



AN EMPIRICAL STUDY ON LEADERSHIP STYLES AT CALL CENTER INDUSTRIES IN TIRUCHIRAPALLI TOWN

Mr. R. Mohan

Asst. Professor, Bishop Heber College

Dr. D. Fennala Agnes Iylin*

Asst. Professor, Bishop Heber College *Corresponding Author

ABSTRACT

Success of a business concern is dependent upon the ability of the leadership styles. Leadership styles exist in any type of organizations. Whenever and in whatever situation if someone tries to influence the behavior of another individual or a group there is a leadership. This study analyses the relationship between the socio demographic factors and the leadership styles. This study also clearly reveals that to develop good human relationship between the leader and the followers an efficient leader is essential to promote self-confidence apart from motivation. Next the leader should create opportunity to show their abilities and induces the followers to work towards the accomplishments of goals. In this way the leader can promote the co-operative attitude of workers and maintains better relations with them.

KEYWORDS : Leadership, Job Satisfaction, Organization.

INTRODUCTION:

Leadership has been described as "a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task".

Leadership is "Organizing a group of people to achieve a common goal". The leader may or may not have any formal authority. Studies of leadership have produced theories involving traits, vision and values, charisma and intelligence among others.

Victor Vroom, in collaboration with Phillip Yetton (1973) and later with Arthur Jago (1988), developed a taxonomy for describing leadership situations, which was used in a normative decision model where leadership styles were connected to situational variables, defining which approach was more suitable to which situation. This approach was novel because it supported the idea that the same manager could rely on different group decision making approaches depending on the attributes of each situation. This model was later referred to as situational contingency theory.

LEADERSHIP STYLES:

A Leadership style is a leader's style of providing direction, implementing plans, and motivating people. It is the result of the philosophy, personality and experience of the leader. Rhetoric specialists have also developed models for understanding leadership (Robert Hariman, Political Style, Philippe-Joseph Salazar, L'Hyperpolitique, Technologies politiques De La Domination).

Different situations call for different leadership styles. In an emergency when there is little time to converge on an agreement and where a designated authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be most effective; however, in a highly motivated and aligned team with a homogenous level of expertise, a more democratic or laissez-faire style may be more effective. The style adopted should be the one that most effectively achieves the objectives of the group while balancing the interests of its individual members.

1. Autocratic Leadership:

In autocratic leadership style, the manager is to make decisions without the input of others. Managers have the total authority and impose their decisions on employees. This leadership style benefits employees who require close supervision.

2. Democratic or Participative Leadership:

Democratic leadership, also known as participative leadership or shared leadership is a type of leadership style in which members of the group take a more participative role in the decision-making process.

3. Laissez-Faire Leadership:

Laissez-Faire leadership is often associated with leaving employees to their own devices. It is about giving employees freedom. Managers have very little personal influence and delegate almost everything.

4. Transactional Leadership:

In Transactional leadership it focuses on supervision, organization and performance; it is an integral part of the Full Range Leadership Model. It is a style of leadership in which leaders promote compliance by followers through both rewards and punishments.

5. Transformational Leadership:

Transformational leadership is where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group.

OBJECTIVE OF THE STUDY:

- To study the leadership styles and skills among the employees in Call Centre industries in Trichy town.
- To find out if there is any relationship between socio demographic factors and leadership styles,
- To suggest measures for improving the leadership styles.

SCOPE OF THE STUDY:

- The study is conducted about Call Centre industry and helps to find out the leadership styles.
- This study helps to find out whatever they need any change/improvement in the leadership styles.

SIGNIFICANCE OF THE STUDY:

- Every successful business requires effective LEADERSHIP to fully utilize the skills.
- People should know the various leadership skills in order to achieve their organizational goals through which the management can manage their staff with better control.
- This is not a matter of large business even with one or two people this can be achieved by making sure that most of their abilities and aptitudes are utilized.
- It is applicable to all facets of life: a competency that we can learn to expand our perspective, set the context of a goal, understands the dynamics of human behavior and takes the initiative to get to where we want to be.
- It maximizes other people's potential. It is a win-win situation.

RESEARCH DESIGN:

This research has done by the DESCRIPTIVE DESIGN.

SOURCES OF DATA COLLECTION:

The data collected was primary data and secondary data.

Primary Data:

The information for this study was directly collected from the respondents by using questionnaire method as primary source to collect the data.

Secondary Data:

The record and the document pertaining to detail of the organization and the secondary source have been collected from standard text book and from the web sites.

DATA COLLECTION PROCESS:

Questionnaire

- The questionnaire comprise of 15 questions in total.
- The 15 questions related to topic (leadership styles) to pertaining some dimensions.

ANALYSIS:

Data is analyzed using Statistical Package for Social Sciences (SPSS). To test the data percentage and Chi-Square were used. Using simple percentage and Chi-Square findings are obtained and suggestions are given.

Table 1- Profile of the respondents

	PARTICULARS	FREQUENCY	%
GENDER	MALE	34	68.0
	FEMALE	16	32.0
AGE	BELOW 20 YEARS	6	12.0
	21 TO 25 YEARS	25	50.0
	26 TO 30 YEARS	11	22.0
	ABOVE 30 YEARS	8	16.0
MARTIAL STATUS	UNMARRIED	35	70.0
	MARRIED	15	30.0
TYPE OF FAMILY	NUCLEAR	37	74.0
	JOINT	13	26.0
EDUCATION	UG	26	52.0
	PG	24	48.0
TECHNICAL	TYPE WRITER	22	44.0
	COMPUTER PACKAGES	28	56.0
INCOME	BELOW Rs.10000	12	24.0
	Rs.10001 TO Rs.15000	33	66.0
	ABOVE Rs.15000	5	10.0
EXPERIENCE	BELOW 1 YEAR	6	12.0
	1 YEAR TO 5 YEARS	28	56.0
	5 YEARS TO 10 YEARS	9	18.0
	ABOVE 10 YEARS	7	14.0

Source: Primary data

The above table show the socio demographic factors of the respondents, the maximum 68% of the respondents are comes under the category of Male and the remaining 32% of the respondents are Female.

This shows that more number of men is there in the leadership roles than the females. The maximum of the respondents is comes under the category of 21 to 25 years and the minimum of the respondents is come under the category of below 20 years. This tables conveys that more youngsters in the age group of 21-25 are positioned in leadership roles that the aged ones. The maximum of the respondents is comes under the category of Unmarried and the remaining of the respondents is comes under the category of married. Since the more leaders are in the age group of 21-25, the percentage of unmarried people is also high.

The maximum 74% of the respondents comes under the nuclear family and the remaining respondents come under the joint family category. The table shows the emerging concept of Nuclear families among the younger generation. The educational qualification of the respondents 52% of the respondents is comes under the UG level

and remaining 48% of the respondents is comes under the PG level. This trend proves that IT&ITES companies encourage basic talent than giving preference to more number of degrees.

The Technical qualification of the respondents, 56% of the respondents is come under the category of computer packages and remaining 44% of the respondents is comes under the category of type writer. It is obvious that type writer literate people are very less in a computerized environment.

The salary of the respondents, the maximum of the respondents 60% is comes under the category of Rs.15000/-, 24% of the respondents is comes under the category under the category of below Rs.10000/-, and remaining 10% of the respondents is comes under the category of above Rs.15000/-.

The year of experience of the respondents, 56% of the respondents is comes under the category of 1 year to 5 years., 18% of the respondents is comes under the category of 5 years to 10 years, 14% of the respondents is comes under the category of above 10 years and the minimum of the respondents is comes under the category of below 1 year.

It is noted from the table the majority of the respondents is comes under the category of 1 year to 5 years' experience. The table shows proves high levels of saturation in IT industry.

Tables No 2- An association between the gender and Leadership

Gender	LEADERSHIP STYLE			Results
	Low Level	High Level	Total	
Male	17	17	34	X ² =0.68;DF=1;P=0.40: P>0.05: NOT SIG
Female	10	6	16	
Total	27	23	50	

The above table shows that there is no significant association between the gender and leadership styles of the respondents.

Hence, the null hypothesis is accepted.

Table No.3 – An Association between the material status and Leadership

MARITAL STATUS	LEADERSHIP STYLE			RESULTS
	LOW	HIGH	TOTAL	
UNMARRIED	21	14	35	X ² =1.691,DF=1 P=0.193, P>0.05 NOT SIGNIFICANT
MARRIED	6	9	15	
TOTAL	27	23	50	

The above table shows that there is no significant association between the marital status and leadership styles of the respondents.

Hence, the null hypothesis is accepted.

FINDINGS & SUGGESTIONS:

- It is found the table that more number of male is there is in the leadership role than the female.
- It is conveyed from the table that more youngsters in the age group of 21 to 25 are positioned in leadership roles that the aged ones.
- It is concluded from the table that since the more leaders are in the group of 21 to 25, the percentage of unmarried people is also high.
- It is noted from the table that emerging concept of nuclear families among the younger generation.
- It is analyzed from the table that the trend proves that Call Center industries encourage basic talent than giving preference to more number of degrees.
- It is concluded from the table that obvious that type writer literate people are very less in a computerized environment.

- It is concluded from the table that the majority of the people comes under the category of Rs.10001 to Rs.15000.
- It is noted from the table the majority of the respondents is come under the category of 1 year to 5 years' experience. The table proves high levels of saturation in Call Center industry.
- Call Center sector work in a modern management environment where everybody is given a chance to participate.
- It is noted from the table that the majority of the respondents are follows attitude towards uniformity.
- It is analyzed from the table that equal importance given to all employees.
- It is inferred from the table that since they are more customer oriented, the need to satisfy all the leaders.
- It is noted from the table that the maximum of the respondents are said always for attitude towards leadership.
- It is concluded from the table that the marketing plays a vital role in Call Center industry.
- It is noted from the table that creativity plays a much important role in Call Center industry.

CONCLUSION:

Leadership development is considered as one of the key success of management of organizations and companies. Leadership development is involved in the process of improving managerial skills of leadership, realizing both the nature of each organization and the nature of management team in order to implement the right leadership styles.

The study points out that the employers in Tiruchy are very dominant and treating their employees as slaves. The fact behind that, this people is ready to work for less salary with more production. Also the people working in Call Center do not raise any questions to the employers regarding their benefits. The people may also think if the service any issues, their job will be put into trouble, so the employers are taking these facts of people mind sets, as a key role and establishing a low cost high production. The study also clearly reveals that to develop good human relations between the leaders and the followers an efficient leader is essential to promote self-confidence apart from motivation. Next the leader should create opportunity to show their abilities and induces the followers to work towards the accomplishments of goals. In this way the leader can promote the co-operative attitude of workers and maintains better relations with them.

REFERENCES:

1. Human Resource Management V.S.P.Rao, 2nd Ed., Excel books, New Delhi 2005.
2. Management bible, Bob Nelson, Peter economy unique color carton, New Delhi 2006.
3. Extending India's leadership of the global IT & BPO industries, Nasscom – Mckinsey, New Delhi (2005).
4. Business process outsourcing (BPO) road map. Positions RP as global BPO Hub, July 2003, Presentation by the ICT division of the board of investment (BOI) Department of trade & Industry. (DTI).
5. Batt, R.AnoI Moyniban L. (2002), the viability of alternative call centers production models: Human Resource Management journals: 12.4: 14-34.
6. Deccan Herald, June 2, 2004.
7. The Economic Times, April 19, 2005.
8. www.offshoringtimes.com
9. www.bpoindia.org
10. www.sutb.com
11. www.citehr.com
12. www.verywellmind.com/what-is-democratic-leadership-2795315
13. www.toolshero.com/leadership/laissez-faire-leadership/