



A STUDY ON LEADERSHIP STYLES WITH REFERENCE TO HARSHA TOYOTA

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ABSTRACT

Leadership style is a variable that has received significant attention in the management literature. This study suggests that effective leadership style may not be dependent on whether an organization is for-profit or not-for-profit. The findings of this study indicate that even in a not-for-profit context, effective leadership is defined not only by task and people orientations but also the interaction between them. Therefore, in developing the psychological profile of effective not-for-profit leaders, as is the case in the for-profit sector, management researchers should explore both their task and people orientations. The researchers highlighted diverse approaches/ styles to leadership that are based on different assumptions and theories. As the time passed, the analysts have worked out to evolve various models, theories and assumptions regarding the leadership styles. The crux of their research was to elaborate the effectiveness of leadership in the reorganization including the establishment of authority, inducing sense of responsibility, streamlining and addressing the employees' issues in the context of already prevailing situation. Resultantly, among many others, two styles of leadership became much prominent namely transformational and transactional leadership. These two styles have been analyzed in the different socioeconomic and academic sectors with their distinct advantages. Presently, these two styles are

worked out in the different situation depending upon the nature and context.

I. INTRODUCTION

There are several ways to define leadership. Experts have tried to define leadership using several aspects. A process that influences other people to achieve an objective and guides the company in a way to make it more coherent and cohesive is called leadership. You can also define leadership as a process of leading people in the right direction in order to achieve goals. Leaders apply leadership attributes such as values, knowledge and skills to implement this process in any organization. Leadership ensures that the organization works successfully and accomplishes the desired goals. Leadership is also defined as a process that can have a positive impact on others. It motivates people to excel in the field they are working.

Leadership does not mean yelling at your followers to accomplish certain tasks. If you are the boss of a company that does not mean you will have leadership qualities. Leadership makes its followers want to accomplish high goals. Thus, leadership will be aptly defined as a process that encourages the followers to achieve their objectives. You can also define leadership as an action that directs the followers to lead a respectable and honorable life. Leadership qualities are not inborn but can be developed gradually through education and



self-study. Leadership can also be defined as leadership as it is a continuous learning process. Some scholars have defined leadership as an ability to inspire other people with a dream.

Behavioral theory of leadership defines leadership in terms of relation and behavior of leaders towards their followers. Some leaders are people oriented while some are task oriented. Accordingly, there is participative leadership and directive relationship. Leadership can also be defined as a process that cultivates and nurtures later generation of leaders. Leadership is about awakening the persistence and passion among its followers to get the desired result. Some experts have defined leadership as an ability to transform dream into reality. Leadership does not mean just imparting instructions to its followers but also striving hard to implement and achieve the desired goals. Leadership is a process that persuades people to do the right thing for a better future. Leadership is a process in which one person encourages, inspires and motivates others to work for the betterment of society.

Your actions should motivate people to do more and then become more. It can also be defined as the ability of a senior to persuade his or her subordinate's action to implement a course of action. Leadership directs people to inculcate qualities that will make them good citizens of the country. Leadership defines a clear vision for the company and capacity to translate it to reality. Leadership is like a 2 way street. You should have respect for seniors as well as your juniors. Leadership persuades people to go where they do not want to go necessarily but they ought to go. Leadership is a process that makes sure that his followers accomplish the task Leadership is also defined as a set of actions that are implemented in order to create a friendly work environment

SIGNIFICANCE

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. and plans to the subordinates from where the work actually starts.

2. Initiates action- Leader is a person who starts the work by communicating the policies Motivation- A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.

3. Providing guidance- A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.

4. Creating confidence- Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.

5. Building morale- Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.

6. Builds work environment- Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them.



He should treat employees on humanitarian terms.

7. Co-ordination- Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

ROLE OF A LEADER

Following are the main roles of a leader in an organization :

1. Required at all levels- Leadership is a function which is important at all levels of management. In the top level, it is important for getting co-operation in formulation of plans and policies. In the middle and lower level, it is required for interpretation and execution of plans and programmes framed by the top management. Leadership can be exercised through guidance and counseling of the subordinates at the time of execution of plans.

2. Representative of the organization- A leader, i.e., a manager is said to be the representative of the enterprise. He has to represent the concern at seminars, conferences, general meetings, etc. His role is to communicate the rationale of the enterprise to outside public. He is also representative of the own department which he leads.

3. Integrates and reconciles the personal goals with organizational goals- A leader through leadership traits helps in reconciling/ integrating the personal goals of the employees with the organizational goals. He is trying to co-ordinate the efforts of people towards a common purpose and thereby achieves objectives. This can be done only if he can influence and get willing co-operation and urge to accomplish the objectives.

4. He solicits support- A leader is a manager and besides that he is a person who entertains and invites support and co- operation of

subordinates. This he can do by his personality, intelligence, maturity and experience which can provide him positive result. In this regard, a leader has to invite suggestions and if possible implement them into plans and programmes of enterprise. This way, he can solicit full support of employees which results in willingness to work and thereby effectiveness in running of a concern.

5. As a friend, philosopher and guide- A leader must possess the three dimensional traits in him. He can be a friend by sharing the feelings, opinions and desires with the employees. He can be a philosopher by utilizing his intelligence and experience and thereby guiding the employees as and when time requires. He can be a guide by supervising and communicating the employees the plans and policies of top management and secure their co-operation to achieve the goals of a concern. At times he can also play the role of a counselor by counseling and a problem-solving approach. He can listen to the problems of the employees and try to solve them.

6. It is often said that good leaders are born and not made; however, good leaders are those who are aware of their personality traits and also of their followers. They know which leadership style is to be adopted in a particular situation. Once this is done, there is a little challenge left for a leader to become a “good / great” leader.

OBJECTIVES

To examine leadership qualities of TOYATA employee:

1. To review idealized influence by unifying, role model, trust, conviction of decision, conviction of purpose, shared goal.
2. To analyze inspirational motivation by unifying works for vision emphasizes vision to focus, high expectations, and encouragement.
3. To review intellectual stimulation by unifying questioning old assumptions,



involving people, stimulating new ways of working, promote intelligence

4. To analyze individualized consideration by unifying considers individual needs listens attentively, treat each employee as unique and appreciates, coaches, further development of people.
5. Comparison b/w :
 - idealized influence & inspirational motivation
 - idealized influence & intellectual stimulation
 - idealized influence & individual consideration
 - inspirational motivation & intellectual stimulation
 - inspirational motivation & individual consideration

Limitations Of Leadership

Leaders cannot do everything! In an effort to provide tools and resources for those in leadership positions, the following is a list of items that those on your team must do for themselves. Feel free to post this somewhere in your office!

1. Leaders can cast vision and connect the dots but they cannot give you **passion**.
2. Leaders cannot make sure you get **proper rest**.
3. Leaders can schedule a brainstorming session but they cannot make you **creative**.
4. Leaders can create a good environment but they cannot give you a **great attitude**.
5. Leaders can institute Sensitivity Training but cannot make you **get along** well with others.
6. Leaders cannot make you get to **work on time**.
7. Leaders can sacrifice but they cannot make you go the **extra mile**.
8. Leaders can possess high intelligence but they cannot make you a **continual learner**.
9. Leaders cannot control shifts in the **market**.

10. Leaders cannot control how much **traffic** you were in this morning.
11. Leaders can create opportunity but cannot **complete the assignment** for you.
12. Leaders cannot loan you their **character**. You either have it for yourself or you don't.
13. Leaders cannot do **off-line preparation** for you.
14. Leaders cannot always give you a **raise**. You must manage your resources well.
15. Leaders cannot control your **energy level**.
16. Leaders can provide you an expense account but cannot control how you **act on the road**.
17. Leaders sometimes cannot control what you **think** about them.
18. Leaders can vote but cannot control changes in **government regulations**.
19. Leaders often are ambitious but cannot control your level of **ambition**.
20. Leaders cannot control if you are **self-directed** or not.

2. RESEARCH METHODOLOGY:

Research methodology is a way systematically solves the research problem. It may be understood as a science of studying how research done scientifically. It is necessary for the researcher to know not only the research methods but also the methodology.

Source of data: Data collection begins after research problem has been defined. while deciding about the method of data collection to be used for the study the research should keep in mind two types of data

- 1) Primary data
- 2) secondary data

Primary data: Primary data are those which are collected a fresh and for the first time and these happen to be original in character

- Observation method



- Interview method
- Through questionnaires
- Schedules

Secondary data: Secondary data are those which have already been collected by someone else and which have already been passed through the statistical process. The various methods of collecting the secondary data are

- Various publications of the central, state and government.
- By Technical and trade journals.
- Books, magazines and newspapers.
- Reports prepared by research schools, universities, economists etc in different fields.
- Reports of various associations connected with business and industry bank etc

A) sample design: The sample size is the procedure or the way in which the sampling has been done as no project can be done taken in to consideration the whole of the population or universe only some samples is taken from the universe in order to find out there self.

Sample unit: The sample unit concept speaks about the unit which has been taken into consideration for the project. In other words it can be said that the sample unit consists and development in a concept of human resources management .the employees have taken as a sample unit here.

Sample size: The sample size mentions the size of unit that has been taken into consideration for the survey. The size may be in numbers, weights, or some time qualitative. Here as the unit employee the size to be considered has been taken in numbers i.e. 160.

A) Data analysis: After collecting the data the next step is analysis helps the researcher to

find out the satisfaction levels of the employee in the organization that are considered in our sample size.

C) Interpretation: After completion of data analysis interpretation of the data is required to find out the percentage level of satisfactions of the employee of the organization and to what extent the sample has been satisfied. The researcher can easily understand the satisfaction by having the interpretation of data.

We have adopted the Survey Method. In order to carry out with our survey we took a sample of employees from HARSHA TOYATA and asked them to fill up a Questionnaire that was designed in such a way that would help us analyze whether employee empowerment exist in their organizational framework and whether it has helped them and the organization as a whole or not. Let us now discuss the survey methodology in details.

Type of the Survey:

The type of survey used by us is Quantitative Survey in which we have firstly took into consideration five factors based on which we developed our employee's profile. The factors that we took into consideration are:

- Sex- Male, Female
- Age- below 25 years, 25-45years, above 45 yrs
- Designation-
- Work Experience- less than 1 year, 1 to 5 years, above 5 years
- Qualification- +2, Graduate, Post Graduate, Others

Also, on the basis of the aim of the project taken in hand, the following three assumption have been formed by us. These are:



1. Let the Assumption be that employee empowerment in the industry sector is above average.
2. Let the Assumption be that employee empowerment is directly related to the performance of the employee.

The sample is a cluster sample in which the sample size is 160. Employees from HARSHA TOYATA have been taken pertaining to different age, sex, designation; qualification and income were asked to fill up a Questionnaire in which there were questions related to analysis of employee empowerment. The sample was a random sample. The 160 employees were randomly chosen and were asked to answer the Questions and the Questionnaire was filled up by the process of interviewing by our group members. While choosing the sample it was taken into consideration that employees were taken in such a way that the Assumption were satisfied.

3. LEADERSHIP STYLES:

A leadership style is the manner and approach of providing direction, implementing plans, and motivating people. There are many different leadership styles that can be exhibited by leaders in the political, business or other fields.

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 homogeneous 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. Authoritarian leadership style;

The authoritarian leadership style or autocratic leader keeps strict, close control over followers by keeping close regulation of policies and procedures given to followers. To keep main emphasis on the distinction of the authoritarian leader and their followers, these types of leaders make sure to only create a distinct professional relationship. Direct supervision is what they believe to be key in maintaining a successful environment and follower ship. In fear of followers being unproductive, authoritarian leaders keep close supervision and feel this is necessary in order for anything to be done.

Examples of authoritarian communicative behavior: a police officer directing traffic, a teacher ordering a student to do his or her assignment, and a supervisor instructing a subordinate to clean a workstation. All of these positions require a distinct set of characteristics that give the leader the position to get things in order or get a point across. Authoritarian Traits: sets goals individually, engages primarily in one-way, downward communication, controls discussion with followers, sets goals individually, engages primarily in one-way, downward communication and donates interaction.

2. Democratic leadership style:

The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality.

This style of leadership encompasses discussion, debate and sharing of ideas and encouragement



of people to feel good about their involvement. The boundaries of democratic participation tend to be circumscribed by the organization or the group needs and the instrumental value of people's attributes (skills, attitudes, etc.). The democratic style encompasses the notion that everyone, by virtue of their human status, should play a part in the group's decisions. However, the democratic style of leadership still requires guidance and control by a specific leader. The democratic style demands the leader to make decisions on who should be called upon within the group and who is given the right to participate in, make and vote on decisions. Research has found that this leadership style is one of the most effective and creates higher productivity, better contributions from group members and increased group morale. Democratic leadership can lead to better ideas and more creative solutions to problems because group members are encouraged to share their thoughts and ideas. While democratic leadership is one of the most effective leadership styles, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. Democratic leadership works best in situations where group members are skilled and eager to share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan and then vote on the best course of action.

3. Laissez-faire leadership style: The laissez-faire leadership style was first described by Lewin, Lippitt, and White in 1938, along with the autocratic leadership and the democratic leadership styles. The laissez faire style is sometimes described as a "hands off" leadership style because the leader delegates the tasks to their followers while providing little or no direction to the followers.^{[5][unreliable source?]} If the leader withdraws too much from their followers

it can sometimes result in a lack of productivity, cohesiveness, and satisfaction.

Laissez-faire leaders allow followers to have complete freedom to make decisions concerning the completion of their work. It allows followers a high degree of autonomy and self-rule, while at the same time offering guidance and support when requested. The laissez faire leader using guided freedom provides the followers with all materials necessary to accomplish their goals, but does not directly participate in decision making unless the followers request their assistance.

This is an effective style to use when:

- Followers are highly skilled, experienced, and educated.
- Followers have pride in their work and the drive to do it successfully on their own.
- Outside experts, such as staff specialists or consultants are being used.

This style should NOT be used when:

- Followers feel insecure at the unavailability of a leader.
- The leader cannot or will not provide regular feedback to their followers.

4. Transactional leadership style:

The transactional style of leadership was first described by Max Weber in 1947 and then later described by Bernard Bass in 1981. Mainly used by management, transactional leaders focus their leadership on motivating followers through a system of rewards and punishments. There are two factors which form the basis for this system, Contingent Reward and management-by-exception.



- Contingent Reward Provides rewards, materialistic or psychological, for effort and recognizes good performance.
- Management-by-Exception allows the leader to maintain the status quo. The leader intervenes when subordinates do not meet acceptable performance levels and initiates corrective action to improve performance.

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”. Other in-depth definitions of leadership have also emerged.

Theories of Leadership:

Leadership is "organizing a group of people to achieve a common goal". The leader may or may not have any formal authority. Students of leadership have produced theories involving traits,^[2] situational interaction, function, behavior, power, vision and values,^[3] charisma, and intelligence, among others. Somebody whom people follow: somebody who guides or directs others.

1. Great Man Theory of Leadership: Have you ever heard the phrase, "Great leaders are born, not made"? This quote sums up the basic tenant of the great man theory of leadership, which suggests that the capacity for leadership is inborn. According to this theory, you're either a natural born leader or you're not. The term "Great Man" was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership.

4. FINDINGS

1. It was found that out of 160 respondents 2.7% employees give importance to role model criteria as almost always true, 6.45% as frequently true, 24.16% as occasionally true, 45.44% as seldom true, 21.25% as almost never.

2. It was found that out of 160 respondents 2.18% employees give importance to trust criteria as almost always true, 7.5% as frequently true, 20% as occasionally true, 49.25% as seldom true, 24.06% as almost never.

3. It was found that out of 160 respondents 0.62% employees give importance to conviction of decision criteria as almost always true, 7.5% as frequently true, 27.5% as occasionally true, 49.38% as seldom true, 15% as almost never.

4. It was found that out of 160 respondents 7.5% employees give importance to conviction of purpose criteria as almost always true, 20% as frequently true, 32.51% as occasionally true, 24.37% as seldom true, 15.62% as almost never.

5. It was found that out of 160 respondents 28.12% employees give importance to shared goal criteria as almost always true, 38.76% as frequently true, 25.62% as occasionally true, 5% as seldom true, 2.5% as almost never.

6. It was found that out of 160 respondents 6.09% employees give importance to Intellectual Influence criteria as almost always true, 12.57% as frequently true, 24.76% as occasionally true, 38.44% as seldom true, 18.12% as almost never.

7. It was found that out of 160 respondents 21.04% employees give importance to Works for vision criteria as almost always true, 38.35% as frequently true, 30.62% as occasionally



true,8.33% as seldom true,1.66 % as almost never.

8. It was found that out of 160 respondents 16.25% employees give importance to High expectations criteria as almost always true,47.82 % as frequently true,25 % as occasionally true,6.25 % as seldom true,1.25% as almost never.

9.It was found that out of 160 respondents 37.5% employees give importance to Encouragement criteria as almost always true,41.26 % as frequently true,15% as occasionally true,5.62% as seldom true,0.62% as almost never.

10.It was found that out of 160 respondents 22.32% employees give importance to Inspirational motivation criteria as almost always true,42.42% as frequently true,26.78% as occasionally true,6.87% as seldom true,1.61% as almost never.

11.It was found that out of 160 respondents 38.12% employees give importance to Questioning old assumptions criteria as almost always true,43.14 % as frequently true,14.37% as occasionally true,2.5% as seldom true,1.87% as almost never.

12.It was found that out of 160 respondents 41.88% employees give importance to Involving people criteria as almost always true,44.38% as frequently true,11.25% as occasionally true,1.87% as seldom true,0.62% as almost never.

13.It was found that out of 160 respondents 25.23% employees give importance to Stimulating new ways of working criteria as almost always true,40.41% as frequently true,27.08% as occasionally true,5.62% as seldom true,1.66% as almost never.

14.It was found that out of 160 respondents 15.93% employees give importance to Promote intelligence criteria as almost always true,46.26% as frequently true,31.26% as occasionally true,4.68% as seldom true,1.87% as almost never.

15.It was found that out of 160 respondents 26.78% employees give importance to Intellectual stimulation criteria as almost always true,43.06% as frequently true,24.19% as occasionally true,4.37% as seldom true,1.6% as almost never.

SUGESTIONS

- The top level management is suggested to improve the motivational factors such as core values and supervisor's efficiency. This would enable the less motivated employees to acquire the momentum of participation and involvement in the work
- The management should encourage employees to work on their interested project which increases their efficiency and job satisfaction.
- The organization has to provide various conducive work environment like work schedule options, motivating factors, career development, training methods, communication system and leadership style to suit the various needs of different categories of employees based on demographic factors.
- This necessarily takes a shape of a mental picture which brings a movie-like effect with a 70mm mental screen and a Dolby digital surround sound system.
- The leader has to be autocratic-democratic-dictator as well as participative with the Liaise-faire approach i.e. he should be a composite



capsule of a represented management and leadership style.

- The Leaders should be receptive enough and should be full of vigour-forcevenom and agility.
- The Leaders should be receptive enough to listen to all the Seniors, Juniors, Managers, Directors, Coaches, and should be kind enough to all the people working around him and to make them feel oneness.
- The organization has to help the employees in selecting the best suited career in their job. Organizations providing their employees with career advancement and opportunities have positive work-related outcomes. Employees who feel they are capable of advancing their careers are more satisfied with their organization and stay in the organization.
- Management must encourage the employees to participate in decision making which brings good communication between subordinates and superior and to achieve organizational goals and objectives.

5. CONCLUSIONS

- By comparison between idealized influence and inspirational motivation the employees give importance to idealized influence .
- By comparison between idealized influence and intellectual stimulation the employees give importance to idealized influence .
- By comparison between idealized influence and individual consideration the employees give importance to individual consideration

- By comparison between inspirational motivation and intellectual stimulation the employees give equal importance
- By comparison between inspirational motivation and individual consideration the employees give importance to individual consideration
- By comparison between intellectual stimulation and individual consideration the employees give importance to individual consideration
- Employees give overall importance to individualized consideration then idealized influence.
- There is a scope for improvement in inspirational motivation and intellectualstimulation.

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