



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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A STUDY ON LEADERSHIP STYLE AND THEIR IMPACT IN PUBLIC SECTOR – TAMIL NADU

N. PRABHA

ASST. PROFESSOR

DEPARTMENT OF MANAGEMENT STUDIES

VSB ENGINEERING COLLEGE

KARUR – 639 111

ABSTRACT

As many authors narrated about the leaders and leadership "that leader are born" and each of them have different styles. Even if don't feel like leaders were born with a particular propensity to lead, leaders can still develop an effective leadership style through dedication and determination. This Study used to examine the impact of leadership style in public sector, whether the leaders are using Authoritarian Style or Participative Style or Delegation Style. And also to know how highly the executives are concerned either the people or task. Questionnaires have been used to collect the data. Questionnaires consist of 35 questions with 5 point scale. The final destination of the result indulge that most of the leaders are using the authoritarian style to bestow a high productivity. The foremost conclusion of this research brought that leaders and their style are meant for individual concern it has been not forced by anyone to used only authoritarian or participative but everything is depends on person an situation.

KEYWORDS

Authoritarian, delegate, leaders, leadership style, participative.

INTRODUCTION

The real leader has no need to lead— He is content to point the way"
"Management is doing things right; Leadership is doing the right things"

Henry Miler
Peter F. Drucker

A leader is a person who influences a group of people towards the achievement of a goal while leadership is the art of motivating a group of people to act towards achieving a common goal. Different leadership style will result in different impact to organization. The leader has to choose the most effective approach of leadership style depending on situation because leadership style is crucial for a team success. By understanding these leadership styles and their impact, everyone can become a more flexible and better leader.

As the early researchers ran out of steam in their search for traits, they turned to what leaders did - how they behaved (especially towards followers). They moved from leaders to leadership - and this became the dominant way of approaching leadership within organizations in the 1950s and early 1960s. Different patterns of behaviour were grouped together and labelled as styles. This became a very popular activity within management training – perhaps the best known being Blake and Mouton's Managerial Grid (1964; 1978). Various schemes appeared, designed to diagnose and develop people's style of working. Despite different names, the basic ideas were very similar. The four main styles that appear are:

- **Concern for task:** Here leaders emphasize the achievement of concrete objectives. They look for high levels of productivity, and ways to organize people and activities in order to meet those objectives.
- **Concern for people:** In this style, leaders look upon their followers as people - their needs, interests, problems, development and so on. They are not simply units of production or means to an end.

This study is used to identify the impact of three leadership style. The leadership styles studies are: Autocratic leadership style, shared leadership style and Laissez –Faire Leadership style. The impact variables of this study include whether the leadership style results the task concern or the people concern which leads to level of productivity and morale.

REVIEW OF LITERATURE

Leadership Definition: Peter Drucker: The forward to the Drucker Foundation's "The Leader of the Future" sums up leadership: "The only definition of a leader is someone who has followers." To gain followers requires influence (see John Mawell's definition below) but doesn't exclude the lack of integrity in achieving this. Indeed, it can be argued that several of the world's greatest leaders have lacked integrity and have adopted values that would not be shared by many people today.

Leadership Definition: John C Maxwell: In the 21 Irrefutable Laws of Leadership, John Maxwell sums up his definition of leadership as "leadership is influence - nothing more, nothing less." This moves beyond the position defining the leader, to looking at the ability of the leader to influence others - both those who would consider themselves followers, and those outside that circle. Indirectly, it also builds in leadership character, since without maintaining integrity and trustworthiness, the capability to influence will disappear.

Often, we find two of these styles present in books and training materials. For example, concern for task is set against concern for people (after Blake and Mouton 1964); and directive is contrasted with participative leadership (for example, McGregor's [1960] portrayal of managers as 'Theory X' or 'Theory Y'). If you have been on a teamwork or leadership development course then it is likely you will have come across some variant of this in an exercise or discussion.

Many of the early writers that looked to participative and people-centered leadership argued that it brought about greater satisfaction amongst followers (subordinates). However, as Sadler (1997) reports, when researchers really got to work on this it didn't seem to stand up. There were lots of differences and inconsistencies between studies. It was difficult to say style of leadership was significant in enabling one group to work better than another. Perhaps the main problem, though, was one shared with those who looked for traits (Wright 1996: 47). The researchers did not look properly at the context or setting in which the style was used. Is it possible that the same style would work as well in a gang or group of friends, and in a hospital emergency room? The styles that leaders can adopt are far more affected by those they are working with, and the environment they are operating within, than had been originally thought

Contemporary leadership theory since 1970s---The viewpoint of contemporary leadership theory states that leadership is a type of interactive process with the environment. Bass & Avolio (1990) proposed transactional leadership and transformation leadership :(1)transactional leadership---encouraging subordinates through incentive establishment. In other words, incentive elicits work performance. Transactional leadership is the basis for most leadership theories. It focuses on the exchange relationship between the leader and the subordinate (Fry, 2003 ; Northouse, 2001); (2) transformation leadership---to enhance staff's trust and respect for leader by altering intrinsic work value and faith of staff at the same time in order to elicit work capabilities. Because "charisma" is viewed as an essential element, transformation leader provides incentives for subordinates, enhance subordinate potential and development. (Fry, 2003); and (3) Charismatic leadership theory refers to the follower's perception toward certain behaviors of the leader as being heroic or extraordinary.

In recognition of this, in 2007 Korn/Ferry International partnered with International Management Assessment (IMA) India to conduct assessments of 100 C-level Indian executives. It reveals that, Indian leaders are more directive and hierarchical than their Western counterparts, and less concerned about appearing open to the input of others and building consensus. While this may be effective in an Indian business context, such a leadership style could backfire with international management teams who may need to feel a stronger sense of empowerment to stay motivated and productive.

Nurturant: Task Leadership model (Sinha 1980). According to his model ideal leader is both nurturant and task oriented. This dimension of leadership is revealed

in leaders taking care of their subordinate being considerate and affectionate.

According to one study, over time, the leader will develop an “in-group” of subordinates and “out-group” of subordinates and treat them accordingly. Thus, for the same leader, research has shown that in-group subordinates report few difficulties in dealing with the leader and perceive the leader, as being more responsive to their needs and out-group subordinates do. (Dansereau F., Jr. G. Graen, and W.J.Haga, 1975)

METHODOLOGY

The primary objective of the study is to find out the leadership styles followed by the executives of the public companies. And to analysis the morale and productivity with respect to their styles and to identify the style concerned for task and for people. Also this study used to suggest, how to motivate the employee’s more.

This study was comprised of employees of public sectors. The primary data and secondary data were collected and analyzed the same by using percentage analysis; Chi-square, ANOVA and a scoring methodology have been adopted to find out the different style referred by the executives. The questionnaire was of multiple choice types and Likert scale. The secondary data have been collected from the articles, journals and reference books related to public sectors

ANALYSIS AND DISCUSSION

The analysis reveals that the age and gender doesn’t have any influence over the leadership style. When consider with style and educational qualification it has been conformed that there is relationship between education qualifications. From the procedure used in the questionnaires it has been found that most of the executives preferred the Autocratic leadership style more than the other two (democratic and laissez faire). Hence most of the executives are concern with task. Among the 300 executives, most of the executives (210) gave high importance for the autocratic leadership style, leader gives instructions regarding the task or tasks to be accomplished and how they should be accomplished(more task oriented). And (144 and 150) are utilizing shared leadership style at high and medium, which shows one of the best leadership which provide and be in group work, therefore concentrate both on task and people oriented. A very minimum of (78) executive has high Laissez faire that gives little guidance and poorly defined roles and lack of motivation to the group and then they give little or no guidance. This exemplify that the leader allows the people he or she is leading to make their own decisions regarding tasks to be accomplished.

Leadership Style	High	Medium	Low
Autocratic Leadership	210	84	6
Shared Leadership	144	150	6
Laissez-Faire Leadership	78	186	36

Procedure of the analysis: Two dimensions had taken into account; one was score on the concern for task dimension (T) on the left-hand side. Next, move to the right-hand side on the concern for people dimension (P). A straight line has been drawn that intersects the P and T scores. The point at which the line crosses the shared leadership section indicates the score on the dimension

As per the following procedure take for this analysis, it has been divulge the following results.

Leadership Style	High	Medium	Low
Autocratic Leadership	Task Concerned	Task Concerned	Task Concerned
Shared Leadership	Both Task & People Concerned	Both Task & People Concerned	Both Task & People Concerned
Laissez-Faire Leadership	People Concerned	People Concerned	People Concerned

- Autocratic leadership style scores high that is 210 of the respondents are propounded as they are using autocratic style which lies on high than the other two medium and low. Therefore they are highly focused on task concerned.
- Shared leadership style scores medium and high that are 150 and 144 of the respondents are preferred as they are using share leadership style at medium and high. Therefore they are medium and high focused on both task concerned and people concerned.
- Laissez-Faire leadership style scores medium that is 186 respondents are preferred as they are using laissez-Faire leadership style at medium level. Therefore they are medium focused on people concerned.

ANOVA

Age, educational qualification and experience with respect to Autocratic style.

		Sum of Squares	df	Mean Square	F	Sig.
AGE	Between Groups	2.109	2	1.054	1.149	.318
	Within Groups	272.571	297	.918		
	Total	274.680	299			
EDUCATIONAL QUALIFICATION	Between Groups	17.314	2	8.657	27.445	.000
	Within Groups	93.686	297	.315		
	Total	111.000	299			
EXPERIENCE	Between Groups	1.491	2	.746	.498	.608
	Within Groups	445.029	297	1.498		
	Total	446.520	299			

Age, educational qualification and experience with respect to Shared style.

		Sum of Squares	df	Mean Square	F	Sig.
AGE	Between Groups	17.440	2	8.720	10.068	.000
	Within Groups	257.240	297	.866		
	Total	274.680	299			
EDUCATIONAL QUALIFICATION	Between Groups	10.360	2	5.180	15.287	.000
	Within Groups	100.640	297	.339		
	Total	111.000	299			
EXPERIENCE	Between Groups	17.080	2	8.540	5.906	.003
	Within Groups	429.440	297	1.446		
	Total	446.520	299			

Age, educational qualification and experience with respect to Laissez-Faire style.

		Sum of Squares	df	Mean Square	F	Sig.
AGE	Between Groups	16.606	2	8.303	9.555	.000
	Within Groups	258.074	297	.869		
	Total	274.680	299			
EDUCATIONAL QUALIFICATION	Between Groups	10.573	2	5.287	15.634	.000
	Within Groups	100.427	297	.338		
	Total	111.000	299			
EXPERIENCE	Between Groups	5.768	2	2.884	1.943	.145
	Within Groups	440.752	297	1.484		
	Total	446.520	299			

It is identified that there is relation between the Leadership style with respect to age and experience and there is no relation with the educational qualification.

SUGGESTIONS

As it is identified in behavioral leadership theory, University of Michigan study group came up with two dimensions of leadership behavior that they labeled employee-oriented – emphasizing interpersonal relations and production-oriented – emphasizes technical or tasks aspects of the job. And Managerial Grid based on the styles of “concern for people” and “concern for production” which essentially represent the Ohio State dimensions of consideration and initiating structure or Michigan dimensions.

This study disclose that the leadership used by the executives are autocratic Which stress more on high productivity as the style of the leadership are too high at the same time some of the executives given more importance for high productivity and high morale as they lie on shared leadership style. Thus most of the executives are balancing with concerned on task than with people. And remaining is relay on people rather than task. From this research, it has been identified, based on nature of job the executives are adopted with suitable leadership style. It also depends upon the situation too.

CONCLUSION

The final result of this study divulge that, age and gender doesn't have any influence over the leadership style but education of the executives having weight over the style. In cumulative most of the executives of the public sector utilizing the autocratic leadership style more than the rest of two ie., Shared leadership and Laissez-Faire Leadership. Therefore these executives in Tamil Nadu concerning more on task oriented. So the work can be exploited correctly from the worker only when they preferring autocratic style rather than other two. Many study evidence suggest that, in spite of all the attention that consultant, academics, and the media have given to the new workplace and the changing role of manager from boss to coach or advisor, it appears that many managers continue to rely on an autocratic style of leadership.

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