



## Industrial Workers Perception Towards Leadership Qualities: A Case Study of V.r.l, Logistics Ltd. Hubli

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### Introduction

Man is a social being and has to live in the society and lead life amidst of others. We cannot imagine the society without any kind of leadership. Leadership is a process of influencing people and helping them to go into particular directions. All human cannot act like leaders and influence others there are some traits or say characteristics which help in distinguishing a leader from a non-leader. Leadership has a unique position in the society. In that case, the present study is meant to know about, how the leaders help workers to utilize their hidden talents, make them to use their skills, abilities, competencies etc., to their fullest extent. Hence a person possessing unique traits and behaviour style is said to be treated as a leader by other individuals, being respected and obeyed by their followers and also considered as effective leaders. No leader is effective unless the subordinates obey his orders.

### Leadership as an important aspect of Human Resource Development

The simple meaning of HRD is managing, safeguarding, developing and utilizing the available human resources in the right way. It is concerned about understanding how people work together in an organizational setting, generate the processes, practices, norms, standards and environment of organization. Healthy organizations consider HRD as an important factor to survive and sustain in the society. Leadership is indeed an indispensable process and needed in all the societies. It is even considered as a developmental process and a necessary one for proper handling of human resources. It is concerned with influencing, guiding, directing and motivating of the workers or people of any field in the society. It is the leaders who help the workers to get the highest utilization of their hidden talents, skills, knowledge, abilities, competencies and capacities. They believe in workers and increase their level of performance. He even bridges the gap between workers and management. Therefore leadership is a process that helps to bring out the best and hidden skills and talents, manages, guides, moulds and motivates workers in the right way. Thus the presence of leadership in an organization is very much needed.

### Leadership Qualities

Leaders are very exceptional people because of their thinking and actions. Leadership traits are as follows:

- A leader should possess subject knowledge better than his/her followers but more the subject knowledge a leader must properly understand the human nature or human psychology.
- Leader must be employee centered.
- Must be sincere, hard worker, give fair judgments about the activities of employees,
- Visionary and confident
- Leader motivates, guides, makes fair judgement, improves the working conditions and try to maintain cordial relations and healthy environment in organization.
- Leader pays attention towards workers overall personality development and job- satisfaction at the work place.

### Objectives of the Study

- To examine the socio-economic characteristics of respondents
- To determine the leadership qualities from the respondents point of view
- To know the expectations of workers from their leaders.
- To examine the sociological importance of the study.

### Methodology

The area of the present study is limited to a V.R.L. Logistics Ltd. Company, situated at varur, Hubli Taluk, Dharwad district, Karnataka State. The company comprises of 10000 above workforce and today it is considered as one of the biggest and largest company in north karnataka. A sample of 100 respondents was selected by the method of simple random sampling with lottery method. A questionnaire was framed to obtain the information from the workers. the present data was collected in the month of Dec 2008- Jan 2009.

### Data Collection

The present data is collected from both primary and secondary sources. Secondary sources are collected from books and journals. In the present study managers are considered as leaders who are involved in various activities such as maintaining staff, guiding, motivating, planning their activities, their personality, and concentrating on the other work related aspects. He is very important person in the organization.

### Field of Study

**A brief introduction of V.R.L Logistics Ltd, Company's Managing Director and Chairman and Varur village:**

**Mr. Vijay. B. Sankeshwar**

VRL Logistics Limited was founded in the year 1976 by Vijay Sankeshwar. Mr. Vijay. B. Sankeshwar without having any of the business background and experience, he started the company as an individual transporter in January 1976. He is the managing director of the V.R.L. Logistics limited company. However in 31<sup>st</sup> March 1983 the company came into existence with effectiveness, which was all due to the efficient working of the management, that consists of sincere, hardworking, co.-operative and loyal staff, who always keeps the principles, aims, objectives and goals of the organization in mind and work towards its progress. With the effective management the turnover of the company's business also increased.

### Varur

Varur is a small village. Even though it is a small village, it has its own uniqueness and is popular for three most well-known places which are located in this small village those are as follows:

1. Most important reason of this place is the establishment of the V.R.L. Head Quarters.
2. Secondly the Navagraha statue is been located here. This is situated just opposite the V.R.L Logistics. Most of the people from different places come to visit this place.

Thirdly there is the existence of the most famous Dhaba which

is very well- known by the name as Jagadish-Da-Dhaba. It has been known for the past 50 years, and because of three main reasons a small village Varur has its own significance.

**Discussions**

**Socio-Economic Profile of the Respondents**

In this part an attempt has been made by the researcher to present the socio-economic status of the workers. This part comprises of personal information about the respondents such as, age, sex marital status, education and occupation, nature of job, salary etc.

The discussion about these factors is discussed in the following tables.

**Table 1.1**  
**Age Composition of the Workers**

| Age group | No. of workers in percentage |
|-----------|------------------------------|
| 25-30     | 30                           |
| 31-34     | 27                           |
| 35-40     | 32                           |
| 41-45     | 11                           |
| Total     | 100                          |

Table 1.1 shows, the socio economic profile of the respondents working in the company. Workers belonging to the age group of 25 -45 years were active respondents, actively participating in all the work in which they are engaged in. The age group of 35-40 years comprised of more workers (32 per cent), while (30 per cent) belonged to the age group of 25-30 years, another (27 per cent) were in the age group of 31-34 years, and only (11 per cent) were in the age group 41-45 years. All of them play a vital role in increasing of the productivity of the company.

**Table1.2: Sex Composition of the Workers**

| Sex    | Percentage |
|--------|------------|
| Male   | 63         |
| Female | 37         |
| Total  | 100        |

Having considered the age factor of the workers, we may now consider the sex composition of the sampled respondents shows that majority (63 per cent) is male workers and the remaining (37 per cent) are female workers.

**Table 1.3: Marital Status of Workers**

| Marital status | Percentage |
|----------------|------------|
| Unmarried      | 38         |
| Married        | 60         |
| Divorced       | ---        |
| Widow          | 2          |
| Total          | 100        |

Table 1.3 indicates that (60 per cent) of the married respondents. These workers are able to maintain a balance between their family and work life. While (38 per cent) of workers are unmarried, and another (two per cent) are widows. Majority of the workers (60 per cent) were married.

**Table 1.4: Educational Status of Workers**

| Education level | Percentage |
|-----------------|------------|
| High school     | 8          |
| P.U.C           | 20         |
| Graduation      | 46         |
| Post-Graduation | 16         |
| Any other       | 10         |
| Total           | 100        |

Table 1.4 illustrates that (46 per cent) of the respondents were graduates, (20 per cent) of them were P.U.C. holders, (16 per cent) were post graduates and (8 per cent) have passed their high school and remaining (10 per cent) have completed their diploma courses, like diploma in computers etc. Thus we find a well educated class working in the company. These

respondents have sufficient knowledge about their job and responsibilities.

**Table 1.6: Occupational Status of Workers**

| Occupational Status | Percentage |
|---------------------|------------|
| Junior clerk        | 31         |
| Clerk               | 36         |
| Senior clerk        | 33         |
| Total               | 100        |

Table 1.6 shows that out of 100 respondents (33 per cent) were working as senior clerks, another (36 per cent) as clerks and the remaining (31 per cent) were junior clerks. All these workers were engaged in the clerical work were very honest, sincere and hard working.

**Table 1.7: Nature of the Job of the Workers**

| Nature of Job | Percentage |
|---------------|------------|
| Permanent     | 94         |
| Temporary     | 6          |
| Total         | 100        |

Table 1.7 indicates an overwhelming majority (94 per cent) were permanent workers while only (6 per cent) were temporary workers of the company.

**Table 1.8: Salary Structure of Workers**

| Present monthly salary | Percentage |
|------------------------|------------|
| Less than 3000         | ----       |
| 3001-5000              | 31         |
| 5001-10000             | 69         |
| 10001-20000            | ----       |
| 20000 above            | ----       |
| Total                  | 100        |

Table 1.8 indicates that, (69 per cent) including both the clerks and senior clerks receive a salary in the range of Rs. 5001-10000 per month, and only (31 per cent) respondents were junior clerks who were receiving a salary ranging between Rs. 3001 and 5000 per month.

**Leadership Qualities possessed by the leaders**

Leadership varies from situation to situation and person to person. The necessity of a leader is significant in the organization to maintain order and make workers to perform their work for greater co-operation and effort, discipline, integrity and confidence. Leaders are considered as 'apana adami' by the workers. Leaders are meant for the workers. A leader seems to hold the same feelings, thoughts, views, regards, and concern as possessed by the workers.

**Table 2.1**  
**Requirement of Leaders to run an organization**

| Sl.NO | Requirement of Leaders to run an organization | No. of Respondents | Percentage |
|-------|---|--------------------|------------|
| 1     | Yes   | 90                 | 90         |
| 2     | No  | 10                 | 10         |
| 3     | Total   | 100                | 100.00     |

Table 2.1 clearly indicates that majority of 90 percent)have agreed that leader is required at the organization to run the organization in a better way and take the company to the highest peak of success. It is the opinion of the workers their leader seems to appear close to them and act as the person or member belonging to their group (group member). But among 100 respondents there are few respondents who have disagreed to the statement that there is no requirement of a leader in the organization. Regarding this only (10 percent) that is 10 respondents have said there is no necessity of a leader and not so much required to run an organization.

As far as the per the researcher observation it reveals the reasons as to why the leader is required for the workers or to an organization. However 6 responses have been given by the 90 respondents and only 10 respondents have disagreed for unneeded of a leader at the organization. Leadership is

organizationally useful behavior by one member of an organizational family toward another member or members of that same organizational family.

Among 400 respondents of the V.R.L. Logistics majority of 30 (30 percent) have agreed to all of the five above stated reasons those are: leaders are required and needed for they helps in the achievement of organizational goals, influence them to do their work, motivates, guide and direct their activities, lead them in the right path, and establishes to build good and sound relationships with others at the workplace, 8 respondents that is (8 percent) have said leaders influence them to do their work without committing any sort of mistakes, 15(15 percent) have said that their leader helps in motivating, directing and guiding their activities properly. But 6 respondents (6 percent) have said leader is required to meet the organizational goals, and very fewer among them, that is only 6(6 percent) of respondents have said that a leaders is needed to build and establish good and sound relationships with others workers at the workplace that aims for the efficient carrying of the departmental work. And 25 percent of respondents have agreed that their leaders lead them properly in the right direction.

**Table 2.2**

There are some of the reasons mentioned by the remaining 10 respondents who have disagreed for unneeded requirement of a leader in the organization. They are stated below with reference to the Table 2.2. The Table 2.2 clearly mentions the reasons for the difference of their opinion on the absence or lack of a leader at the workplace.

**Table 2.2**  
**If 'No' Reasons**

| SI.NO | 'NO' Give Reasons  | No. of Respondents |        |
|-------|--|--------------------|--------|
| 1     | Leaders act like dictators   | 10                 | 10     |
| 2     | Show less concern towards workers  | _____              | _____  |
| 3     | More interested in satisfying and fulfilling their personal needs and desires. | _____              | _____  |
| 4     | N.A  | 90                 | 90     |
| 5     | Total  | 400                | 100.00 |

**Table 2.3**

The reasons have been expressed by the respondents as to what are traits holds good for their leaders that helps in attracting them the most. In this regard certain necessary traits have been answered by the workers.

**Table 2.3**  
**Traits of a Leader**

| SI.NO | Yes mention the traits of a leader that attracts the workers | No. of Respondents | Percentage |
|-------|--|--------------------|------------|
| 1     | Control and integrity  | 20                 | 20         |
| 2     | Trust and Honesty  | 10                 | 10         |
| 3     | Self-Confidence and understanding the behaviour of others    | 10                 | 10         |
| 4     | Leading and motivating others                                | 60                 | 60         |
| 5     | None of the above  | NIL                | NIL        |
| 6     | Any other specify  | NIL                | NIL        |
| 7     | Total  | 100                | 100.00     |

Overwhelming 60 respondents (60 percent) have said leading and motivating traits are the most exceptional characteristics or qualities of a leader that attracts the workers. Control and Integrity are the traits of a leader that occupies the second place by 20 respondents (20 percent). 10 respondents (10 percent) have said that trust and honesty are the traits of a leader that attracts the workers more than any other aspects. Remaining 10 (10 percent) respondents have expressed self-confidence and understanding the behaviour of others

occupies the third position and regarded as leadership traits that attract the workers.

Researcher in direct participant observation observed that dominating factor that helps in determining the leadership behaviour at the company

Workers were said to indicate the important factor that helps them in determining or finding out the leadership behaviour in the company. It is noticed that Many of the factors which help in determining the leadership behaviour in the company. Among the 8 factors majority of 43 (43 percent) respondents have agreed and satisfied with the factor that is, the prevailing leadership behaviour is impartial, ambitious and efficient which is a very good sign not only for the workers but from the company's view point also. Accordingly 31 (31 percent) respondents have said that the most important and determining factor of the leadership behaviour is leader should have good and sound educational background. Next important factor that helps in determining the leadership behaviour in the company is that the leader provides information to the workers and even acts as being co-operative towards the workers and this factor is been agreed by 23 (23 percent) respondents. And only 1 (1 percent) respondents have said that family background plays an important role of a factor in determining the behaviour of the leader. Workers have completed neglected and have not considered caste, class and religion as important factors in determining the leadership behaviour. Remaining only 2 (2 percent) have said none of the above aspects act as important factors in determining the leadership behaviour.

**Table 2.4**  
**Relationship of a leader with the workers**

| SI.NO | Leader holds cordial relationship with the workers | No. of Respondents | Percentage |
|-------|--|--------------------|------------|
| 1     | Yes  | 99                 | 99         |
| 2     | No   | 1                  | 1          |
| 3     | Total  | 100                | 100.00     |

Leadership is a process that involves the leader and his followers with a specific goal achievement, work environment, situations, communication of what is wanted or feedback from his workers it is also concerned with the man-to man relationship with his followers or workers. (Mamoria, C.B and Gankar, S.V, 2011).

Leader plays an important part in shaping and moulding the behaviour of the workers in the workplace. He even appears as a model to the workers. Therefore for maintaining healthy and sound environment in the company and for the benefits and progress of the company it is essential for the leader to hold good and cordial relationships with his superiors, colleagues, and his workers. Regarding this in the Table 2.4 majority of the (99 percent) workers or respondents hold the perception that, their leader holds a very good relationship with them and they have opined that its naturally benefits them in a positive manner but whereas only (1 percent) respondents is concerned have replied that their relationship with their leader is not so much of cordial one.

**Findings of the study**

In the era of globalization and privatization, private enterprises have been playing very important role in India's economic scene. Today people aspire to work in private sector, due to attractive salary, quick promotions and other benefits, compared to the public sector. In private enterprises there are ample opportunities to use their skills and to get better reward for their work. V.R.L is one of the leading private enterprises in Karnataka, which has made its name and fame in transport business. Large number of people made their living by working in this organization. Hubli, the business city, has been the head office, catered transport service to all the neighboring states.

From the above findings it is noticed that, majority of respondents are happy with their leaders, the traits possessed by them and with their job and the work allocated to them. Therefore overall we can say that, most of the workers are satisfied with their leaders, leadership traits, their job and have expressed their pleasurable state of mind towards it. Researcher has come across that majority of the respondents have replied

that they require leadership in the organization and has also mentioned reasons about the requirement of leaders. They are of the opinion that indeed leadership process increases the efficiency level of workers and productivity that, helps the company to progress and even leads to the overall personality development of the workers.

## REFERENCES

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