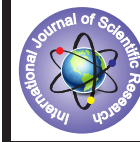


Cohesiveness and Leadership Styles Among The Employees in Public Sector Organizations in Chennai



HRM

KEYWORDS : Leadership Style, Non Managerial Employees, Public Sector, Cohesiveness

D.ANITHA KUMARI

Research Scholar, Mother Teresa Women's University, Kodaikanal

ABSTRACT

This study aims to identify the relationship between the directive and supportive leadership styles and the cohesiveness if any. The identified research problem is whether there is any relationship between leadership styles and cohesiveness exists in the public sector organizations in Chennai? Accordingly three objectives of the study are; to identify the relationship between directive leadership style and cohesiveness, to identify the relationship between supportive leadership style and cohesiveness and to identify which leadership is highly impact to develop cohesiveness. The selected sample consists of 73 non managerial employees of public sector, those who employed in various public sector institutions in the Colombo district in Chennai. A questionnaire was used to collect primary data, from the sample. The Person correlation analysis was used to data analysis and hypothesis testing. According to the correlation results, both directive and supportive leadership styles have indicated positive relationship with cohesiveness, but supportive leadership has a strong relationship with the cohesiveness.

INTRODUCTION

The success of an organization mainly depends on the behavior of members or employees of that organization. Leadership and team behavior are two such behaviors of individuals attached to organizations. At the same time the decisions, behaviors of individuals in organizations are not isolated, they are inter related. One action, decision or behavior of an individual or group in organizations may affect others and their behavior also. Hence the present study aims to identify the relationship between leadership styles and cohesiveness in public sector organizations in Chennai based on non managerial employees.

Group cohesive is the strength of the members' desire to remain in the group or team and their commitment to it. It is influenced by the degree of compatibility between group goals and individual members' goals. Members who have a strong desire to remain in the group and personal accept its goals form highly cohesive group.

The relationship between cohesive and conformity is complex. Low cohesiveness usually is associated with low conformity however, high cohesive dose not influence in the presence of high conformity high performing teams may have high members commitment and desire to stick together while simultaneously respecting and encouraging individuals inferences in behaviours and taught. This situation is more likely when cohesive is based on common commitment to performance goals. In confronting complex problems, members of such a cohesive team or likely to encourage and support non conformity.

PROBLEM STATEMENT

Since the leadership styles and cohesiveness are important elements of the behavior, here the attempt is made to identify the relationship between the two elements. Accordingly the identified research problem of this study is whether there is any relationship between leadership styles and cohesiveness exist in the public sector organizations in Sri Lanka? Since there are many leadership styles, here the study is limited for two leadership styles, ie, directive leadership styles and supportive leadership style.

OBJECTIVES OF THE STUDY

According to the problem statement, the objectives in this study are:

1. To identify the relationship between directive leadership style and cohesiveness.
2. To identify the relationship between supportive leadership style and cohesiveness.
3. To identify which leadership style is highly impact to develop cohesiveness.

CONCEPTUAL FRAMWORK: LEADERSHIP STYLES AND COHESIVENESS

Leadership

Leadership is the process of guiding and directing the behavior of people in the work environment (Nelson & Quick, 1999).

There is no uniform accepted leadership theory, model or style suite for all the occasions. So various models, theories ext. have been developed. Accordingly to Robert House, there are four leadership styles such as supportive leadership, directive leadership, participative leadership and achievement oriented leadership (Robins & Judge, 2007). The supportive leader behavior is directed towards the satisfaction of subordinate needs and preference. The leader shows concern for the followers psychological well being. The directive leader behavior refers to situations where the leader lets followers know what is expected of them and tells them how to perform their tasks. The participative leader behaviour involves leaders consulting with followers and asking for their suggestions before making a decision. The achievement oriented leadership; bahaviour refers to situations where the leader sets challenging goals for followers.

LITERATURE REVIEW

The available literature could be separated according to their theme of the study.

Leadership Style and Cohesiveness

Steinhardt, et.al (2003) found the relationship between hardiness supervisor support and group cohesion. They tested conceptual model based on research supporting the relationship between the predictors of hardiness, supervisor support and group cohesion and the criterions of job stress and job satisfaction and between the predictor of job stress and the criterion of job satisfaction. The findings of the study show that there is a direct relationship between leadership and cohesiveness.

Wender, et.al (2004) revealed that there is no relationship between individualism and team cohesiveness. Directive leadership behavior had a negative effect and supportive leadership behaviour had a positive effect on cohesiveness. The negative effect of directive leadership was stronger in individualistic cultures.

Cohesiveness and Employee Performance

A number of researches tried to find out the team cohesiveness and its relevant to employee performance.

Uday Kumar Haldar and Udai Pareek , Group cohesiveness is the most fundamental of all aspects that arise out of the process of communication and interaction among members in a group. Group cohesive is the force that brings group members closer together the basic dimension, which defines the degree of 'groupness' or unity is the solidarity of strength with which a group is found together.

At the esteem low end of the group cohesiveness scale is 'a collection of people tenaciously linked together by organisational superiors' where a the members are loosely found and can not be considered as a group. And the other end of the same scale or closely knight members, a unified set of people who seem to be embody what we called a 'group'. With the passing of time, the members gradually become psychologically closer and become

a 'team'.

Broadly, cohesive as two dimensions: emotional (or personal) and task related. The emotional aspects of cohesiveness, which has been studied more often by researchers, is derived from connection that members have with other group members and with their group as a whole that is how much do members like to spend time with other group members? Do they look forward to the next group meeting? Task cohesiveness refers to the degree to which group members share group goals and work together to meet these goals that is, is there a feeling that the group works that smoothly as one unit or do different people pull or move in different direction?.

Chansler, et.al studied the determinants of group cohesiveness in self-managing work teams. They found that there is evidence that support a link between group cohesion and performance.

Hongyan (2008) identified the consequence of group cohesiveness and the performance is very difficult, but one thing is certain, the higher organization cohesiveness and the higher achievements have the close relation. Wang, et.al (2005) confirm that leaders should demonstrate more charismatic behavior to establish the enterprise resource planning project team members cohesiveness and thus improve team performance. The positive relationship between cohesiveness and overall team performance was also statistically support.

T Ziner & Yoar (1982) formed that man crews of real male soldiers were studied through their performance on routine military activities. Level of cohesiveness was determined through a self-selection sociometric procedure. Boner, found that leadership impact of group effectiveness in four ways.

1. Help the group shared goals increase group performance.
2. Better decision making
3. Increased confidence in abilities
4. Groups who view their leader as part of the cohesive unit have members who are highly engaged and also put forth increased effort on the group's behaviour

Cohesiveness and Culture

Cohesiveness may differ with the cultural background. Xie & Johns (2000) examined the interactive effects of group cohesiveness and absence culture salience and found that aggregate measures of salience and cohesiveness each had a negative relationship with work-group absenteeism. Group absence norms mediated the effort of cohesiveness, culture salience and their interaction on self-reported absenteeism. Wented, et.al (2009) examined the relationship between leadership and cohesiveness in difference social cultures.

According to them directive leadership and Supportive leadership are negatively and positively related with cohesiveness respectively and these relations are stronger in individualistic societies.

Dumas, et.al (2008) formed that although self disclosure has led to closer relationship in past research, it may not increase cohesion for employees in demographically diverse work group or those who are demographically dissimilar from the majority of their co-workers.

According to above researches it is clear that there is no uniform finding on leadership styles and cohesiveness. Different researches have made different conclusions. Therefore the present study aiming at finding the relationship between a directive and supportive leadership styles and cohesiveness, could be justified.

HYPOTHESIS

Based on the available literature and the problem statement of the study, following hypothesis formulated for this study.

- H1. Supportive leadership is positively related to cohesiveness
 H2. Directive leadership is negatively related to cohesiveness

METHODOLOGY

Study Sample

The selected sample consists of 73 non managerial employees of public sector those who employed in various public sector institutes in Colombo district in Sri Lanka. Random sampling method is used to select the sample.

Measurement and Analysis

A developed questionnaire based on the leadership study of Weredt et.al (2009), used to collect primary data from the sample. The questionnaire consist four sections, covering basic information, cohesiveness, directive leadership style and supportive leadership style respectively. Pearson correlation analysis is used to test the hypothesis.

DATA PRESENTATION ANALYSIS

Sample Background

The sample consists of 73 non managerial employees; where 29 were female and 44 were male employees. Age wise, 18 persons are in between 18 - 30 years of age, 47 persons are in between 31 - 45 years of age while 08 persons are in between 46 - 60 years of age.

The experience also inquired. Accordingly 13 persons are having 01 - 05 years of experience, 20 persons having 06 - 10 years of experience and 40 employees having more than 10 years experience in the public sector. Further they were inquired about team work. Accordingly 42 persons have mention that team work is compulsory for them. Other 29 person say that they are also in work teams in most of the times. Since the study deals with leadership styles, the sample was asked to mentions the job position of their superior or immediate boss. As in the table one there are number of managerial positions available in the public sector; those who are the leaders in the present study.

Table 1: Managerial positions in public sector

S.No	Managerial positions in Public institutions	No of sample Employees under the Position
1	Director	11
2	Secretary	11
3	Director General	9
4	Manager	7
5	Finance Manager	5
6	Head of the Department	4
7	Chairman	4
8	Administrative Officer	3
9	General Manager	3
10	Managing Director	3
11	Accountant	2
12	Commissioner General	2
13	Engineer	2
14	Officer in Charge	2
15	Bursar	2
16	Divisional Secretary	2
17	Development Officer	1

Source: Sample Survey

Cohesiveness

The questionnaire consists of nine questions to evaluate the cohesiveness of non managerial employees. The Table 02 consist the mean value for each cohesive instrument. The table reveals that the mean values of all the instruments are above the average of litter scale of five. This proves that the cohesiveness is quiet high among the non managerial employees in the public sector.

Table 2: Cohesiveness

	Cohesion Instrument	Mean Value
1	Friendly atmosphere	3.71
2	Trust each other	3.56
3	Warm and friendship	3.12
4	Treat each other	3.28
5	Work well together as a Team	3.19
6	Cooperate with each other	3.53
7	Willing to share resources	3.35
8	Speak well of the group	3.43
9	Proud to belong the group	3.39

Source: Sample Survey

HYPOTHESIS TESTING

The hypothesis was tested using person correlation analysis. These results are given in table 03.

The results support the hypothesis one:

H1: Supportive leadership is positively related to cohesiveness. According to the above result supportive leadership is highly significant under 5% or 1% level of significant as it prove 0.000 p value. Therefore H1 could be accepted.

The results do not support the hypothesis two:

H2: Directive leadership is negatively related to cohesiveness Directive leadership style shows 0.093 P value. Therefore there is a positive relationship between Directive leadership and cohesiveness. Therefore the H2 should be rejected.

Table 3: Correlation Analysis

Person Correlation	Directive Leadership Style	Supportive Leadership Style	Team cohesiveness
Directive Pearson Leadership Correlation Style Sig. (2-tailed). N	1 73	.211 .073 73	.198 0.93 73
Supportive Pearson Leadership Correlation Style Sig. (2-tailed) N	.211 .073 73	1 73	.485** .000 73
Team Pearson Cohesiveness Correlation Sig. (2-tailed) N	.198 .093 73	.485** .000 73	** 1 73

****.** Correlation is significant at the 0.01 level (2-tailed).

EMPLOYEES OPINION ON TEAM Cohesiveness and Leadership Styles

Nine characteristics of cohesiveness were tested by the questionnaire. Majority of the sample agreed that their teams having friendly atmosphere, members trust each other and cooperate

with each other. At the same time the majority of the sample is not very happy with friendship, work well together and treats each other. The employees were inquired about the leadership styles of their superiors. According to the employees opinion the leaders of the public sector institutions having both directive and supportive leadership features. The most sited directive leadership characters of their superiors are motivates employees by letting them know what will happen to them if their work is unsatisfactory, expect to follow his or her instructions and requires employees to submit detailed reports to their activities. The most sited supportive leadership characters of the superiors of the public sector are leaders work hard to ease tensions whenever they arise in work groups, encourages employees to talk to them (leaders) about personal problems and frequently demonstrates concern for employees.

CONCLUSION

Leadership styles and cohesiveness are two important elements in organizational behavior. In theory or in literature there are no commonly accepted leadership styles. Further the available literature shows mixed conclusion for the fact of the relationship between leadership styles and cohesiveness. The present study found that there are various job titles being used to by the public sector organizations in Chennai for their managerial positions. Therefore there is a limitation to use all these position for a common study like the present one. This study reveals that the cohesiveness among the non managerial employees in public sector in Chennai is high. The tested nine cohesiveness instruments recorded more than average mean value of liter scale, which prove the above conclusion. It was found that there is no perfect leadership style among the leaders or the managerial level employees of the public sector in Chennai. The managers have characteristics of both supportive leadership style and directive leadership style. According to the results of the correlation analysis it could be concluded that both supportive leadership style and directive leadership styles have positive relationship with cohesiveness. But supportive leadership style has a strong relationship with cohesiveness. Therefore supportive leadership is more important, to develop cohesiveness.

According to Robert House there are four leadership styles. The present study tested only two leadership styles with cohesiveness. Therefore the other two styles i.e. participative leadership style and achievement oriented leadership style are still remaining for further studies.

REFERENCE

BOOKS | 1. Fred Luthans, 'Organizational Behavior', 11th edition, 2008, Mc Graw-Hill education, Page no.313 - 314. | 2. Gareth R.Jones and MaryMathew, 'Organizational Theory, Design, and Change', 6th edition, 2011, Pearson education, Page no.287. | 3. John M Ivancevich, Robert Konopaske and Michael T Matteson , 'Organizational Behavior and Management', 7th edition, 2010, Tata Mc Graw-Hill education, Page no.333 - 334. | 4. John W. Slocum, Jr And Don Hellriegel, 'Fundamentals of Organizational Behavior', Change learning, 2009, Page no. 233- 234. | 5. K.Aswathappa, 'Organizational Behaviour', 10th revised edition, 2012, Himalaya publications, Page no.395 - 399. | 6. K.Aswathappa, 'Organizational Behaviour', 9th revised edition, 2009, Himalaya publications, Page no.367 - 370 | 7. Kavita Singh, 'Organizational Behaviour', 14th edition, Pearson education, Page no.246 - 247. | 8. Stephen P.Robbins, Timothy A.Judge and Neharika Vohra, 'Organizational Behavior', 14th edition, 2011, Pearson prentice hall, Page no.280 - 282. | 9. Yogendra Singh and Mamta Pandey, 'Organizational Behaviour', A.I.T.B.S Publishers, India, 2009, Page no.284 - 289. | 10. JOURNAL | 1. Chandon, J.S. (1997) Management Concepts and Strategies. New Delhi: Vikas Publishing House Pvt Ltd. | 2. Chansler, P.A. Swamidass, P. & Cammann, C. (2003) Self-managing work teams: An Empirical Study of Group Cohesiveness in Natural work Group at a Harley-Davidson Motor Company Plant. | 3. Dumas, T.L. Nanay, P. Katherine & R. Phillips, W. (2008). Self-disclosure: Beneficial for Cohesion in demographically diverse work groups, *Managing Groups and Teams*, 11, 143 -166. | 4. Hongyan, S. (2008). Psychological Contract, Group Cohesiveness and Organizational Performance, Department of Economics and Management, Huahong University of Science and Technology, Wuchang, China. | 5. Jones, G.R. & George, J.M. (2008) Contemporary Management. New Delhi: Tata McGraw Hill Education Private Limited. Nelson, D.L & Quick, C.J. (1999) Organizational Behavior. South Western: Thomson. | 6. Robbins, S.P. & Judge, A.T. (2007) Organizational Behavior. New Delhi: Prentic Hall of India. | 7. Steinhardt, M.A. Dolbier, C.L. Gottlieb, N.H. & Mccalisten, K.J. (2003). The relationship between hardiness supervisor support, group cohesion, and job stress as predictors of job satisfaction. Department of Kinesiology and Health Education, Australia. | 8. Tziner, A. & Yoav, V. (1982), Effects of command style and group cohesiveness on the performance effectiveness of self selected tank crews. *Journal of applied Sociology*, 67, 06. | 9. Wented, H. Euwema, I.J.M.C. & Emmeric, H.V. (2009), Leadership and cohesiveness across cultures. *The Leadership Quarterly*, 20, 358 - 370. | 10. Wendt, H. Euwema, & M. Zhytmyk, O (2004). Leadership styles and Cohesiveness across cultures. <http://ssrn.com/abstract> | 11. Wong, W. Chou, H. & Jiang, J. (2005), The impact of charismatic leadership style on team | 12. Cohesiveness and overall performance during ERP implementation, *International Journal of Management*, 23, 3, 173 - 180. | 13. Xie, J.L. & Johns, G. (2000). Interactive effects of absence culture salience and group cohesiveness; A multi-level and cross-level analysis of work absenteeism in the Chinese context *Journal of Occupational and Organizational Psychology*, 73, 31-52. |