

Impact of Leadership Styles in Selected Industries in Chennai District

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ABSTRACT

Currently, the Indian corporate is planning to set up a number of capacities expansion projects, and moreover, huge investments are aligned for building the infrastructure, which is in progress in almost all the industries, particularly in petroleum refining, cement, steel, power, automobile and other such industries. Global automotive component industries are the leaders in their respective sector. In Maharashtra, Reliance Industries, Tata Group of Companies, Bajaj are the top industries, which had made their landmark. Likewise in Chennai District Industries had made an impression. Obviously, question arises what makes these companies so successful So many elements are responsible for reaching these companies in this powerful position. Among them one of the important elements is Leadership. Leadership is an important element in the organization. The success or failure of the organization depends on the behavior and decisions taken by leaders. Their behavior is to direct the activities of the group towards common objectives. Interaction between persons in which he thinks and acts his role of leadership. Leadership is important commitment of a group of people towards specific goals and to make use of their potential abilities to realize the goals. Leadership has the ultimate aim of raising the level of human behavior and the ethical aspirations of people. Democratic leadership it leads to confer final authority on the group.

1. INTRODUCTION

Currently, the Indian corporate is planning to set up a number of capacities expansion projects, and moreover, huge investments are aligned for building the infrastructure, which is in progress in almost all the industries, particularly in petroleum refining, cement, steel, power, automobile and other such industries. Global automotive component industries are the leaders in their respective sector. In Maharashtra, Reliance Industries, Tata Group of Companies, Bajaj are the top industries, which had made their landmark. Likewise in Chennai District Industries had made an impression. Obviously question arises what makes these companies so successful So many elements are responsible for reaching these companies in this powerful position. Among them one of the important elements is Leadership. Leadership is an important element in the organization. The success or failure of the organization depends on the behavior and decisions taken by leaders. Their behavior is to direct the activities of the group towards common objectives. Interaction between persons in which he thinks and acts his role of leadership. Leadership is important commitment of a group of people towards specific goals and to make use of their potential abilities to realize the goals. Leadership has the ultimate aim of raising the level of human behavior and the ethical aspirations of people. Democratic leadership it leads to confer final authority on the group. They function as collection of opinions and take a vote before making decisions. Democratic leader delegate full authority to subordinates. Permissive or free rein leaders are those which chooses not to adopt a leadership role and actually abdicates leadership position, generally leader delegates the authority to someone in a group. Technically it not a leadership style but it is a more the absence of one.

2. STATEMENT OF THE PROBLEM

Leadership is the ability to influence the subordinates to achieve organizational objectives. Leader is the important element in an organization. His leadership styles are his personal attitude. He may exhibit different styles after dealing with subordinates. Some of the commonly known styles are, autocratic, democratic, task-oriented, employee oriented approaches etc. There are large number of studies to show the relationship between leader and performance. Different leaders in different industries relate the present study to analyzing the leadership styles exhibited. The leaders included for the study will be from various industries in the Kolhapur district. In the backdrop of the above, Statement of the problem is “A Study of Leadership Styles in Selected Industries in Chennai District. “The present study is related to analyzing the leadership styles exhibited by Leaders of selected industries. For this purpose the industries selected for the study are Engineering, Textile, Foundry, Food industry, Agro-base industry and Plastic industry. Assumption of the study is that leaders of industry exhibit different leadership styles. It may be due to the culture, environment, types of job, organizational climate etc.

3. OBJECTIVES OF THE STUDY

The following objectives are set for the study:

- To study the leadership styles in Selected Industries in Chennai District
- To evaluate leadership styles of different industries.
- To study the leadership style of selected industries i.e. Engineering, Textile, Foundry, Agro-based industries, Food industries, & Plastic industries etc.
- To evaluate comparative differences in leadership style between various industries.

4. HYPOTHESES OF THE STUDY

- Ho The leadership abilities of industries do not differ with respects to Management of Attention, Management of Meaning, Management of Self, Management of Trust, Management of Risk, and Management of feeling.
- H₁ The leadership abilities of one industry differs from other industry in respects to Management of Attention, Management of Meaning, Management of Self, Management of Trust, Management of Risk, Management of feeling.

5. METHODOLOGY OF THE STUDY

The data were collected from primary as well as secondary. Primary data was collected through survey method by administering separate structured interview schedule to sample respondents. A formal introductory letter from the Director of the Institute was taken, explaining the purpose of the research and to help the researcher in seeking the information needed. With this letter the research approached the concerned people of various industries. A copy of questionnaire was distributed to the respondents and their responses were solicited. In order to accomplish the research endeavor the data were collected through various sources, viz. primary and secondary.

6. SAMPLE DESIGN OF THE STUDY

The researcher has been taken to cover all types of characters of the population of respective industries while making convenient sampling.

S.NO	DEPARTMENT	SAMPLING
1	Engineering	30
2	Foundry	30
3	Agro	30
4	Plastic	30
5	Food	30
	Total	150

This sampling method was adopted by random sampling method; it goes beyond the individual capacity of researcher. Within this limitation the purposive quota sampling method has been adopted.

STATISTICAL ANALYSIS

The mean, Standard deviation and 'Z' test was applied to know the various dimensions of the leadership style of the respondents. The mean different was also tabulate to know the style differences between various industry leaders. Comparative analysis of various industry leaders i.e. Engineering and Textile, Engineering and Foundry, Foundry and Food industry etc

7. SCOPE OF THE STUDY

The study was covered Leadership styles in selected industries in Chennai district. The Analytical scope is limited to fulfill the objectives of the study and Functional scope is putting forward some meaningful suggestions regarding the leadership styles in selected industries in Chennai District.

8. REVIEW OF LITERATURE

Karmel B. 1978 The leader-member Exchange Theory proposes that early in the history of the interaction between a leader and a given subordinate, the leader implicitly categorizes the subordinate as an "in" or "out" and that relationship is relatively stable over time. Just precisely how the leader chooses who fall into each category is unclear, but there is evidence that leaders tend to choose in group members because they have personal characteristics i.e. Age, Sex, Personality etc.

Vroom V.H., 1973 The Leadership studies undertaken at the University Michigan's Survey Research Centre came up with two dimensions of leadership behaviour that they labeled employee oriented and production oriented. Leaders who were employee oriented were described as emphasizing interpersonal relations; they took a personal interest the need of their subordinates and accepted individual differences among members.

PAYING ATTENTION TO OTHERS SAY

	TO LITTLE OR NO EXTENT	TO A SLIGHT EXTENT	TO A MODERATE EXTENT	TO A CONSIDERABLE EXTENT	TO GREAT EXTENT	T
Engineering	1	2	3	4	2	12
Textile	1	4	2	6	7	20
Foundry	2	3	4	8	12	29
Food	3	5	7	14	12	41
Plastic	2	6	7	20	13	48
	9	20	23	52	46	150

Source: primary data

TABLE NO 1

It is observed from the above table that respondents of engineering industry have recorded highest mean score i.e. 4.18. While for plastic industry it is lowest one with a mean score 1.52. About 93 percent respondents from engineering industry are of the opinion that they pay full attention to the conversation and what other people are saying. So the other people feel that they get full attention and the conversation is important for the listener. It is noted that respondents from engineering, textile and foundry industry have scored more than average mean score while other three industries have to pay much attention to this aspect because their performance is below average.

FOCUSING ON KEY ISSUES

INDUSTRY	RANKING					TOTAL
	TO SCORE LITTLE OR NO EXTENT	TO A SLIGHT EXTENT	TO A MODERATE EXTENT	TO A CONSIDERABLE EXTENT	TO GREAT EXTENT	
Engineering	1	2	3	4	2	12
Textile	1	4	2	6	7	20
Foundry	2	3	4	8	12	29
Food	3	5	7	14	12	41
Agro - based	2	6	7	20	13	48
Total	9	20	23	52	46	150

TABLE NO 2

The above table indicates assessment of respondents on the leadership scale of Management of Attention. This dimension of leadership style indicates how attentive one person is while communicating with other people.

ASSOCIATION BETWEEN INDUSTRIES AND KEY ISSUES

	VALUE	DF	ASYMP. SIG. (2-SIDED)
Pearson Chi-Square	6.275 ^a	16	.985
Likelihood Ratio	6.188	16	.986
Linear-by-Linear	.359	1	.549
N of Valid Cases	150		

Source: Primary data

TABLE NO 3

It is noted from the above table that respondents of engineering industry have recorded highest mean score i.e. 4.07. Respondents from engineering industry are focusing more on key issues in communication which avoids much time and makes the communication clear. Followed by respondents from engineering industry, respondent from textile industry and foundry industry have recorded mean score 3.86 and 2.63, which is above average.

GETTING OTHERS FOCUS ON IMPORTANT ISSUES

	TO SCORE LITTLE OR NO EXTENT	TO A SLIGHT EXTENT	TO A MODERATE EXTENT	TO A CONSIDERABLE EXTENT	TO GREAT EXTENT
Engineering	0	0	1	2	2
Textile	1	5	3	3	3
Foundry	2	3	2	4	1
Food	4	8	13	10	7
Agro based	4	9	11	12	5
Plastic	1	12	9	9	4
Total	12	37	39	40	22

Sources: Primary data

TABLE NO 4

Respondents of engineering industry have exhibited highest mean score i.e. 3.92. Around 78% of the respondents have responded positively for this statement. While for plastic industry it is lowest one i.e. 1.95. It is essential to get other people to focus on the important things which will make the communication effective. Respondents from food, agro-based and plastic industries have recorded mean score i.e. 2.28, 2.08 & 1.95 respectively which is below average and indicative of ineffective on this leadership scale of management of attention.

ASSOCIATION BETWEEN INDUSTRIES AND IMPORTANT ISSUES

	VALUE	DF	ASYMP. SIG. (2-SIDED)
P Chi-Square	12.118 ^a	20	.912
Likelihood Ratio	13.086	20	.874
Linear-by-Linear	.853	1	.356
N of Valid Cases	150		

Sources: Primary data

TABLE NO 5

RELATE EVERY ISSUE TO GOALS OF THE COMPANY

INDUSTRY	GOALS OF THE COMPANY					TOTAL
	TO LITTLE OR NO EXTENT	TO SLIGHT EXTENT	TO MODERATE EXTENT	TO CONSIDERABLE EXTENT	TO GRANT EXTENT	
Engineering	0	1	0	3	1	5
Textile	0	1	4	5	5	15
Foundry	0	3	2	3	4	12
Food	3	5	5	17	12	42
Agro based	3	5	5	18	10	41
Plastic	3	5	7	6	14	35
Total	9	20	23	52	46	150

TABLE NO 6

The above table is related to respondents' performance on the leadership scale of Management of Attention. This dimension of leadership style indicates how attentive one person is while communicating with other people. It is noted that respondents of engineering industry have exhibited highest mean score i.e. 3.92. It denotes that respondents from different industry behave differently while communicating with other people. Respondents from Engineering industry are striving hard to achieve company's goals so through every issue they try more to reach there

9. FINDINGS & SUGGESTIONS**MEAN VALUES FOR LEADERSHIP DIMENSION SELF**

Management of Self is the second dimension of leadership for which the data were collected and the analysis of the data reflected the highest value of 3.93 in respect of engineering industry and lowest of 1.92 in respect of agro-based industry. The Management of Self actually implies that the quality of a leader is not to over impose him upon the others and therefore the highest mean value here implies minimum reflection of self obsessed in respect of engineering industry.

MEAN VALUES FOR LEADERSHIP DIMENSION FEELING

The third dimension of leadership strongly relates to the feeling of the people. It is perhaps a most important quality of leadership because when the leader reflects in feeling for the people working with him, the others attach a greatest value to anything communicated by the leader; it transforms the subordinate or a co-worker into almost a family member of the leader. The mean values given in the above table reflects their Management of feeling denotes capacity of the person to help others feel more competent in what they do, and make others work more meaningful. In this regard respondents from engineering industry have demonstrated highest mean value of 3.93. Whereas lowest mean value 1.92 of the respondents from agro-based industry shows that have less capacity compared to other respondents to generate set of positive feeling in others.

MEAN VALUES FOR LEADERSHIP DIMENSION RISK

As regards to the dimension, Management of Risk the highest mean value 3.99 was obtained in respect of respondents from engineering industry. This higher value indicates that the leaders from engineering are the best managers of risk or they always take calculated risk. They do not treat failure as matter of worry but look upon it as means to learning something new. Here also the lowest mean value of 1.81 was reflected by agro-based industry.

MEAN VALUES FOR LEADERSHIP DIMENSION TRUST

The data relating to fifth leadership dimension of Management of Trust also reflected the highest mean value of 3.92 in case of engineering industry and lowest mean of 1.87 is recorded by agro based industry. The dimension of Management of Trust with a higher mean value implies a greater amount of trust passed on by the leader to his subordinates. While the lower value implies a lesser amount of trust created.

MEAN VALUES FOR LEADERSHIP DIMENSION MEANING

Management of meaning implied the person's skill of communicating. In fact this dimension of leadership is more related to a meaningful communication system followed by leader of an organization. In this case also the highest mean value of 3.95 is obtained in respect of engineering industry and lowest mean value of 1.69 observed in case of Plastic industry. The highest mean value here implies better skill of meaningful communication while the lowest mean value shows the opposite.

10. SUGGESTIONS

The conclusions drawn above and acceptance of hypothesis helped us in offering following suggestions. Based on the relating to mean values of all respondents in respect of the six dimensions of leadership; it is necessary that the important suggestions given herewith are followed by the concerned industries. It can be seen that the leaders of Agro-based Industry are lacking in respect of all the six dimensions of leadership. All the primary data measured indicates that they have lowest score in respect of all the six dimensions. The researcher of this study when probed into, indicated that the agro based industries included in the survey are run by farmers in a traditional and orthodox manner as such one cannot expect those farmer entrepreneurs to exhibit the professional leadership skills and qualities. Therefore it is suggested that the agro based entrepreneurs should be trained for professional leadership and management in order that they give better performance for this industry. An institutional orientation is recommended. Any management institute can prepare simpler courses imparting the professional leadership training for such farmer entrepreneurs.

In respect of the respondents of Plastic industry it was found that they were only little better on the scores relating to all the six dimensions of leadership. It is therefore suggested that the entrepreneurs of Plastic industry who have some formal education in their field can be given management development programmes by inculcating suitable topics and thus such management development programme can be designed and implemented by Management Institutes or by Non-Government Organizations.

Regarding the respondents from the Food industry it is noted that they are also below average on the scales of mean score relating to all the six dimensions of leadership. It is seen that food industry is not a well-organized industry. Since our country is an agro-based country there is great potential for development of food industry. If the leaders are trained by the professional management institutes, they can improve their performance. A number of Self Help Group women are engaged in the Food Industry. Management skills, technical skill may be inculcated in them with the help of Non-Government Organizations.

Compared to respondents from Agro-based, Plastic & Food industry, respondents from Foundry industry have shown better performance on the scale of mean scores relating to all the six dimensions of leadership. It is noted that foundry industry is a big budget industry and these people need technical knowledge for their working. So they are good at that but they are somewhat lacking in the managements kills. Management Institutes should arrange for them short term courses which will boost their performance.

Respondents from Textile industry have ranked second in the order of merit of mean scores relating to six dimensions of leadership. Leaders of textile industry are mostly trained and educated people. But they are mostly trained in technical aspect. They should be provided management skills. It is noted that respondents from engineering industry are the best in practicing six dimensions of leadership which is apparent from their best mean score values exhibited above. They are role model of the respondents from various industries studied. If respondents from other industries can follow their trait of practicing leadership, they can attain best performance in their work.

11. REFERENCE

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