



Efficient Positioning For Sustained Leadership

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ABSTRACT

Contemporary leaders are confronting hyper-dynamic world with challenge of tailor made products & innovations. Irrespective of leadership style it's the efficiency which makes leader successful and sustainable. The objective of the research is to explore the highly preferred factors of the leader, by followers or subordinates, to develop a leadership model based on factor analysis result, to develop a leadership grid with the prominently preferred factors. The researcher had used well structured questionnaire which include 27 pre selected statements on likerts scale to rate the preferred leadership factors. The problem is to explore which leadership style suits a hyper dynamic and result oriented situation. Is the style or the value important? The limitation of the study is it includes a sample of 550 from South Tamil Nadu. The views of respondents may be subjected to bias. The researchers are of the view that the imperative factor behind the success of the leader is efficiency. This study throws light into the different factors which makes an efficient leader.

Keywords :

1.1 INTRODUCTION

Being an efficient leader is not just about execution, maintaining the bottom-line and delivering results. Efficient leaders should develop such organization frameworks which allow innovation. An organization having the right person as leader can reach the shore (goal) smoothly. In this dynamic environment organizations need manager cum leader as leadership is one of the most important skills required. What type of leadership style is best suited & sustained in today's organizations is a big question? The answer is, it is not the style but the efficiency which makes leader suited and sustainable in the organization. All types of leadership styles will bring desired result, if it is properly used by efficient leaders. Inefficient leaders miserably fail whatever may be the styles of leadership they follow. They are definitely a curse to an organization. This study highlights the importance of efficiency.

1.2 OBJECTIVES OF THE STUDY

- To explore the highly preferred factors of the leader, by followers or subordinates
- To develop a leadership model based on factor analysis result
- To develop a leadership grid with the prominently preferred factors.

1.3 LITERATURE SCAN [TABLE NO.1]

| Topic | Theme | Author | Period |
|--|--|---------------------|--------|
| Servant Leadership in Bolivia | A Phenomenological Study of Long-Term Effects of a Founding Servant Leader on Two Educational Organizations | Elizabeth G. Chavez | Feb-11 |
| Adult self-directed leaders | Focus more on intrinsic and less on extrinsic motivation.& develop and validate an instrument that will measure the levels of trustworthiness in self directed leaders | Brian I. Duhart | Apr-11 |
| Instructor leadership behaviors | Study the incremental effects of instructor leadership behaviors on student commitment and intent to continue in course studies | Tonya f. Mack | Apr-11 |
| The Power of Transformational Leadership | Investigate the moderating effect of transformational leadership on employee self-efficacy, spirituality, and followers' subsequent MTL. | Tracy H. Porter | Mar-11 |

| | | | |
|------------------------|--|-------------------------|-----------|
| Leadership behaviors | A qualitative study of female superintendents - studies the need for female leaders and valuable qualities of female superintendents | Lynn amedy | Apr-99 |
| Leadership styles | Analyzing leadership styles of incident commanders and try to find out dominant style | Jeffrey c. Fox | Aug-09 |
| Emotional intelligence | Studies the link to school leadership practices ,that increase student achievement | Karen kay wendorf-heldt | May, 2009 |

1.4 PROBLEM STATEMENT

Contemporary leaders are confronting hyper-dynamic world with challenge of tailor made products & innovations. The environment is quite complicated for execution, with the presence of multiple links between the leadership style and the followers' performance, which makes it quiet difficult to narrow down the links and find an optimum style. The problem is different styles suit different situations. Which style is preferred? What are the essential qualities that the leader should possess? Is style important or the value important? How can a leader's sustainability be predicted? The solutions to all this problems lie in researchers' study titled "Efficient positioning for sustained leadership"

1.5 SCOPE THE STUDY

Leaders are spearheading the growth in emerging scenario; working in a global context is a critical endeavor. Indian MNC's are trying to ladder the value chain, imperatively the leaders' focal point should be execution & innovation. Networking across the global organization is toughest task, single Imperatives of Becoming a Great Leader and Becoming a Manager is Efficiency. Commoditization is the historian motives and innovation, differentiation and value addition are the modern motives. It is the leader to shape the circumstance for innovation and execution. The strategy of shaping the situation rather than setting the direction works well with Gen Y. well in order to [execution & innovation] develop EXIN Context the globe need efficient leaders which shape EXIN context. [ref exhibit 2]

1.6 NEED FOR THE STUDY

Most of the studies are based on leadership style, gender of the leader, the power of transformational leadership, effect of particular style on particular group so on. The most prominent factor behind leadership is efficiency which is understudied

or untouched area. The said study will clear out all the myths relating to leadership. [ref exhibit 1] and it throws light into the reality behind a leader. There cannot be leader without followers. Irrespective of the leaders' style, it is the Efficiency Aspect of the leader that makes him acceptable and sustainable in organization. Value of a leader lies in how efficient he is. Much of the original leadership research has taken a value-neutral approach and has focused solely on the traits, behaviors, power, situations, and cognitive theories largely used to describe effective leadership (Riera, 2008). Contemporary leaders find themselves in a new and changing world in which new ways of approaching leadership are necessary (Riera, 2008) the multiple associations that occur between leader traits and follower performance is critical to future research

1.7 DELIMITATIONS AND LIMITATIONS OF THE STUDY

Delimitations of this study concern the boundary of the problem and the individuals to be opinioned. This study confined to the Efficiency Aspect of a leaders, irrespective of the leaders style. In addition, this study considers the perceptions of others within the leadership circle like Future managers, educators, authors and current managers. Limitations of this study include the bias of the researcher, the bias and perception of the respondents and the generalization of the findings. The researcher is committed to the belief that irrespective of the style of the leaders it's the [value] Efficiency that makes him sustainable in the organization. While the findings of this study cannot be generalized to a population, sample area consist only the south side of the India.

1.8 RESEARCH DESIGN AND METHODS

This research study was undertaken with the aim of exploring and identifying prominent factors preferred by respondents as most essential for sustainability of leaders in long run irrespective of the style. Both primary and secondary data have been used in the study. Primary data was collected from the college professors, management students and middle level and top level managers from private and government institutions situated in south India, using structured questionnaire. Five hundred and fifty [550] respondents were selected from Fifty five institutions applying convenience sampling. For sampling the researcher had used 27 pre selected statements [based on the situation analysis] rated using 5 point likert scale, for identifying the preference allotted to each statements. Factor analysis [SPSS Software] applied to determine the significant factors.

Although primary data is collected from Five hundred and fifty [550] respondents through email [442] and [108] through direct visit, data received from Five hundred and ten [510] respondents were researchable and rest forty primary data were rejected on various ground.

1.9 CONCEPTUAL FRAME

1.9.1 EFFICIENCY

Efficiency is about accomplishing a task with minimum resources which lead to high degree of competency in performance. Efficiency escorts to execution and innovation

1.9.2 EFFICIENT LEADER

Efficient Leaders shape the framework in which people are willing and able to innovate. Efficient leader is ambit of initiation, consideration, delegation, employee centric, self imposed morale values, possessing emotional intelligence, highly self conscience and self confident accompanied by skill of result oriented guidance in critical situation.

1.9.3 INEFFICIENT AUTOCRAT LEADERS

- Never allow employees to come close
- Severe punishment if work is not done
- Never appreciate others achievement
- Try to find fault with the employees
- Never encourage upward communication
- Restricting information out of fear.

1.9.4 EFFICIENT AUTOCRAT LEADERS

- Maintain a reasonable distance

- Ask the employees the reason for not accomplishing and give them directions.
- Show appreciation
- Help them in correcting their mistakes
- Open minded & straight forward

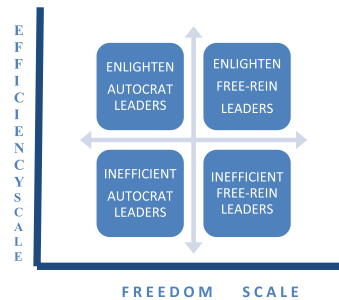
1.9.5 INEFFICIENT FREE-REIN LEADERS

- Act as dummy leader.
- Try to please the employees to hide his inefficiency.
- Delegate the authority and responsibility as he lacks knowledge.
- Always riding on somebody's shoulder

1.9.6 EFFICIENT FREE-REIN LEADERS

- Command respect from the followers/subordinates
- Act as participative leader if situations require.
- will prove himself efficient in adverse condition
- Delegating works to train future managers

Figure 1 Efficiency Leadership Grid



The efficiency leadership grid focuses on the Efficiency of the leaders irrespective of the style, gender and age. For the purpose the researcher had selected the two leadership style the free rein and autocratic the two extremes in numerous leadership styles. From the above mentioned Figure 1, exhibits no. 1 and the conceptual frame, it's very loud and clear that whether a leader is autocrat or free rein it is the efficiency that matters and not the style.

TABLE: 2 RESPONDENTS PROFILE

| Demographic variables | Frequency | Percentage |
|---|-----------|------------|
| Education: | | |
| Professional | 408 | 80% |
| Post graduation [future managers] | 102 | 20% |
| Graduation | | |
| Occupation : | | |
| EDUCATORS, MANAGERS, EXECUTIVES & PG students [Future managers] | 510 | 100 |
| Age in years : | | |
| 20-25 | 102 | 20% |
| 25-35 | 204 | 40% |
| 35-45 | 153 | 30% |
| 45 & above | 51 | 10% |
| Experience : | | |
| NIL years | 102 | 20% |
| 5-7 years | 153 | 30% |
| 7 & above | 255 | 50% |

Exhibit # 1. Myth about leaders.

- Autocrat leaders are cruel, arrogant, torturing in nature.
- Free-rein leaders are very friendly and very efficient, allowing the followers or subordinates to participate in decision making.

ANALYSIS AND DISCUSSION

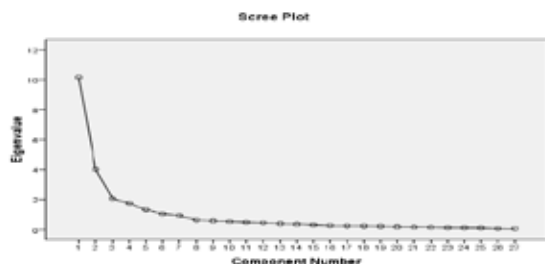
To get an idea of prominent factors, which assist in increasing the efficiency of the leaders, 29 pre-decided statements have been used to find out the preference level of the respondents

on five point Likert scales and the same were subjected to factor analysis. Before the application of factor analysis the following five techniques were also used for the analysis of data:

1] Correlation matrix: the correlation matrices was computed and examined. Correlation matrix was constructed using primary data, which has been presented in table1(Refer Annexure). The correlation matrix revealed that there is a strong positive correlation between the statements no.2,5 & 8. These statements were considered appropriate for factor analysis procedure.

2] Anti-image correlation matrix: anti correlation matrix was constructed and presented in table 2(Refer Annexure). This matrix shows that partial correlations among the statements are low- for example anti image correlation of statement 1 with respect to statement 1 to 27 are: -.625,.075,-.046,-.088,-.168,.039,-.267,-.081,.018,.029,.039,.043,.084,-.049,-.007,.023,-.034,.053,.004,-.022,-.065,.050,.084,-.067,-.096, & .090. . Similarly, most of the off diagonal elements are small, indicating that real factors exist in the data, which is necessary for factor analysis

3] Kaiser-meyer-olkin measure of sampling adequacy [MSA] : MSA focuses on the diagonal elements of partial correlation matrix. From table 3, it is clear that all of the diagonal elements of partial correlation matrix were sufficiently high for factor analysis. The diagonal elements of Partial Correlation Matrix from statement 1 to 27 are as follows: .875a, .881a, .825a, .890a, .913a, .823a, .853a, .902a, .843a, .822a, .814a, .859a, .893a, .878a, .890a, .881a, .925a, .940a, .904a, .944a, .898a, .914a, .890a, .877a, .875a, .864a & .865a



| | | |
|--|--------------------|-----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .886 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 11976.012 |
| | Df | 351 |
| | Sig. | .000 |

4] Test the Sampling Adequacy: Test of Sampling Adequacy was then performed sum of the values of diagonal elements of partial correlation matrix from statement number 1 to 27[.875 + .881 + .825 + .890 + .913 + .823 + .853 + .902 + .843 + .822 + .814 + .859 + .893 + .878 + .890 + .881 + .925 + .940 + .904 + .944 + .898 + .914 + .890 + .877 + .875 + .864 + .865]/27 = .886 . This shows that statement is good enough for sampling

5]Bartlett's Test Of Sphericity [BTS]: Bartlett's Test Of Sphericity [table no.3] was also conducted to check the overall significance of the correlation matrices. The value of Kaiser-Meyer-Olkin measure of sampling adequacy is 0.886. the test value of BTS was significant and it is indicating that correlation matrix is not an identity matrix. A scree plot [figure 1] is a plot of the Eigen values against the number of factors in order of extraction. 6 factors came out from the 27 variables of Scree plot, whose Eigen value is greater than 1, but for this study, the researcher got only 3 factors. The shape of the plot is used to determine the number of factors. The plot has a distinct break between the steep slope of factors, with large Eigen values and a gradual trailing off associated with the rest of the factors. [Scree plot depict 6 factor]

Figure 1: Scree Plot

6] Principal component analysis: un-rotated factor matrix
Principal component analysis was performed to extract the factors with un-rotated factor matrix ref annexure. 3 factors came out of 27 statements related to EXIN Context, talent retention factors and historian aspects.0.886 is a factor loading and it indicates correlation between statement no.1 and factor-1. Similarly other factors also correlated (Refer table 4 in Annexure)

7] Explanation of Variance: Total variance has been explained by table no.5(Refer Annexure). In the present research the researcher selected three Eigen values of factor-1 calculated through sum of square factor loading of statements number 1 to 27 was 10.152Similarly Engine value factor 2 and factor 3 were found to be 4.026 and 2.074 respectively after this variance for factor -1 , 2 and 3 was found to be 37.598, 14.909 and 7.683 respectively .this percentage of total variance used as an index to determine how well the total factor solution accounts as a percentage of total variation for prominent factors that affect efficiency of leaders was found to be 60.191%. It was a pretty good bargain, because the researcher were able to economize on the number of variable (from 27 statement , the researcher reduced them 3 underlying factor) , While researcher lost only 39.909% of the information . The percentage of variance explained by factor-1 to factor-3 for leveraging Microfinance were 37.598, 14.909 and 7.683, respectively .Three factors extracted from 27 statements were retained

8] Principal component analysis: varimax rotation matrix
Principal component analysis with varimax rotation matrix has been applied,(ref annexure). It's clear from the matrix that the factor loading is different from un-rotated matrix, but the commonalties are the same. In this case, statement no 17 to 27 have high positive correlations for factor 1. It means that statements no.17 to 27 can be clubbed into a single factor. Similarly, statement no.11 to 14 and Statement no 1, 2, 5 and 8 have positive correlations with factor-2 and 3 respectively and also can be clubbed into Single factors.

9] Explanation of variance

Total variance has been explained by table 7.

Table 4: Explanation of Variance

| Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 10.152 | 37.598 | 37.598 | 7.582 | 28.082 | 28.082 |
| 4.026 | 14.909 | 52.508 | 4.857 | 17.99 | 46.072 |
| 2.074 | 7.683 | 60.191 | 3.812 | 14.119 | 60.191 |

Total variance is explained with roatation, the Eigen values are different for factor 1,2,3 in comparison to previous un-rotated matrix. The Eigen values for factor 1,2,3 are 7.582, 4.857and 3.812 respectively. Percentages of variance for factor-1,2 &3 are 28.082, 17.990 & 14.119 respectively. It indicates that three factors extracted from 27 statements have cumulative percentages up to 60.191% of the total variance. This is a pretty good bargain, because the researchers were able to economize on the number of variable [from 27 statements, the statements were reduced into 3 underlying factors]

10] Criteria for significant factor loading

Now the role of factor loadings becomes important for interpretation of the factors. Factor loading represents a correlation between statement no.1 and factor -1. The criteria given by J.Hair, where factor loadings based on sample size are taken as the basis for decision about significant factor loading was adopted. This research had 510 respondents a sample, factor loading of 0.30 has been considered significant. The two statements which were having factor loading below 0.350 were not considered for naming (Ref Annexure)

TABLE NO. 5 NAMING OF FACTORS

| Factor Number | Name of Factor | Label | Statement | Factor Loading |
|---------------|------------------------|-------|--|----------------|
| Factor-1 | EXIN Context | 15 | participating in social gathering | 0.544 |
| | | 16 | assisting in work life balance | 0.588 |
| | | 17 | employee centered | 0.703 |
| | | 18 | motivating employee | 0.811 |
| | | 19 | being abreast with latest technology | 0.788 |
| | | 20 | Being accessible & familiar with employees or subordinate task | 0.857 |
| | | 21 | being emotionally stable | 0.861 |
| | | 22 | decision taking in critical situation | 0.796 |
| | | 23 | presence of interpersonal skill | 0.841 |
| | | 24 | understanding culture | 0.743 |
| Factor-2 | Talent Retention Ambit | 6 | encourage collaborative process & exercising control | 0.777 |
| | | 7 | team management | 0.804 |
| | | 9 | exercising power | 0.482 |
| | | 10 | Being Result oriented | 0.696 |
| | | 11 | showing appreciation | 0.769 |
| | | 12 | being ethical & maintaining the image | 0.781 |
| | | 13 | coordinating with employee | 0.804 |
| | | 14 | making accountable | 0.686 |
| Factor-3 | Historian Factor | 1 | presence of initiation structure | 0.852 |
| | | 2 | consideration | 0.878 |
| | | 5 | taking right decision at right time | 0.833 |
| | | 8 | presence of emotional intelligence | 0.763 |

After a factor solution has been obtained, in which all variables have a significant loading on a factor, the researchers attempted to assign some meaning to the pattern of factor loadings. Variables with higher loadings are considered more important and have greater influence on the name or label selected to represent a factor. Researchers examined all the underlined variables for a particular factor and placed greater emphasis on those variables with higher loadings to assign a name or label to a factor that accurately reflected the variables loading on that factor. The names /labels are derived by the factor analyst intuitively based on its appropriateness for representing the underlying dimension of a particular factor. All three factors have been given appropriate names on the basis of the variables represented in each case.

Factor -1: EXIN Context: This factor important factor which explained 37.598% of the variation. the statements as” participating in social gathering [.544], assisting in work life balance [.588], employee centered [.703], motivating employee [.811], being abreast with latest technology[.788] Being accessible & familiar with employees or subordinate task [.857], being emotionally stable [.861], decision taking in critical situation [.796], presence of interpersonal skill [.841], understanding culture [.743], Focus on growth and innovation [.760], endorse an attitude of learning [.668], being impartial [.651] are highly correlated with each other . These statements reflect EXIN Context [factors shaping context for execution and innovation] magnify efficiency of the leader hence, the researcher names this segment as EXIN Context

Factor-2: TALENT RETENTION AMBIT: The second kind of factor explained 14.909% of the variances. In this segment, the researcher look the Eight important variables such as encourage collaborative process & exercising control [. 7 7 7] , team management [.804], exercising power [.482], Being Result oriented [.696], showing appreciation [.769], being ethical and maintaining the image [.781], coordinating with employee [.804], making accountable [.686].These statements reflect quality of the leader in retaining talents of the organization which is very essential to compete in global environment.

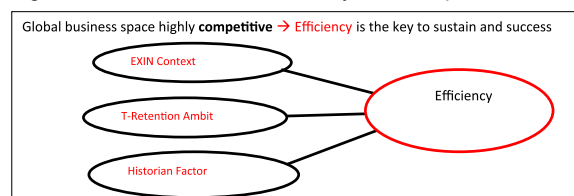
Factor 3: Historian Factor: This factor explained 7.683%of the variations. Presence of initiation structure [.852], consideration [.878], taking right decision at right time [. 8 3 3] presence of emotional intelligence [.763]

RELIABILITY AND VALIDITY OF THE CONSTRUCT

As far as the reliability and validity are concerned, analysis began with measuring the reliability of the construct. First of all internal reliability of the scale was examined using Cronach’s alpha coefficient. Value for the reliability was 0.7 and above as an indicator of good reliability. The Cronach alpha 0.8, which is good. After that, convergent validity can be accessed from the measurement model by determining whether each indicator estimated maximum likelihood loading on the underlying construct is significant. In the Table 10, all factor loading exceeds0.350.This shows evidence of convergence validity of this research. Composite reliability coefficient for each construct we also found. Composite reliability should be greater than 0.7 to indicate reliable factors (Hair et al 1995). In this research paper , all the composite reliability coefficient were greater than 0.7 , indicating reliability of all 27 variables. Composite reliability variance was extracted and cronbach’s alpha coefficient value for all variables greatly exceeded the minimum acceptable values. This research indicates that measures were free from error and, therefore, yielded very consistent results (Zikmund,2003).These test showed that the data was reliable and valid for this research

Result of factor analysis depicted in the form of diagram [ref figure 2] clearly exhibit trio dimension of efficiency first dimension EXIN Context includes the factors which shapes a conducive structure and environment in the organization for execution and innovation. Second dimension the Talent Retention Ambit include those factors which is essential for the leader to tap the excellent talents in the organization for successful innovation. Talent retention is a difficult task in global era, most the of the organization face the problem of high attrition rates. The third dimension the Historian Factors includes the qualities mention in different leadership theories and basic qualities.

Figure 2 Trio dimension of efficiency leadership



CONCLUSION

India is growing very quickly in the global space, pressure for execution and innovation is quite intensive. Inefficient leaders can survive at least in the short-run only if they work in a system where role, authority, responsibilities are clearly defined and the employees are expert in their work. But in the long run their inefficiency will be exposed. They will fail even in the short run where the environment is highly dynamic and requires a lot of guidance from the leader. Primal dimension [legitimacy, efficiency & genuineness aspects] play a greater role in the success of a leader. Irrespective of leader style it’s the Efficiency which plays a vital role in sustainability of the leader. For efficient positioning of leader the trio dimension of efficiency leadership is imperative.

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