

Executives Perception Towards Leadership Effectiveness



Social Science

KEYWORDS : Leadership Effectiveness, Communicator, Mutual Rewarder, Power Figure, Decision Maker And Positive Force

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ABSTRACT

This study was undertaken with a view to understand the influencing factors of Leadership effectiveness among the Executives. The present study was conducted in Jeppiar Cements Pvt. Ltd., Ariyalur district of Tamilnadu, India. The researcher selected 50 Executives as a sample for the present study by adopting census method. The present study was descriptive in nature. The study revealed that half (58 percent) of the respondents have had low level of leadership effectiveness in various dimensions such as Communicator, Mutual Rewarder, Power Figure, Decision Maker and Positive Force. The researchers suggest that the company may provide the chance to the executives to be good at communication. The company should encourage the executives to be more effective in decision making at all the times and places. The company may provide the opportunities to the executives to be competent and skillfull in their work performance. And the company may create the chances at all the times and places to the executives to be practical and positive personalities

INTRODUCTION

A leader is someone who leads the other persons. He has a vision, a drive and a commitment to achieve that vision, and the skills to make it happen. There are many qualities that constitute a leader, and a good leader can inspire those around him or her to excel in their field. An effective leader actively monitors his or her emotions, uses them to guide his or her behavior (Bass, 1985). Effective leadership is one key element in the success of a group and virtually anyone can learn to be an effective leader. Leaders are made, not born. An Effective leader is someone who manages to get people to do what he wants. The five principles of effective leadership are building vision, nurturing collaboration, promoting performance, cultivating learning and ensuring the results (Eagly and Johnson, 1990). Effective leadership is one key element in the success of a group and virtually anyone can learn to be an effective leader. Leaders are made, not born. An effective leadership contains two components - the traits of a leader and the skills of efficiency. This is to say that there is a notable difference between a leader and an effective leader. To be a leader requires a strong personality and the ability to read people. An effective leader, however, combines these qualities along with smart business practices as well as intelligent crafting of infrastructure (Kotter, 1990). It could be defined as one who exerts influence to get others to achieve the leader's objectives regardless of the quality of the outcome (Stogdill, 1948). The effective leaders are blessed with Communication Skills, Integrity, Empathy and Drive. The present study absorbs the influencing factors of Leadership effectiveness among the Executives of Jeppiar Cements Private Limited at Ariyalur District of Tamilnadu, India.

OBJECTIVES OF THE STUDY

- 1) To identify the level of leadership effectiveness among the executives.
- 2) To find out difference and association between the selected socio demographic profile of the respondents with regard to various dimensions of leadership effectiveness.

METHODS AND MATERIALS

This study was undertaken with a view to understand the influencing factors of Leadership effectiveness among the Executives. The present study was conducted in Jeppiar Cements Pvt. Ltd., Ariyalur district of Tamilnadu, India. There were 54 Executives working in the departments like R&D, Human Resource, Marketing and Management and Corporate Training of Jeppiar Cements at Ariyalur. During the data collection four respondents were long absent. Hence the total population has been taken into account by using census method. The sample size for the present was 50 executives of the Jeppiar Cements industry at Ariyalur district of Tamilnadu. The study was descriptive in nature. In order to collect the data from the respondents the re-

searchers used structured interview schedule. The researchers also applied standardized scale of Leadership Effectiveness developed by Andy O' Callaghan (1996). It consists of five dimensions such as Communicator, Mutual Rewarder, Power Figure, Decision Maker and Positive Force.

RESULTS AND DISCUSSION

Socio demographic characteristics of the respondents

Regarding respondent's socio demographic profile, it has been revealed that 46 percent of the respondents were in the age group of between 35 and 40 years, 58 percent of the respondents were male. 60 percent of the respondents were graduates, 38 percent of the respondents were with above five years of experience, 40 percent of the respondent's monthly income is above Rs. 25000 and 66 percent of the respondents were from Nuclear family type.

Table – 1 Distribution of the respondents according various dimensions of Leadership Effectiveness

S. No	Particulars	No of Respondents (N=50)	Percentage
1	Communicator Low High	20 30	60 40
2	Mutual Rewarder Low High	22 28	46 56
3	Power Figure Low High	28 22	56 44
4	Decision Maker Low High	23 27	46 54
5	Positive Force Low High	24 26	47 53
6	Overall Leadership Effectiveness Low High	29 21	58 42

The table 1 depicts that nearly half of the respondents have had low level of various dimensions of leadership effectiveness such as communicator (60 percent), mutual rewarder (46 percent), Power figure (56 percent), decision maker (46 percent), positive force (47 percent) and overall leadership effectiveness (58 percent). And remaining percent of the respondents have had high level of leadership effectiveness in related to above mentioned dimensions. The researchers concluded from the table that increasingly, successful organizations create the demand for lead-

ership, and the successful act of leadership requires people to become more open to their whole experience of interpersonal interaction in the workplace. In effect, each person will need to see more, hear more, and understand more in order to help the organization to see and meet the changing needs of customers and employees and to focus the collective and productive intent of their part of the organization on achieving effective results. Leadership is about intelligence, about pushing back personal limitations and being open to new possibilities for creating a better, more enjoyable and more successful organization. The result of leadership effectiveness is ultimately the creation of a seamless partnership between customer, employee, and organizational purpose in order to succeed in the market. These findings were in line with the study of As Lee Kun-Hee, chairman of Samsung Electronics, South Korea, said, "To effectuate change within groups, we must initiate change within ourselves. You need to know yourself well, your habits, strengths and shortcomings. Questioning yourself thoroughly is the beginning of change" (George, 2000). With the emergence of a global economy and a diverse workforce, this questioning is essential. Most of all, perhaps, the act of leadership is about building strong positive relationships.

Table -2 Z - Test between the Gender of the respondents and various Dimensions of Leadership Effectiveness

Gender	Sample Size (n:50)	X	S.D	Inference
Communicator Male Female	21 29	34.1 34.4	2.568 2.227	Z=.546 P>0.05 Not Significant
Mutual Rewarder Male Female	21 29	22.16 25.20	2.989 2.786	Z=2.986 P<0.05 Significant
Power Figure Male Female	21 29	21.32 22.00	1.897 2.768	Z=.897 P>0.05 Not Significant
Decision Maker Male Female	21 29	22.20 25.55	1.656 1.768	Z=1.786 P<0.05 Significant
Positive Force Male Female	21 29	25.05 23.85	2.768 2.456	Z=.965 P>0.05 Not Significant
Overall Male Female	21 29	45.78 38.51	4.876 3.567	Z=2.567 P<0.05 Significant

The table 2 inferred that there is a significant association between gender of the respondents with regard to the selected dimensions on Mutual Rewarder (Z=2.986, P<0.05, Significant) and Decision Maker (Z=1.786, P<0.05, Significant). Moreover there is a significant association between gender of the respondents with regard to overall level of leadership effectiveness ((Z=2.567<0.05, Significant). However there is no significant difference between the gender of the respondents with regard to various dimensions leadership effectiveness such as Communicator, Power figure and Positive force. The mean score indicated that gender has influence the overall level of leadership effectiveness. It indicated that male (X = 45.876) have had high level of leadership effectiveness than female.

SUGGESTIONS

The following suggestions may be incorporated in order to improve the leadership effectiveness of executives:

- ✓ The company may provide the chance to the executives to be good at communication.
- ✓ The company may encourage the executives to be more effective in decision making at all the times and places.
- ✓ The company may provide the ways to the executives to be more positive in their thinking and action
- ✓ The company may educate the executives to control the emotions and their feelings at the critical situation.
- ✓ The company may create the stress free environment in the industry.
- ✓ The company may provide the opportunities to the executives to be competent and skill full in their work performance.
- ✓ The company may create the chances at all the times and places to the executives to be practical and positive personalities.

CONCLUSION

The study shows the linkage between leadership effectiveness among the executives and the performance indicators in a positive correlation, when a leader exhibits competencies like initiative, nurturing attitude, team building, self - confidence, achievement motivation, and empathy. The performance is bound to be more effective. The results of the study can be translated into specific suggestion to enhance leadership effectiveness among the executives. A leader's passion for work reasons less for money or power and his ability to pursue goals vigorously and persistently are more important. Instead of securing short term gains, achievement for the sake of achievement should be the goal of every executive and which in turn needs high level of achievement motivation in the leader to help him in leading the front. Every leader should be aware that his job is as much about getting people to work together as a team, as it is about motivating individual member of the team. The leader' aim should be to build a team, which is cohesive, self - supporting and it must know where it is going. The leader must foster an environment of mutual trust and confidence and create a feeling of interdependence among team members.

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