

A STUDY ON LEADERSHIP STYLES AND ORGANIZATIONAL EFFECTIVENESS

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ABSTRACT

Abstract In this global competitive environment, effective leadership style is necessary to reduce the attrition rate. From the effective leadership styles only it is possible to achieve organizational goal productively. Leadership styles affect on the employee performance and productivity. This paper summarizes and analyzes the available literature of leadership styles and effect on different components of Quality of work life.

The purpose of this study is to identify the impact of leadership style on employee performance. A sample size of 100 was used from one private organization in Capital IQ.

With organizations serving as mini worlds formed by different individuals coming and staying together and performing collectively, conflict becomes most evident. Leadership style plays an important role how these conflicts are handled especially in a team situation. Leadership style also determines the effectiveness of a team. The present study was conducted to map these interrelationships between leadership style of team leader, conflict resolution styles of team members and team effectiveness. The results reveal that Competing and Collaborating style of conflict resolution amongst the team members are significantly negatively affected due to Autocratic and Democratic Leadership Styles respectively. Avoiding conflict resolution style of team members is significantly influenced by Autocratic Leadership Styles while there is no significant effect of any Leadership styles on Compromising as well as Accommodating conflict resolution styles. Further it was observed that only Role Clarity and Shared Responsibility factors of Team Effectiveness is influenced by the Leadership styles while the remaining factors such as Participative leadership, Aligned Roles, Focus on task, Innovation, Problem Solving, Effective Communication, Responsiveness are independent of any Leadership styles present in the teams.

I. INTRODUCTION

LEADER SHIP STYLES

Teamwork is essential for competing in today's global arena, where individual perfection is not as desirable as a high level of collective performance. In knowledge based enterprises, teams are the norm rather than the exception. Team leadership plays a critical role in fostering commitment, accountability, and team success. The Team leader must ensure that the right mix and level of skills are resident on the team. They are also responsible for effectively managing relationships outside the team, overcoming obstacles to success, and creating leadership opportunities for others.

Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience.

LEADERSHIP

Leadership is an abstract quality in a human being to induce others to do whatever they are directed to do with zeal and confidence. It is a quality or ability of an individual to persuade others to seek defined objectives enthusiastically. The leader is a force of the organization that designs, executes, coordinates, and controls all the functions of an organization, i.e. planning, executing, organizing, directing, and controlling.

Leadership inspires; creates confidence; helps the team mates to give their maximum for the attainment of objectives. In a business organization, managers at all levels, by whatever name called, are leaders because they all have subordinates whose efforts are canalized in a definite direction. A leader gives a company the life which creates the products and innovations that it sells. Effective leaders develop a team of effective employees, subordinates or followers, and they together develop a more effective organization.

To inspire your workers into higher levels of teamwork, there are certain things you must be, know, and, do. These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills; they are NOT resting on their laurels.

Before we get started, let's define leadership. Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills.

Although your position as a manager, supervisor, lead, etc. gives you the authority to accomplish certain tasks and objectives in the organization, this power does not make you a leader...it simply makes you the boss. Leadership differs in that it makes the followers want to achieve high goals, rather than simply bossing people around.

LEADERSHIP DEFINITIONS

- Leadership is Inter-Personal influence exercised in a situation and directed through communication process, towards the attainment of a specialized goal and goals.---- Robert Tannebaum
- Leadership is that combination of qualities by the possession of which one able to get something done by others, chiefly because, through his influence, they become willing to do so.---- Ordway Tead
- Leadership is the ability to secure desirable actions from a group of followers voluntarily without the use of coercion.---- Alford and Beatty
- Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals

All teams must shape their own common purpose, goals and approach. While a leader must be a working member of the team who contributes, she also stands apart from the team by virtue of her position as leader. A team expects their leader to use that perspective and distance to help them clarify and commit to their mission, goals, and approach. Do not be afraid to get your hands dirty (lead by example), but always remember what you are paid to do (get the job done and grow your employees). The term "styles" has become more prominent in popular culture over the last decades, but its origins lie in psychological research on learning and personality.

The original concept of style is that we all have preferences for the WAY we do things -- think, relate to others, interact, learn. Kurt Lewin, in the 1930's identified three major styles -- autocratic, democratic, and laissez faire, while Rensis Likert defined Exploitive

It's essential that we keep in mind that any styles approach is just an arbitrary way to cut up our realities and experience and CATEGORIZE and LABEL people. While they may be useful in increasing self-awareness of leadership approaches, care should be taken to realize that they are labels, and not real things. When leadership styles are used to improve understanding and communication about leadership they have value. When used to label people they often can be destructive.

NEED OF THE STUDY

Leadership style concepts may be valuable in identifying strengths and weaknesses of current and future leaders, and leadership style inventories and assessments are available. They can also be used to identify what kind of leader is needed for a particular organization at a particular time and assist in choosing someone who has the desired leadership approach. Finally, they can be useful in increasing a

leader's self-awareness of his or her own leadership preferences and approaches for the purpose of self development.

SCOPE OF THE STUDY

Scope of the current study is limited to CD Equisearch, Hyderabad. The purpose of the study is to understand the Leadership Styles and Corporate Culture Preferences of the employees in CD Equisearch.

OBJECTIVES OF THE STUDY

- To measure team members perception about their team leader
- To understand what kind of relationship exists between team leader and team members
- To find out what kind of LEADER SHIP STYLES are existed in the teams of CD Equisearch.
- To suggest strategies to enhance team performance.
- The primary objective of the study is to understand the dynamics of Leadership Styles and Corporate Culture preferences of employees in CD Equisearch.
- To offer suggestions based on research findings and conclusions.

II. RESEARCH METHODOLOGY

SAMPLE STRUCTURE

For the purpose of this study sample has been collected from employees working in CD Equisearch, total 96 of sample were collected among that of female and no of males there.

DATA COLLECTION

For the purpose of the study data has been collected through two sources among that

1. Primary source
2. Secondary source

PRIMARY SOURCE:

For the primary source data collected through structured questionnaire divided into three categories those are to measure the environmental, physiological and psychological factors stress. Totally twenty two questions and with four demographic questions.

SECONDARY SOURCE:

For the secondary source I collected information from the company websites, company brochures, from journals and articles about the company.

TOOLS AND TECHNIQUES

Data has been analyzed by using , cross tabulations .From the total 96 members there are 9 teams .for the purpose of finding over all leader ship styles I analyzed the teams as single team wise and I compared the all teams to know what leader ship styles are followed by the CD Equisearch.

LIMITATIONS OF THE STUDY

- A major limitation of this study is that, apart from administering questionnaire management didn't allow me to talk with the workers in person.
- Questionnaires were handed over to the HR manager and he administered them among the workers.
- The employees may respond in correctly to the questionnaire prepared
- The recorded data may have typo errors.
- The findings may not represent the entire population.
- The respondents may bias their opinions or average their opinions

III. THEORETICAL FRAME WORK

HUMAN RESOURCE MANAGEMENT

Behind the production of every product or service there is a human mind, effort and man hour (working hours). No product or service can be produced without help of human being. Human being is the fundamental resource for making or constructing anything. Today many experts claim that

machines and technology are replacing human resource and minimizing their role or effort. But even machines and technology have been built by the human aid and besides companies have been continuously in search for talented, skilled and qualified professionals to further develop latest machines and technology, which again have to be controlled or used by humans to bring out products, then comes Human Resource Management comes into the picture.

Human Resource Management is the process of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labour and with trade unions, maintaining employee's safety, welfare and health by complying with labour laws of concern state or country.

Altogether, human resource management is the process of proper and maximizes utilization of available limited skilled workforce. The core purpose of the human resource management is to make efficient use of existing human resource in the organization. The Best example at present situation is construction industry has been facing serious shortage of skilled workforce. It is expected to triple in the next decade from the present 30 per cent, will negatively impact the overall productivity of the sector, warn industry experts.

Every organization's desire is to have skilled and competent people to make their organization more effective than their competitors. For these organisations to function effectively, it must have resource of men (Human Resource), money, materials and machinery. The resources by themselves cannot fulfill the objectives of an organisation, they need to be collected, co-ordinate and utilized through human resources. And, the effective management of human resources is also vital. Hence, Human Resource Management (HRM) has emerged as a major function in organizations. Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

HRM MAIN OBJECTIVES INCLUDE:

Societal objective: - To be socially responsible to the needs and challenges of society while minimizing the negative impact of such demands upon the organization. The failure of organizations to use their resources for society's benefit may result in restrictions. For example, societies may pass laws that limit human resource decisions.

Organizational objective: - To recognize that HRM exists to contribute to organizational effectiveness. HRM is not an end in itself; it is only a means to assist the organization with its primary objectives. Simply stated, the department exists to serve the rest of the organization.

Functional objective: - To maintain the department's contribution at a level appropriate to the organization's needs. Resources are wasted when HRM is more or less sophisticated than the organisation demands. A department's level of service must be appropriate for the organisation it serves.

Personal objective: - To assist employees in achieving their personal goals, at least insofar as these goals enhance the individual's contribution to the organisation. Personal objectives of employees must be met if workers are to be maintained, retained and motivated. Otherwise, employee performance and satisfaction may decline, and employees may leave the organisation.

FUNCTIONS:

Recruitment:

The success of recruiters and employment specialists generally is measured by the number of positions they fill and the time it takes to fill those positions.

Safety:

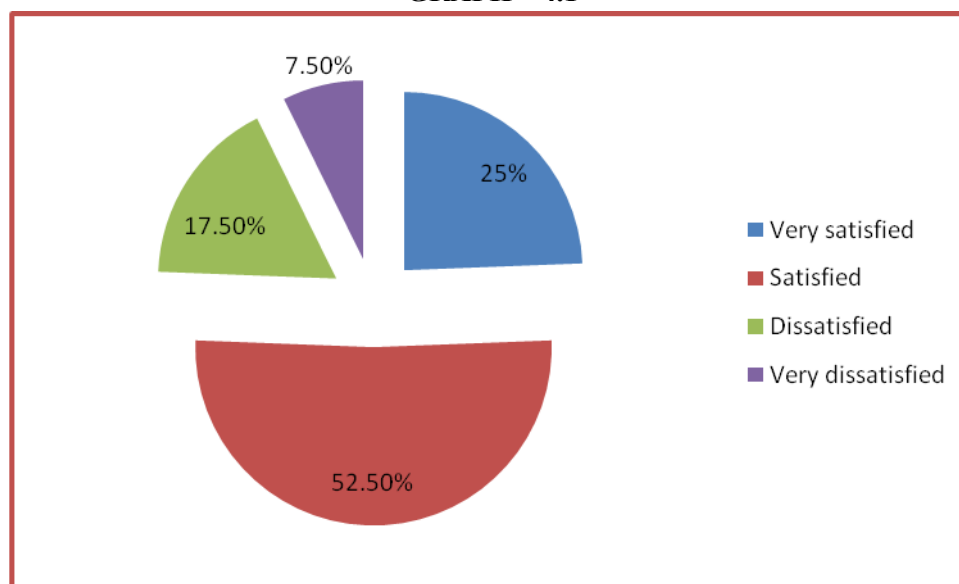
Workplace safety is an important factor. One of the main functions of HR is to support workplace safety training and maintain federally mandated logs for workplace injury and fatality reporting.

Employee Relations:

Employee Relations are the HR discipline concerned with strengthening the employer-employee relationship through measuring job satisfaction, employee engagement and resolving workplace conflict.

IV. DATA ANALYSIS AND INTERPRETATION**1. Satisfied with the nature of our team leader?****TABLE- 4.1**

Options	No. Of respondents	Percentages
Very satisfied	9	25%
Satisfied	21	52.5%
Dissatisfied	7	17.5%
Very dissatisfied	3	7.5%

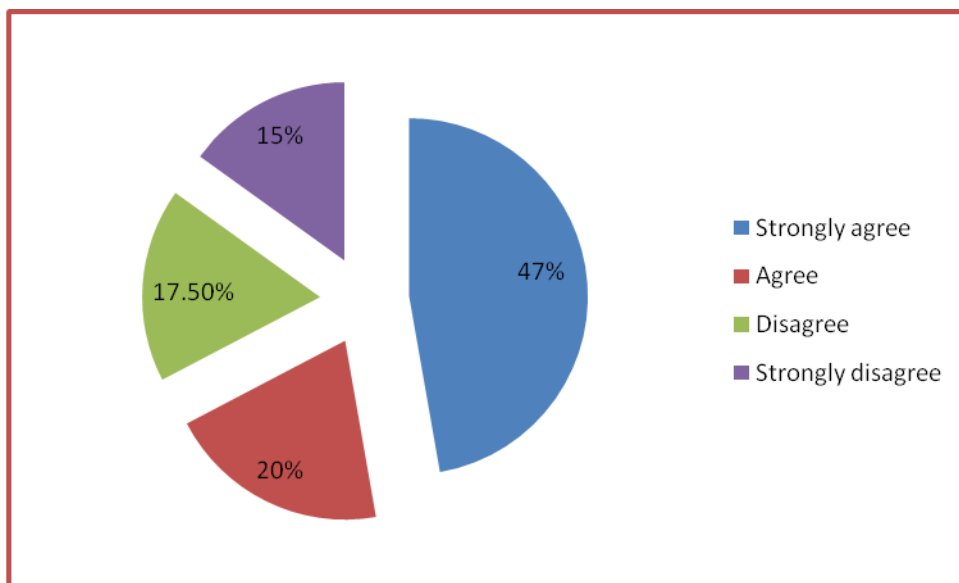
GRAPH – 4.1**INTERPRETATION:**

From the above table we can analyze that above 50% of employees are satisfied with their team leader. This shows employees are satisfied in the work force.

2. Cordial and cooperative relationship exists in between the workers and the team leader**TABLE- 4.2**

Options	No. Of respondents	Percentages
Strongly agree	19	47%
Agree	8	20%
Disagree	7	17.5%
Strongly disagree	6	15%

GRAPH – 4.2



INTERPRETATION:

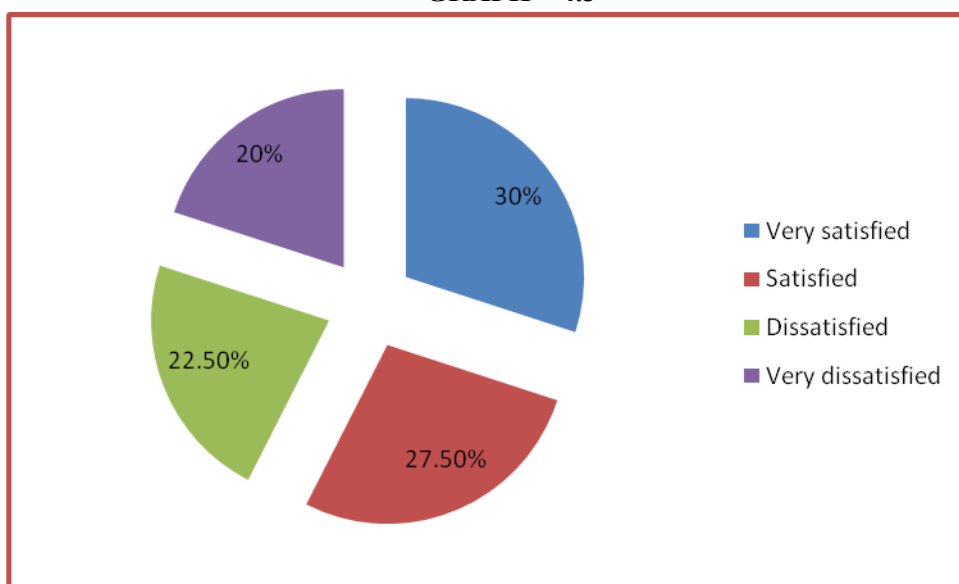
For a team to be successful everyone should cooperate as a unit, moving towards a common goal for the development of the organization. There should be cooperate and cordial relationship should exist among the workers and team leader. From the above table many agree that there is cordial and cooperate relationship among the employees and team leader in CD Equisearch in Hyderabad.

3. Satisfied with challenging assignments provided by team leader.

TABLE- 4.3

Ratings	No. Of Respondents	Percentages
Very satisfied	12	30%
Satisfied	11	27.5%
Dissatisfied	9	22.5%
Very dissatisfied	8	20%

GRAPH – 4.3



INTERPRETATION:

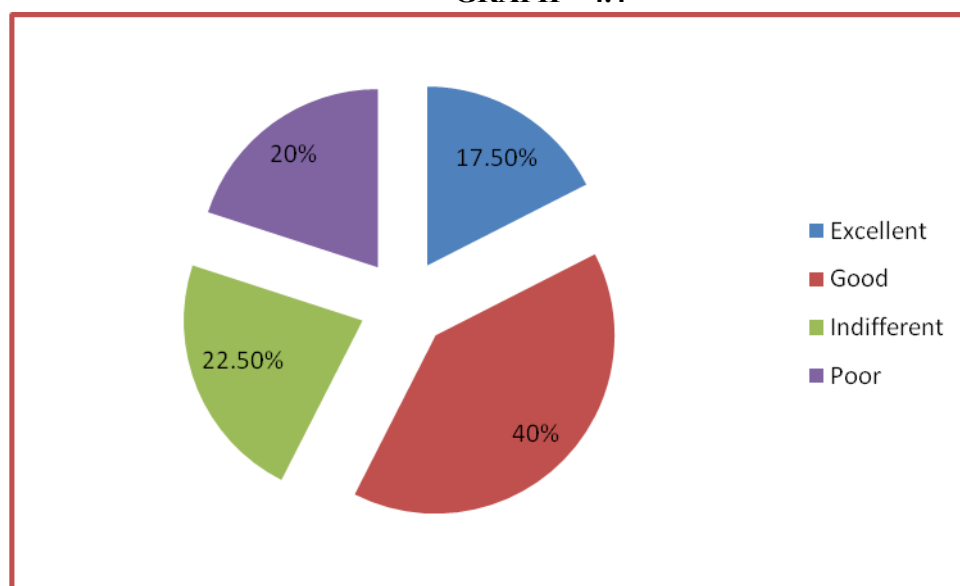
As the leader makes every team member participate in achieving assignments .from the above table we can infer that employees are well satisfied

3. Atmosphere in the team supportive in workplace

TABLE- 4.4

Ratings	No. Of respondents	Percentages
Excellent	7	17.5%
Good	16	40%
Indifferent	9	22.5%
Poor	8	20%

GRAPH – 4.4



INTERPRETATION:

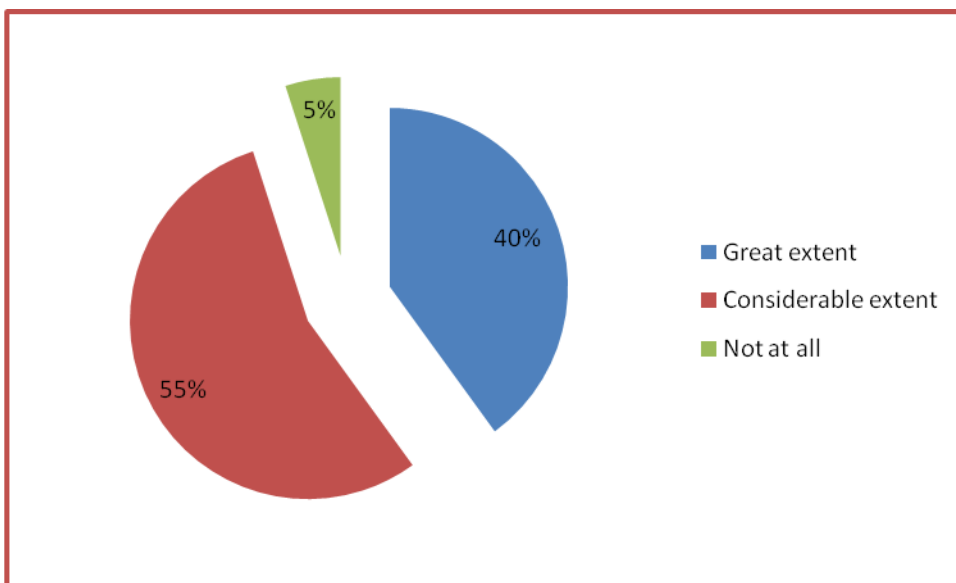
From the above table we can infer most of the employees are satisfied with work atmosphere of the Team.

4. Creative ideas and participation of the employee are encouraged?

TABLE- 4.5

Ratings	No. Of respondents	Percentages
Great extent	16	40%
Considerable extent	22	55%
Not at all	2	5%

GRAPH – 4.5



INTERPRETATION:

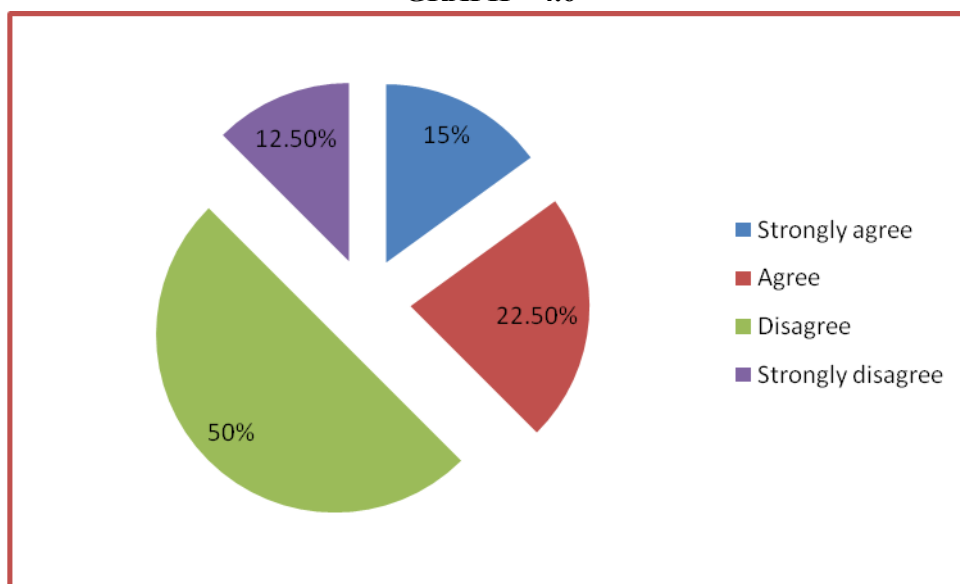
Team building is effective with the efforts of every team members .In Easty solutions management make individual goals as team goals. most of the employees agree that their ideas & participation is encouraged.

5. Management accepts individual goals as team goals

TABLE- 4.6

Ratings	No. Of respondents	Percentages
Strongly agree	6	15%
Agree	9	22.5%
Disagree	20	50%
Strongly disagree	5	12.5%

GRAPH – 4.6



INTERPRETATION:

Every team sets goals and it is not only important to set goals but to implement them and reach the goals. Management should make every individual goal as the team goals. For the above table we can infer that most of the employees agree that management make individual goal as the team goals.

V. FINDINGS

- They are satisfied with the team leader.
- There are healthy interpersonal relations between employees. There is cooperation between employees.
- HR manager of the organisation will provide training for the growth of the individual and growth of the organization.
- Weight age is given to the Ideas of employees in the organization.
- Performance appraisal system is followed.
- Motivation of employees in the team.

When some one makes the mistake the leaders asking them to note down it and not ever do it.

But most of the leaders not creating an environment where the team members take ownership of the project and allows us to participate in that decision making process but some were doing.

Most of the team leaders were allowing team members to determining what has to be done and how to do it some team members are not allowing .Most of the team leaders were delegating tasks in order to implement a new procedure or project. Some team leaders were closely monitors the team members to ensure they are performing correctly some team leaders were not.

All of the team leaders were working When there are differences in role expectations, with to resolve the differences .in most of team leaders view each individual is responsible for defining their job. Some of the leaders using the leadership power to position hold over subordinates.

“They are not sharing the data with Team members”.

VI. SUGGESTIONS

- The organization needs to put efforts on building a leadership style which is suitable for increasing productivity, reduces the abnormal attrition rate which is prevalent in software development industry.
- The organization should promote a participatory culture in which every member in the organization should have a chance to express his suggestions.
- The members should be encouraged to give suggestions, as it would give a chance of generating new ideas for the existing problems.
- the leaders have to creates an feasible environment where the team members take ownership of the project and allow them to participate in that decision making process to contribute their ideas.
- The team leader should give a chance to team members to determine what has to be done and how to do it.. it will helps them to enhance the performance of the team members

These are the suggestions will help to the organization to achieve their goals.

VII. CONCLUSION

The team leaders have to delegate's tasks to the team member by considering their particular domain of the knowledge in order to implement a new procedure or project Team leaders need closely monitors The team members to ensure they are performing correctly to or not and along with this the team leader has to give them proper feed back to enhance the performance of the employees. The team leaders did not use their leadership power to position holds over subordinates they have to create an feasible type environment where employees get a chance to prove them selves in their domain.

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