing teams for job accomplishment, they are oriented toward leadership functions (Akbar, 2013).

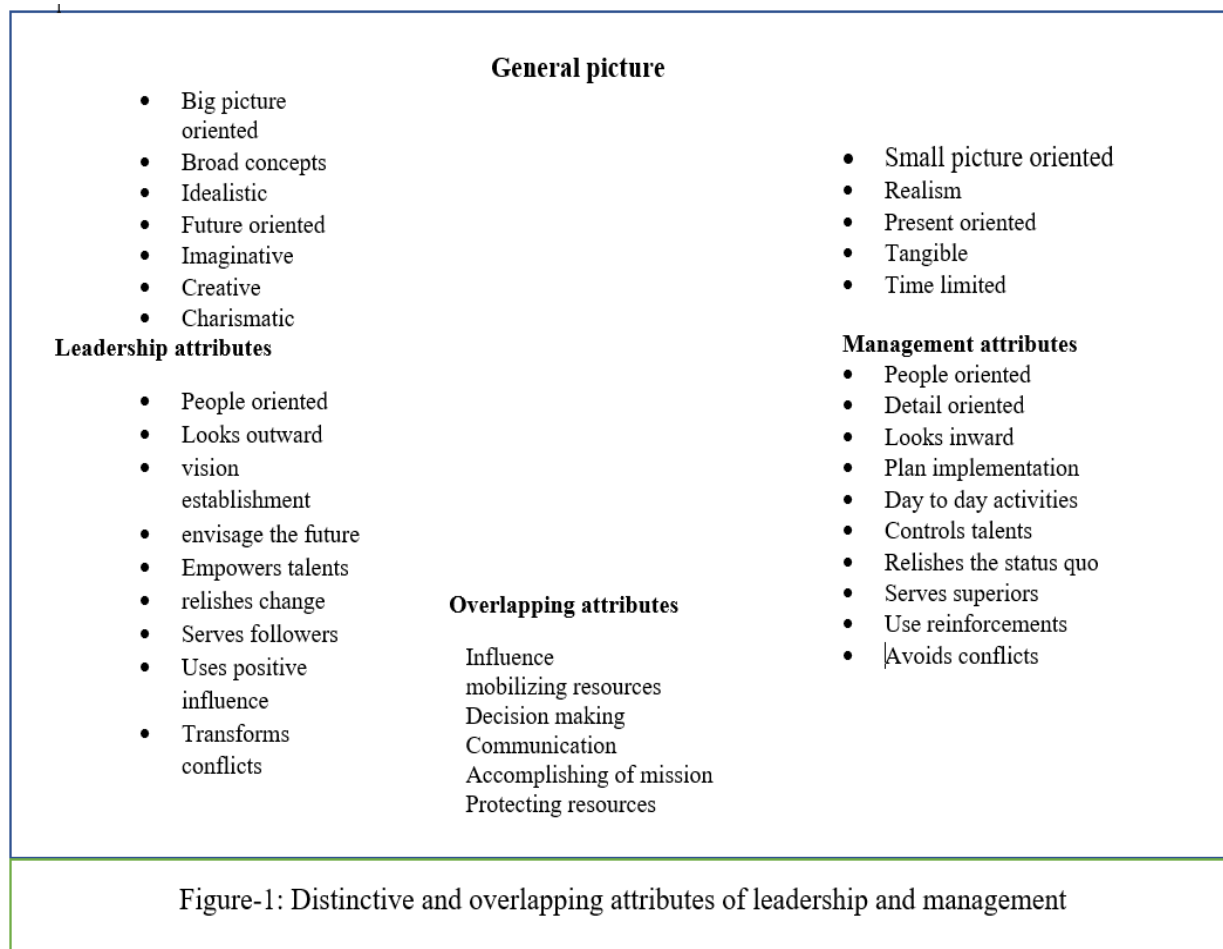
Leadership and management are phenomena that overlap in many ways when leaders and managers push the boundaries of their roles. Both involve common practices such as influencing, teamwork, and goal achievement. Several researchers claim that leadership and management are two faces of the same coin (Neelam et al., 2017). Managers assist leaders to materialize concepts and ideas into tangible outcomes, and leaders in return help managers see more opportunities. They both work

for the same purpose and system. Management works in the system, whereas leadership works on the system (Covey, 2004). This is not a comparison, but rather an overlapping process for the same cause.

Northouse (2013) states that leadership and management are analogous in many ways. They both engage, influence, and build up functional teams. A manager and a leader are one and the same (Mintzberg, 1990). Genuine leaders and managers, in addition to technical skills, also possess common soft skills, such as humility, trust, transparency, consistency, and emotional intelligence.

Even when their skills overlap, they remain distinct and complement one another. For instance, managerial functions can potentially offer leadership opportunities, while leadership roles can contribute to management operations. Nonetheless, not all managers can lead or all leaders can manage (Bass, 1990).

There are numerous distinguishing and overlapping characteristics. The following figure briefly portrays leadership and management.



Source: White, 2015

3.4. Balanced leadership and balanced management separately

The balance act of leadership and management came into existence with the challenge of addressing the issues of task vs people, efficiency vs effectiveness, bureaucracy vs adhocracy, rigidity vs flexibility, low bandwidth on goals vs multipurpose, the machine system vs the living organism, territorial orientation vs entrepreneurial orientation, and global forces vs local factors (Nafiisa and Shamim, 2018).

Before we seek balance between leadership and management, it is worthwhile to conceptualize what balanced leadership and balanced management are. Balanced leadership employs a management style that supports self-management, a constructive working environment, and development of individuals' potential (Simranjeet, Bagga and Syed, 2022). In addition, balanced leadership distributes leadership across team members and produces leadership through interaction. Balanced management, on the other hand, is a management process that offers an organization superior efficiency, effectiveness, and engagement (Lawrie, David and Helen, 2021).

Who is a balanced manager or leader then?

The balancing act of professionalism and realism is a melting pot of business and human condition, and it is the principal work of genuine managers and leaders. A balanced manager is someone who builds cross-functional expertise and seeks to always balance the capabilities and skills of management for a higher purpose (Akbar, 2013).

A balanced manager takes on a new role and practices the managerial-leadership continuum. This new role helps the manager to balance between sensitivity and authority, between task and people, between internal and external, between the whole and its parts, between the art and science of management, and between innovation and tradition (Nafiisa and Shamim, 2018). Similarly, Lopez (2014) discovered that managers who possess skills, such as management, communication, technical, analytical, conceptual, and leadership, are balanced.

A balanced leader, on the other hand, is someone who enables and allows horizontal leadership and two-way communication to happen (Neelam et al., 2017). When a leader employs horizontal leadership, it improves the social process and builds trust among teams or several members of a project team. A balance between vertical and horizontal leadership could increase empowerment, sense of ownership, and responsibility.

Both the balanced leader and the balance manager practice an inclusive workplace, and supportive behavior (fairness, equality, and equity). Tailored workplaces, comprehensive and quality training, and an amiable working culture can balance organizational management and leadership (Nafiisa and Shamim, 2018). A balanced manager knows how to balance directive and supportive behavior, while a balanced leader knows how to balance inspiration and reality.

3.5. Balance between leadership and management

In the 21st century, more than ever, the world needs a new generation of leaders and managers. They can assist the globe in surviving and overcoming the complex, tumultuous, and ambiguous global problems that eventually threaten to strangle and turn humanity against itself (Bennis, 2007).

Traditionally, leaders are more celebrated and seen as charismatic than managers. There is no doubt that leaders are admired, while managers are often criticized and get unpopular direct reports. However, the combination of both skills is most needed nowadays in the market economy. The economy and technology are ever changing, and thus leadership and management skills are equally necessary in an increasingly complex and precarious world market (Ali, 2014). Since both are equally needed, is it possible for a person to be both a leader and a manager?

Even though leadership and management have discrete skills, both sets of skills are indispensable for an organization to perform well. Both skills are germane when they are applied proportionally. There is a significant danger when either leadership or management dominates at the expense of the other. And thus, striking the right balance between leadership and management is important.

There is substantial evidence that most organizations are over-managed and under-led. For instance, Amanda and Myra (2006) stated that too much management and not enough leadership makes organizations rigid or repressive and, in effect, unable to innovate, compete, advance, and meet the challenges of the world market. Such an organizational situation or culture embraces monstrous dictators and inhibits the emergence of leaders. Organizations that are over-led and under-managed, on the other hand, expose themselves to their own set of problems. This is true because over-led organizations tend to place too much focus on the leader instead of the overall organizational mission, culture, or philosophy (Kotter, 1990). Leaders brainwash followers and make them obsequious. Cult-like organizations are

a typical example of this kind of serfdom. It seems that more emphasis on leadership or leaders brings more damage to an organization.

Studies suggest that both leadership and management are crucial for organizations to survive and maintain success (Caitlin and Paloma, 2020). An ideal organization embraces strong leadership and management, and employs both skills to balance itself. Kotter (2001) suggests that it takes both sets of skills to run a successful organization. Assigning leadership and management roles to individuals is not advantageous because leaders and managers need a combination of both qualities (Lopez, 2014). Unfortunately, it appears that a limited number of individuals are proficient at both skills. Research demonstrates that businesses have too few personnel who are both effective at leadership and management (Neelam, Glenn, Amie, Oscar, Christine, Misty and Jenelle, 2017).

How to address the issue of balance?

One approach to addressing the problem is to promote leadership and management at all levels of an organization as per their requirements. Managers should learn leadership skills, and leaders should learn management skills too (Simranjeet, Bagga, and Syed, 2022). To achieve this goal, organizations must implement approaches that will assist managers in transforming and learning the fundamentals of leadership. Lawrie, David, and Helen (2021) argue that managers must be leaders so as not to prevent opportunities from growing.

Leaders and managers may encounter difficulty when they decide to either lead, manage, or use the combination of both skills. The balancing act of

both skills comes with an ambiguous situation, as the roles of each are not clearly understood and the optimal balance between the two has yet to be established. Studies should be conducted to determine the right equilibrium and how to apply it, or instead of devising an approach on how to balance, we should encourage all managers to be leaders and leaders to be managers. In other words, leadership and management should be defined synonymously; people may not agree on this, but this is the right approach to balancing both skills within an organization. Hickman (1990), in contrast, believes that instead of forcing one skill to become the other, we should emphasize the unique strengths of each and thereby minimize their respective weaknesses. Most importantly, leaders and managers could balance both sets of skills through communication skills, effective goal-setting, attention to details, interpersonal skills, and effective problem-solving skills (White, 2015). It all depends on a manager and a leader; if both are unwilling to change, then it is a safe bet that nothing will work better in an organization. On top of that, leaders and managers may need to realize that a good leader is not necessarily a good manager, or vice versa. A good leader, for example, may not be someone who is technically proficient in management or vice versa. Therefore, a leader and manager should look at one another to complement both sets of skills.

There is no single model that would help to determine the right amount of mix between balanced leadership and management; it is situational and depends on a number of internal and external factors. Based on the literature, however, the author presented a model of mixing in figure-2



Figure-2: Model of balance deduced from the review

4. Further discussion and conclusion

Scholars have extensively studied both management and leadership, but juggling the two is a difficult endeavor. The most precious assets are leadership and management, which are more valuable than technology, money, operations, or anything else. They have a crucial role in providing purpose and carrying out a task. For instance, although management assists in implementing strategies through management activities, leadership helps formulate corporate strategies, generate resources, and expand upon them (planning, organization, motivating, and controlling). Effective leadership and management teams are a result of successful organizational performance. On the other side, in order for all teams throughout the business to effectively communicate, synergize, and collaborate, leadership and management must be strategically aligned and proportionately balanced. Can management and leadership coexist in harmony?

It's easier said than done to strike the correct balance between management and leadership. Being a leader connotes eminence or strength. Until we comprehend the genuine meaning of leadership, we all aspire to be leaders. Over time, individuals have come to understand that leadership is a selfless service rather than a position or authority (Tedla and Vilas, 2022). People still cannot completely protect themselves against power maniacs, despite the notion that leadership is all about service. On the other side, becoming a manager sounds routine, like directing or pressuring workers on an assembly line with low emotional intelligence to produce more.

To operate a business, both management and leadership are required. One without the other causes them to fail or become ineffective. Just think of managing without leadership or leadership without management! A manager concentrates on organizing, planning, and overseeing to carry out the high-level objectives as opposed to a leader who focuses on high-level goals. To strike a balance for a successful business, it is essential to learn how to balance both leadership and management skills.

When it comes to an organization's optimal operation, the benefit of balancing leadership and management talents cannot be overlooked. There is a thin line that separates management from leadership, but the two are intimately linked. One may need to be able to distinguish between the two in order to be a competent manager and leader. For instance, when starting a business, one takes on

both management and leadership responsibilities. In this situation, management and leadership may converge or even be used interchangeably. It's crucial for managers to develop their leadership abilities in order to motivate and oversee employees successfully.

Connecting leadership and management skills may require managers to take risks and leaders to involve others in the process (Lopez, 2014). Longer-term organizational success can only be achieved when a person with legitimate authority strives to be both a manager and a leader and synergize both skills. Merely possessing a management position or skill is no longer sufficient for genuine organizational success without understanding the importance of leadership and management integration (Caitlin and Paloma, 2020). For instance, as a manager, one must make sure that the job is done, and as a leader, he or she must care about the people who do the job. Therefore, to integrate and synergize both sets of skills, it demands a delicate balance between management and leadership functions and processes (Simranjeet, Bagga and Syed, 2022).

To manage and lead an organization or workers in the modern era, modern leaders and managers need to balance management with leadership and keep coaching and informing for the same cause.

In a modern business, management and leadership are mutually exclusive concepts. They are interdependent; one results in the other. The common proverb, "If there is management, there is leadership, or vice versa." Both coexist and strengthen one another. Both skill sets are necessary for an organization to survive, achieve its goals, expand, and perform well (Victor, Ken, and Donatus, 2015). As a result, effective management and leadership have a hugely favorable effect on organizational output, quality, and future development. However, companies focus too much on management due to a fear that things may spiral out of control or productivity may decline.

Nafiisa and Shamim (2018) claim that nowadays organizations emphasize too much on doing things right without realizing if they are, in fact, doing the right thing. In other words, managers are obsessed with the organizational structure, processes, and accountability and completely forget that in order to be an effective manager, they must include leadership in the overall organizational functions. As the saying goes, "An effective manager is also a good leader." Management, which is devoid of

leadership most often centralized at the top, is made in the dark and treats people as machines to fulfill demands and obey rules (Neelam et al., 2017). Managers set their resources (material & human) on financial gain and revenue without considering the leadership aspect, and as a result, stagnation becomes commonplace (Bennis, 2007). On the other hand, an organization can become too led and undermanaged if it places an excessive amount of emphasis on developing and leading people without adequately managing the nonhuman components, such as technical, structural, and process ones. Organizational chaos is a result of the over-led and under-managed style of management (Bennis, 2007).

5. Conclusion:

In conclusion, over-leading, under-led and over-managing or undermanaged are counterproductive; they are signs of poor organizational practices. A balanced approach to leadership and management is crucial for a successful business because the review has demonstrated how they are intertwined, dependent upon one another, and complementary as well. Balancing the two ideas becomes essential because management without leadership leads to stagnation and leadership without management results in destructive anarchy. Successful leadership and management compete with one another for the same organizational goal.

The balanced approach sees management and leadership as complementary abilities essential to an organization's success. Last but not least, the balance method proposes that managing a successful organization requires completing responsibilities that combine controlling resources and leading people without endangering one. This presents managers and leaders with an additional challenge to thoroughly research the disciplines, recognize the subtle differences between the two aisles, and seek for or create a balancing model.

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