

A STUDY ON THE LEADERSHIP STYLES AMONG EMPLOYEES OF CHOSEN SECTORS IN CHENNAI

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Abstract: *The success of any organisation largely depends on the effective and dynamic leadership of its managers. The traits which help differentiate good leaders from bad-leaders include they being self-drive, highly motivated, exhibiting high levels of honesty and integrity along with being highly self-confident. They also are ones with high knowledge level of the business that they steer. The leadership styles adopted by leaders could be people oriented or task oriented. This study has proved a strong preference for people oriented managers which naturally would make managers adopt a humanistic attitude towards their reportees.*

Key Words: *Leadership styles, employees, people oriented, task oriented.*

1. INTRODUCTION:

A success of an organization largely depends on effective and dynamic leadership. In the word of Cook, Hunsaker and Coffey a leader is one who has the capacity to creates a vision and goals which could help in energizing others in the organisation such that they voluntarily come forward to accept that vision and work towards the attainment of the same. The traits which help differentiate good leaders from bad-leaders include they being self-drive, highly motivated, exhibiting high levels of honesty and integrity along with being highly self-confident. They also are ones with high knowledge levels of the business that they steer. The leadership styles adopted by leaders could be people oriented or task oriented. This study has proved a strong preference of people oriented managers which naturally would make managers adopt a humanistic attitude towards their reportees.

2. LITERATURE REVIEW:

In the study conducted by Alpana Priyabhashini, Venkat R. Krishnan (2005) it has been shown that there is a strong correlation between factors such as leaders who are capable of transforming the thinking of others, expectation from followers and then the readiness of the followers in accepting the leadership..

In another study conducted by David.M.Harold, Donald.B.Fedor (2008),it has been shown that transformational leadership could help change the commitment shown by an employee.. the study has led to the realization that the true effects of transformational leadership on the expected outcomes of planned changes are not well researched.

In yet another study Omar Bin Sayeed, Meera Shankar (2009) have attempted to examine the multivariate relationships that exist between emotional intelligence and transformational leadership. The study has revealed a significant relationships thereby confirming emotional intelligence to be a part of managerial temperament.

3. STATEMENT OF THE PROBLEM:

Leadership styles influence the success of an organisation. In order to influence members, leaders need to exhibit strong leadership qualities. This study focuses on identifying the various leadership style adopted by employees in the chosen sectors in Chennai. Apart from the above, this research aims to explore the expected leadership styles from their superiors.

4. OBJECTIVES OF THE STUDY:

The broad objective is to study the various leadership styles of executives as well as Preferred leadership styles of the Executives.

5. METHODOLOGY:

Research Design

The research design used for the current study is descriptive in nature. .

Tool of Data collection

Based on the objectives of the study a well-structured Questionnaire was prepared and utilised.

Sample Size :

The sample size was limited to 60 respondents chosen from three sectors namely Automobile, Pharmaceutical and Cement.

Sampling Technique

The method of sampling was proportionate random sampling.

6. ANALYSIS:

Table 1 : Leadership Style Adopted by Respondents

| Type of Leadership Style | Number of Respondents | Percentage |
|--------------------------|-----------------------|------------|
| People oriented | 33 | 55 |
| Task oriented | 27 | 45 |
| Total | 60 | 100 |

55% of the respondents are people oriented leaders while the remaining 45% are task oriented leaders.

Hypothesis I

Null Hypothesis : There is no association between department and type of leadership adopted by respondents

Table 2 : Chi-square Test for association between Department Vs Leadership Styles

| Type of Sector | Leadership Style | | Total | Chi-Square Value | P Value |
|----------------|------------------|---------------|-------------|------------------|---------|
| | People Oriented | Task Oriented | | | |
| Automobile | 15 (56) | 12 (44) | 27 (100) | 0.433 | <.000** |
| Pharmaceutical | 10 (50) | 10 (50) | 20 (100) | | |
| Cement | 8 (61) | 5 (39) | 13 (100) | | |
| Total | 33 (55) | 27 (45) | 60 (100) | | |

56% of respondents in the Automobile sector are People oriented leaders, whereas the remaining 44% are Task oriented leaders. Similarly, 62% of the respondents from Cement sector are People oriented leaders and the remaining 38% are Task oriented leaders. In Pharmaceutical sector, there is an equal of both the leadership styles.

Since P value is less than 0.01, the null hypothesis is rejected. Hence there is no significant relationship between type of sector and leadership style adopted by the respondents.

Hypothesis II

Null Hypothesis : There is no association between department and type of leadership adopted by respondents

Table 3 : Chi-square Test for association between Department Vs Leadership Style

| Designations | Leadership Style | | Total | Chi-Square Value | P Value |
|--------------|------------------|---------------|-------------|------------------|---------|
| | People Oriented | Task Oriented | | | |
| Manager | 9 (41) | 13 (59) | 22 (100) | 2.787 | <.000** |
| Executive | 24 (63) | 14 (37) | 38 (100) | | |
| Total | 33 (55) | 27 (45) | 60 (100) | | |

63% of the Executives follow People oriented style and the 37% are Task oriented leaders. However in case of Managers 59% of the respondents are Task oriented leaders and the remaining 41% are People oriented leaders. Thus the inference drawn is that Executives are more People oriented leaders.

Since P value is less than 0.01, the null hypothesis is rejected. Hence there is no significant relationship between designation and type of leadership style adopted by the respondents.

Hypothesis III

Null Hypothesis : There is no association between age of respondent leadership style adopted by respondents

Table 4 : Chi-square Test for association between Age Vs Leadership Style adopted by respondents

| Age | Leadership Style | | Total | Chi-Square Value | P Value |
|-----|------------------|---------------|-------|------------------|---------|
| | People Oriented | Task Oriented | | | |

| | | | | | |
|--------------------|------------|------------|-------------|-------|---------|
| Below 35 years | 25 (64) | 14 (36) | 39 (100) | 3.730 | <.000** |
| More than 35 years | 8 (38) | 13 (62) | 21 (100) | | |
| Total | 33 (55) | 27 (45) | 60 (100) | | |

64%) of the young respondents who are below 35 years are people oriented leaders, the remaining one-third (36%) are task oriented leaders. On the other hand, 62% of the respondents above 35 years of age are seen to be Task oriented leaders and the remaining 38% of the them are People oriented leaders. Thus it can be inferred that young employees are People oriented leaders.

Since P value is less than 0.01, the null hypothesis is rejected. Hence there is no significant relationship between age and type of leadership style adopted by the respondents.

Table 5 : Preferred Leadership Style of Respondents

| Preferred Type of Leadership | No. of Respondents | Percent |
|------------------------------|--------------------|---------|
| People Oriented | 44 | 73 |
| Task Oriented | 16 | 27 |
| Total | 60 | 100 |

The inference drawn is that, 73% of the respondents prefers People oriented leaders.

Hypothesis IV

Null Hypothesis : There is no association between type of sector and preference for leadership style

Table 6 : Chi-square Test for association between Type of Sector Vs Preferred Leadership Style

| Type of Sector | Leadership Style | | Total | Chi-Square Value | P Value |
|----------------|------------------|---------------|-------------|------------------|---------|
| | People Oriented | Task Oriented | | | |
| Automobile | 22 (82) | 5 (18) | 27 (100) | 1.955 | <.000** |
| Pharmaceutical | 14 (70) | 6 (30) | 20 (100) | | |
| Cement | 8 (62) | 5 (38) | 13 (100) | | |
| Total | 44 (73) | 16 (27) | 60 (100) | | |

82% of the respondents from Automobile sector strongly prefer People oriented leaders and only 18% have a preference for Task oriented leaders. 70% of the respondents from Pharmaceutical sector prefer People oriented leaders and 30% prefer Task oriented leaders. 62% of the respondents from Cement sector have a preference for People oriented leaders and 38% of the respondents prefer having a Task oriented leader. Hence a higher preference is shown for People oriented leaders by respondents from all the three sectors.

Since P value is less than 0.01, the null hypothesis is rejected. Hence there is no significant relationship between type of sector and preference for type of leadership.

Hypothesis V

Null Hypothesis : There is no association between type of sector and preference for leadership style

Table 7 : Chi-square Test for association between Designation Vs Preferred Leadership Style

| Designations | Leadership Style | | Total | Chi-Square Value | P Value |
|--------------|------------------|---------------|-------------|------------------|---------|
| | People Oriented | Task Oriented | | | |
| Manager | 19 (86) | 3 (14) | 22 (100) | 3.061 | <.000** |
| Executive | 25 (66) | 13 (34) | 38 (100) | | |
| Total | 44 (73) | 16 (27) | 60 (100) | | |

86% of Managers strongly prefer People oriented leader and only 14%) prefer Task oriented leaders. In case of Executives 66% prefer People oriented leader and 34% of them prefer Task oriented leaders. Thus inference drawn is that Managers strongly prefer People oriented leader.

Since P value is less than 0.01, the null hypothesis is rejected. Hence there is no significant relationship between designation and preference for type of leadership.

Hypothesis VI

Null Hypothesis : There is no association between age and preference for leadership style.

Table 8 : Chi-square Test for association between Age Vs Preferred Leadership Style

| Age | Leadership Style | | Total | Chi-Square Value | P Value |
|--------------------|------------------|---------------|-------------|------------------|---------|
| | People Oriented | Task Oriented | | | |
| Below 35 years | 25 (64) | 14 (36) | 39 (100) | 7.322 | <.000** |
| More than 35 years | 19 (91) | 2 (9) | 21 (100) | | |
| Total | 44 (73) | 16 (27) | 60 (100) | | |

91% all the respondents who are above 35 years prefer People oriented leaders and only 9% prefer task oriented leaders. Similarly 64% of the respondents who are below 35 years prefer people oriented leader and only 36% prefer Task-oriented leaders. Thus it can be inferred there is a higher preference for People oriented leaders.

Since P value is less than 0.01, the null hypothesis is rejected. Hence there is no significant relationship between age and preference for type of leadership.

Table 9 : Comparison between Existing Leadership Style Vs. Preferred Leadership Style

| Personal Details | | Existing Leadership Style | | Preferred Style | |
|------------------|-----------------------|---------------------------|---------------|-----------------|---------------|
| | | People Oriented | Task Oriented | People Oriented | Task Oriented |
| Sector | Automobile sector | 15 (56) | 12 (44) | 22 (82) | 5 (18) |
| | Pharmaceutical sector | 10 (50) | 10 (50) | 14 (70) | 6 (30) |
| | Cement sector | 8 (62) | 5 (38) | 8 (62) | 5 (38) |
| Designation | Manager | 9 (41) | 13 (59) | 19 (86) | 3 (14) |
| | Executive | 24 (63) | 14 (37) | 25 (66) | 13 (34) |
| Age | Below 35 years | 25 (64) | 14 (36) | 25 (64) | 14 (36) |
| | Above 35 years | 8 (38) | 13 (62) | 19 (91) | 2 (9) |

This table analyses the consistency maintained in the leadership styles. Consistency here refers to the balance maintained in the type of leadership style one follows and one preferred.

Sector

In Automobile sector and in the Pharmaceutical sector, there is remarkably low level of consistency, where in only the half of the respondents are People oriented leaders whereas a majority prefer People oriented leader. The results from Cement sector show a high level of consistency between what exists and what is preferred.

Designation

In case of Executive there is a high level of consistency, whereas in case of managers there seems to be big gap between what exists and what is preferred.

Age

Young respondents below the age of 35 years exhibit the highest level of consistency, while the respondents of above 35 years display the least order of consistency.

7. FINDINGS:

- There are more People oriented leaders among the young respondents, while task oriented leaders are more among the respondents of above 30 yrs.
- It is very interesting to note that a vast majority of the respondents strongly prefer to work under People oriented leader.

- High preference for People oriented leader prevails in Automobile sector as compared to other sectors . Moreover, Executives prefer people oriented leader as compared to Managers.
- Almost all the respondents above 35 years prefer People oriented leader
- High level of consistency is maintained by the respondents having low income level.
- In Automobile sector, there is remarkably low level of consistency, wherein only the half of the respondents are people oriented leaders ,but a vast majority prefer people oriented leader .The results from Cement sector are much to one's surprise, that there is a high level of consistency is being maintained.
- Considering the designations of respondents, Executives show a high level of consistency, while the executives show a wide gap in practice and preferences for leadership styles.
- Young respondents below the age of 30 years exhibits the highest level of consistency, while the respondents of above 30 years display the least order of consistency.

8. CONCLUSION:

Thus it can be concluded that this study shows differences existing between the leadership style one practices and one expect to work under., by which, one can derive that the level of consistency maintained is low.

9.RECOMMENDATIONS:

- The real causes of gap prevailing in the consistency factor can be analyzed.
- The data on the preferred leadership styles could be useful to assess the satisfaction level in the leadership patterns followed in the organization.
- Even though majority of the respondents are people oriented, There can be solutions worked out, to make it hundred percent.

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