Research Paper

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A STUDY ON LEADERSHIP DEVELOPMENT PROGRAMME CREATES VIABLE LEADERS IN BHARAT HEAVY ELECTICALS LIMITED (BHEL) AT TRICHY.

HRM

KEYWORDS: Leadership Development, LDP, Viable Leaders, BHEL-Trichy

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ABSTRACT

In this introduction to a study on leadership development that the leaders in the 21st century need to recognize the building their organisation's leadership capabilities is going to be a major differentiator for future success. The organisation have or do not have the leadership hierarchy and to know whether leadership development programme create viable leaders in the organisation. 145 samples were collected through Simple Random Sampling and were analysed using Simple Percentage Analysis and Chi-Square Test.

INTRODUCTION:

Training an individual who may or may not use learned skills in a leadership position to be a leader. Teaching of how-to-lead qualities, communication, ability to motivate others, and management skills. Leadership development refers to any activity that enhances the quality of leadership within an individual or organization. Leadership development is defined as a program or activity that makes people becomes better leaders. Leadership development was "an intentional effort to provide leaders and emerging leaders with opportunities to learn, grow and change." Its purpose is "to produce individuals over time with the skills to function effectively within the organization."

LEADERSHIP STYLE:

A leadership style is a leader's style of providing direction, implementing plans, and motivating people. There are many different leadership styles that can be exhibited by leaders in the political, business or other fields.

AUTHORITARIAN:

The authoritarian leadership style or autocratic leader keeps strict, close control over followers by keeping close regulation of policies and procedures given to followers. To keep main emphasis on the distinction of the authoritarian leader and their followers, these types of leaders make sure to only create a distinct professional relationship.

PATERNALISTIC:

The way a Paternalistic leader works is by acting as a father figure by taking care of their subordinates as a parent would. In this style of leadership the leader supplies complete concern for his followers or workers. In return he receives the complete trust and loyalty of his people. Workers under this style of leader are expected to become totally committed to what the leader believes and will not strive off and work independently.

DEMOCRATIC:

The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality.

LAISSEZ-FAIRE:

Laissez-faire leaders allow followers to have complete freedom to make decisions concerning the completion of their work. It allows followers a high degree of autonomy and self-rule, while at the same time offering guidance and support when requested. The laissez-faire leader using guided freedom provides the followers with all materials necessary to accomplish their goals, but does not directly participate in decision making unless the followers request their assistance

IMPORTANCE OF LEADERSHIP DEVELOPMENT:

- Development of knowledge, skills & competencies will lead to improved performance, goal achievement, increased learning & personal satisfactions.
- With the changing marketplace, organisations continually places demand on leaders & talent for new & more comprehensive skills.

REVIEW OF LITERATURE:

(McCall 1998; Conger 1999; Charan, Drotter et al., 2000) As a caveat, it needs to be said that there is growing recognition that leadership development involves more than just developing individual leaders. Focusing only on the development of individual leaders precludes the complex interface of communities of people & the role of reciprocal relationships in social settings. Because either approach is incomplete on its own, the systematic point of view taking the total system into consideration has become the widely accepted approach. This in turn has led to a greater focus on the context in leadership is developed, a thoughtful consideration about how to best use leadership competencies & how to deal with work/life balance issues.

(Ulrich, 2007) Leadership development has turned into key strategic issue for contemporary organisations & there is now considerable evidence to suggest that organisations do not have properly structured leadership development process in place are at a disadvantage in the present competitive landscape.

(Ulrich, Zenger et al., 1999) Leadership development occurs when a conceptual understanding of leadership provided, when leadership skills are practiced & there is in awareness of skills that are not easily taught. A considerable amount of leadership development occurs in the early career stage when the participant has time to engage in this type of training material. Whatever the approach or combination of approaches taken, leadership development initiatives must be a systemic & organizational endeavor in order for companies to keep producing viable leaders.

In reviewing the entire field of leadership development, McCauley and VanVelsor (2003) noted that the approach of many organizations is events-based rather than systemic.

(Buckingham & Vosburgh, 2003) this perspective looks beyond competencies, which have a tendency to focus on "what needs fixing," and instead focuses attention on the whole person and on peoples' strengths and natural talents, not on a reductionist list of idiosyncratic competencies.

(Alldredge, et al., 2003) the idea of leadership development strategies that link a variety of developmental practices including work itself (e.g., action learning projects) with other HR systems and business strategy is an emerging and probably necessary evolution of our state-of-practice.

(Alexander & Ciaschi, 2002) maximizing the effectiveness of leadership development offers the best of both worlds: integrating face-to-face classroom and coaching experiences with technology-based

tools and processes, i.e., blended learning solutions.

(Martineau & Hannum, 2003) to maximize ROI for leadership development efforts, its payoffs organizations must effectively plan, implement, and evaluate their initiatives. They must create a "chain of impact" that connects leadership development to relevant organizational outcomes.

(Bass & Bass, 2008; Yukl, 2010) Leadership is a social and mutual influence process where multiple actors engage in leading-following interactions in service of accomplishing a collective goal.

Day (2000) distinguishes between two forms of development. Individual leader development focuses on an individual's capacity to participate in leading-following processes and generally presumes that developing an individual's leadership KSAs will result in more effective leadership.

OBJECTIVES:

PRIMARY OBJECTIVE:

To study about the leadership development at BHARAT HEAVY ELECTRICALS LIMITED (BHEL), TRICHY.

SECONDARY OBJECTIVES:

- To study about how the leadership deals with improvising the productivity of the organisation.
- To know the leadership hierarchy in BHEL.
- To study whether leadership development programme create viable leaders at BHEL.

RESEARCH DESIGN: Descriptive research is used for this study.

DATA COLLECTION METHOD: Both the primary and secondary data were used in the project. Primary data was collected through structured questionnaire. Secondary data was collected through websites, journals, and articles.

SAMPLING DESIGN: The method of sampling used was Simple Random Sampling.

SAMPLE SIZE: 145

TOOLS USED FOR ANALYSIS:

- Percentage analysis
- Chi-square test

LIMITATIONS OF THE STUDY:

- Only alternate days in a week was given for a month to complete the project in the organisation.
- The guide was busy in his work so there were less time that he guide about the project.

DATA ANALYSIS AND INTERPRETATION:

TABLE 1: TECHNIQUES USED IN LEADERSHIP DEVELOPMENT PROGRAMME

Techniques Used in Leadership Development Programme	No. of respondents	%
Leadership exercises	43	30
Case analysis	13	9
Simulation	25	17
All the above	64	44
Total	**145**	**100**

Inference:

From the above table it is clear that 44% of the respondents said that all the above techniques were used in Leadership Development Programme at BHEL - Trichy, 30% of the respondents said that leadership exercises were used, 17% of the respondents said that simulation were used and remaining 9% of the respondents said that case analysis techniques were used in Leadership Development Programme at BHEL - Trichy.

FIGURE 1: TECHNIQUES USED IN LEADERSHIP DEVELOPMENT

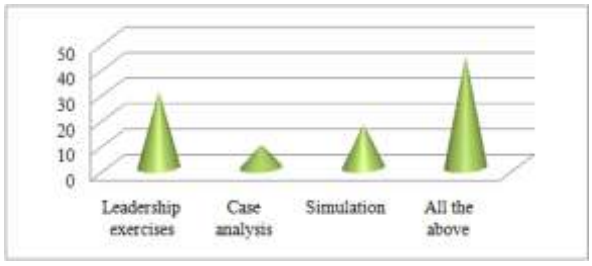

TABLE 2: LEADERSHIP HIERARCHY EXISTS AT BHEL

Leadership hierarchy Exists	No. of respondents	%
Yes	119	82
No	26	18
Total	**145**	**100**

Inference:

From the above table it is clear that 82% of the respondents said that leadership hierarchy exists at BHEL and 18% of the respondents said that leadership hierarchy does not exist at BHEL

FIGURE 2: LEADERSHIP HIERARCHY AT BHEL

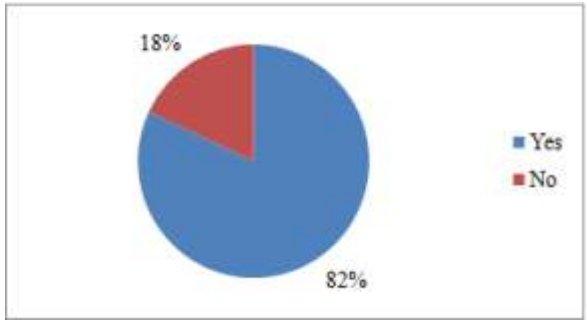

TABLE 3: LEADERSHIP DEVELOPMENT PROGRAM HELPS TO DEVELOP THE LEADERSHIP SKILL

Develop leadership skills	No. of respondents	%
More effectively	67	46
Effectively	74	51
Not effectively	4	3
Not more effectively	0	0
Total	**145**	**100**

Inference:

From the above table it is clear that 51% of the respondents said that leadership development program helps to develop the leadership skill effectively, 46% of the respondents said that leadership development program helps to develop the leadership skill more effectively and remaining 3% of the respondents said that respondents said that leadership development program helps to develop the leadership skill not effectively.

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FIGURE 3: LEADERSHIP DEVELOPMENT PROGRAM HELPS TO DEVELOP THE LEADERSHIP SKILL

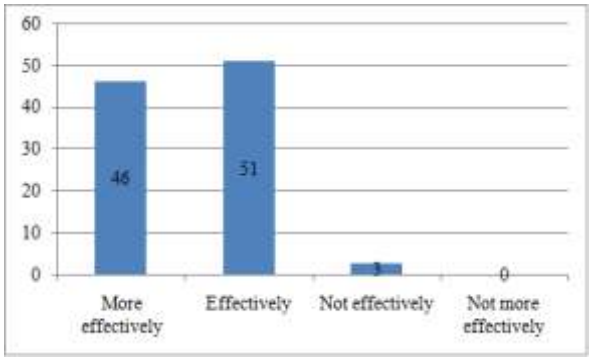


TABLE 4: LEADERSHIP DEVELOPMENT PROGRAMME CREATES VIABLE LEADERS IN BHEL

Viable leaders	No. of respondents	%
Yes	119	82
No	26	18
Total	**145**	**100**

Inference:
From the above table it is clear that 82% of the respondents said that leadership development programme creates viable leaders and 18% of the respondents said that leadership development programme does not create viable leaders in the organisation.

FIGURE 4: LEADERSHIP DEVELOPMENT PROGRAMME CREATES VIABLE LEADERS IN BHEL

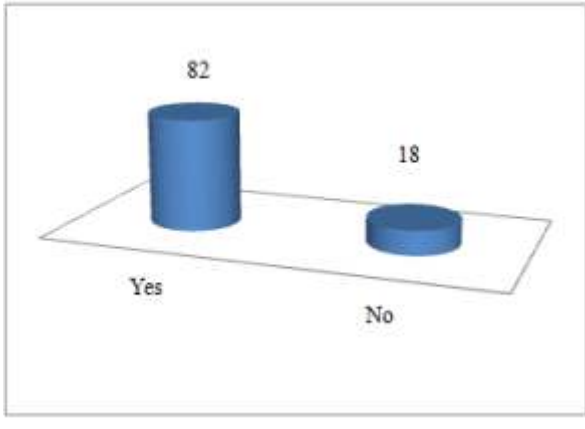


TABLE 5: LEADERSHIP DEVELOPMENT PROGRAM HELPS TO DEVELOP THE LEADERSHIP SKILL

Develop leadership skills	No. of respondents	%
More effectively	67	46
Effectively	74	51
Not effectively	4	3
Not more effectively	0	0
Total	**145**	**100**

Inference:
From the above table it is clear that 51% of the respondents said more effective to develop the leadership skills, 46% of the respondents said that effective and remaining 3% of the respondents said that not effective to develop the leadership skills after leadership development program.

FIGURE 5: LEADERSHIP DEVELOPMENT PROGRAM HELPS TO DEVELOP THE LEADERSHIP SKILL

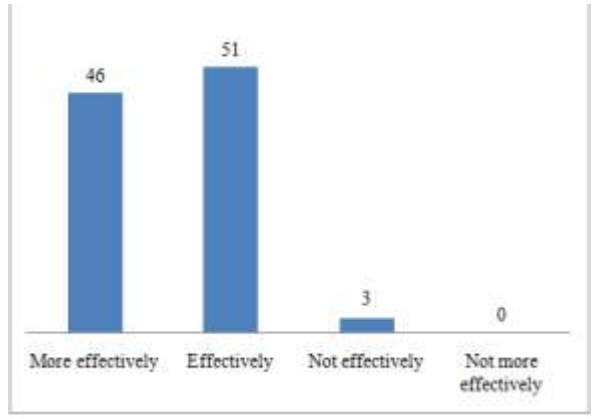
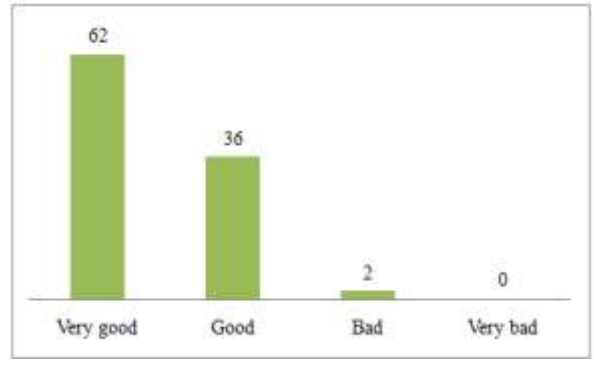


TABLE 6: LEADERS COMMUNICATE WITH THE EMPLOYEES AT BHEL

Leaders communicate	No. of respondents	%
Very good	90	62
Good	52	36
Bad	3	2
Very bad	0	0
Total	**145**	**100**

Inference:
From the above table it is clear that 62% of the respondents said that very good communication, 36% of the respondents said that good communication and 2% of the respondents said that bad leaders communicate the employees in the organisation.

FIGURE 6: LEADERS COMMUNICATE WITH THE EMPLOYEES AT BHEL



ASSOCIATION BETWEEN THE LEADERSHIP DEVELOPMENT TECHNIQUE USED AND VIABLE LEADERS DEVELOPED BY LEADERSHIP DEVELOPMENT PROGRAM AT BHEL

Null hypothesis (H_o): There exists no association between the leadership development technique used and viable leaders developed by leadership development program at BHEL.

Alternative hypothesis (H_a): There exists association between the leadership development technique used and viable leaders developed by leadership development program at BHEL.

TABLE: 7

Techniques used/ Viable leaders produced	Yes	No	Total
Leadership exercises	38	4	42
Case analysis	10	2	12
Simulation	21	5	26
All the above	52	13	65

Calculated value: 2.19
Degree of freedom = 3
The table value at 5% level of significance is 7.815.

Calculated value of χ^2 is less than the table value of χ^2.

So null hypothesis is accepted and alternative hypothesis is rejected.

There exists no association between the leadership development technique used and viable leaders developed by leadership development programme at BHEL.

Viable leaders are developed by leadership development programme at BHEL irrespective of the leadership development programme techniques used.

ASSOCIATION BETWEEN EFFECT OF LEADERSHIP DEVELOPMENT PROGRAMME AND IMPROVEMENT IN PRODUCTIVITY AT BHEL

Null hypothesis (H_o): There exists no association between effect of leadership development programme and improvement in productivity at BHEL.

Alternative hypothesis (H_a): There exists association between effect of leadership development programme and improvement in productivity at BHEL.

TABLE: 8

LDP/ Improvement in productivity	Very good	Good	Bad	Very bad	Total
More effective	47	18	2	0	**67**
Effective	34	40	0	0	**74**
Not effective	0	3	1	0	**4**
Not more effective	0	0	0	0	**0**
Total	**81**	**61**	**3**	**0**	**145**

Calculated value: 25.66
Degree of freedom = 9
The table value at 5% level of significance is 16.919.
Calculated value of χ^2 is greater than the table value of χ^2.

So alternative hypothesis is accepted and null hypothesis is rejected.

There exists association between effect of leadership development programme and improvement in productivity at BHEL.

Effect of leadership development programme helps to improvement in productivity at BHEL.

ASSOCIATION BETWEEN LEADERSHIP HIERARCHY AND HOW LEADERS COMMUNICATE WITH THE EMPLOYEES AT BHEL

Null hypothesis (H_o): There exists no association between leadership hierarchy and how leaders communicate with the employees at BHEL.
Alternative hypothesis (H_a): There exists association between leadership hierarchy and how leaders communicate with the employees at BHEL.

TABLE: 9

Leadership hierarchy/ Leaders communicate	Yes	No	Total
Very good	73	16	89
Good	43	9	52
Bad	2	2	4
Very good	0	0	0
Total	**118**	**27**	**145**

Calculated value: 2.719
Degree of the freedom = 3
The table value at 5% level of significance is 7.815
Calculated value < Table value.

So null hypothesis is accepted and alternative is rejected. There exists no association between leadership hierarchy and how leaders communicate with the employees at BHEL.

Leaders at BHEL communicate with all the employees irrespective of their hierarchy.

CONCLUSION

Effective leadership development programmes enhance the quality of organisational leadership, which leads to engaged employees, low turnover, satisfied customers, and high performance. High quality leaders possess the ability to ensure on-going profits, facilitate growth, anticipate competitive threats, and are able to discover new business models for generating further revenue streams. Leaders can weather the storms that arise by developing a strong sense of character and a good support network.

The study reveals that there is a leadership hierarchy in the organisation and the organisation creates viable leaders through leadership development programme implemented in the organization.

REFERENCE

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