



A STUDY ON INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE MOTIVATION AMONG SELECTED AUTOMOBILE COMPANIES IN INDIA

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ABSTRACT

Leaders with drive, leadership motivation, honesty and integrity, as well as self-confidence, cognitive capacity, and knowledge of corporate leaders, are recognised as those who do the right things, and the art of leading is referred to as leadership. In the current globalized era, the role of leaders is felt in each and every corner of the world. Effective accomplishment of task, is possible only in the presence of a leader. Thus, leadership styles have turned out to be inevitable. The main idea behind the study is to analyse the type of leaders existing in the field of study. Moreover, it also focuses on the expectations from one's leader. This study attempts to analyse the preferred leadership style among the employees of the chosen automobile firms in Chennai and analyse the gap existing between what exists and what is preferred by the employees. As expected, the preferred style of leadership expected from a leader is people-oriented leadership style. Irrespective of the department, designation, age and qualification it has been found that all categories prefer only people-oriented leadership style as compared to task-oriented leadership style,

Keywords: Leader, Leadership Styles, People-oriented Leadership, Task-Oriented Leadership.

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INTRODUCTION

Effective and dynamic leadership is critical to an organization's success. Understanding the notion of leadership is really crucial. Let us define a leader before moving on to the notion of leadership (Gopinath, 2020a). A leader, according to Cook, Hunsaker, and Coffey, is someone who establishes a vision and goals, then motivates people to willingly commit to those goals. Leaders and non-leaders share a few key characteristics (Gopinath, 2020b). Leaders with drive, leadership motivation, honesty and integrity, as well as self-confidence, cognitive capacity, and knowledge of corporate leaders, are recognised as those who do the right things, and the art of leading is referred to as leadership.

As seen by those they work with and through, a leader's style is the regular behaviour patterns they utilise when working with and through others (Gopinath & Chitra, 2020a). People develop these patterns when they learn to react in the same way under comparable circumstances. They form routines, which make their acts fairly predictable to others who deal with them (Gopinath, 2019a). Many factors influence leadership, including coworkers, followers, situational variables and job needs, supervisors, and the external environment.

SIGNIFICANCE OF THE STUDY

In the current globalized era, the role of leaders is felt in each and every corner of the world. Effective accomplishment of task, is possible only in the presence of a leader. Leadership behaviour is emphasized to a large extent (Gopinath, 2020c). Thus, leadership styles have turned out to be inevitable. The main idea behind the study is to analyse the type of leaders existing in the field of study. Moreover, it also focuses on the expectations from one's leader.

STATEMENT OF THE PROBLEM

The success of an organisation is influenced by leadership styles. Leaders must conduct in such a way that they can only accomplish success in the duties they are tasked with in order to gain the members' influence (Gopinath & Chitra, 2020b). As a result, the goal of this research is to identify the many leadership styles that exist inside an organisation. Apart from the above, this research aims to explore the most favoured style of leadership and also the expected leadership styles from their superiors. The above two objectives help in evolve the differences prevailing in the practice and preferred leadership style (Gopinath, 2016a).

OBJECTIVES OF THE STUDY

This study attempts to analyse the preferred leadership style among the employees of the chosen automobile firms in Chennai and analyse the gap existing between what exists and what is preferred by the employees.

REVIEW OF LITERATURE

Numerous studies have been undertaken throughout the years with the goal of examining how leaders act. Bennis (1999) defines true leadership which has been proved with positive outcomes such as skills with respect to communication which could really inspire and delegate, decision-making judgement, the capacity to foster talent, the ability to coach, hiring, firing, budgeting, and performing performance reviews. This list is not complete, but it does highlight two

characteristics of leadership that are both required for effective leadership to occur: task behaviours and relationship behaviours. According to Northouse (2012), how these two traits are displayed determines the degree to which a leader is effective. Situations vary, but each requires a combination of task and relational actions.

Task-related behaviours guarantee that people, equipment, and other resources are used efficiently to achieve goals. Planning, organising, clarifying roles and objectives, monitoring activities, and resolving dispute are all part of meeting these specific objectives. Yukl (2012) offers a variety of research papers for each component behaviour, demonstrating that demonstrating each behaviour may improve leadership effectiveness.

Curral (2009) conducted a study which has attempted to know the influence of task-oriented vs. relationship-oriented leadership on the creation of group performance. The results have shown that the leadership style has an influence on the group related behaviour and performance.

RESEARCH METHODOLOGY

Descriptive research design has been found to be relevant for this study. The research tool used was a structured questionnaire was prepared for collecting primary data. Data collection was carried out in automobile firms operating in Chennai. Data collected through Questionnaire was administered in SPSS (Statistical Package for Social Sciences.) by which data was tabulated. Later data was interpreted to emerge with findings.

DATA ANALYSIS

Table 1: Variables influencing style of leadership

Variables	Leadership Styles		Total
	People Oriented	Task Oriented	
Cooperation	38 (63)	22 (37)	60 (100)
Interaction Facilitation	22 (37)	38 (63)	60 (100)
Goal Achievement	32 (53)	28 (47)	60 (100)
Performance	41 (68)	19 (32)	60 (100)
Sharing of Responsibility	44 (73)	16 (27)	60 (100)

Note: Figures in Parenthesis denotes Percentage

It is evident from the above that the that in case of people-oriented style of leadership the most important variable is Sharing of responsibility (73%) which is followed by cooperation among the leader and the led (63%). Least influencing variable of people-oriented style of leadership is found to be interaction facilitation (37%). In case of task-oriented style of leadership the most important variable is interaction facilitation (63%) which is followed by goal achievement (47%). Least influencing variable of task-oriented style of leadership is found to be responsibility sharing (27%).

Table 2: Chi Square Test for association between department and preference for leadership style to be adopted by the leaders

	Leadership Styles			
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Department	People-Oriented Leadership	Task-Oriented Leadership	Total	Chi Square Value	P Value
Production	23 (85)	4 (15)	27 (100)	1.955	<0.001**
Administration	15 (75)	5 (25)	20 (100)		
Service	9 (69)	4 (31)	13 (100)		
Total	47 (78)	13 (22)	60 (100)		

Note: Figures in Parenthesis denotes Percentage

It is evident from the above that there exists an association between department of employees and their preference for a particular leadership style to be adopted by their leader. Majority of the employees irrespective of their department to which they are attached prefer their leader to exhibit people-oriented leadership style rather than exhibiting task-oriented leadership style. However, on further analysis it can be seen that this preference is higher among employees working with production department as compared to the other two departments.

Table 3: Chi Square Test for association between designation and preference for leadership style to be adopted by the leaders

Designation	Leadership Styles		Total	Chi Square Value	P Value
	People-Oriented Leadership	Task-Oriented Leadership			
Operator	18 (82)	4 (18)	22 (100)	3.016	<0.001**
Supervisor	24 (63)	14 (37)	38 (100)		
Total	42 (70)	18 (30)	60 (100)		

Note: Figures in Parenthesis denotes Percentage

It is obvious from the above that there is association between designation of employees and their preference for a particular leadership style to be adopted by their leader. Majority of the employees irrespective of their designation prefer their leader to exhibit people-oriented leadership style rather than exhibiting task-oriented leadership style. However, on further analysis it can be seen that this preference is higher among operators as compared to supervisors.

Table 4 Chi Square Test for association between age and preference for leadership style to be adopted by the leaders

Age	Leadership Styles		Total	Chi Square Value	P Value
	People-Oriented Leadership	Task-Oriented Leadership			
< 30 years	25 (64)	14 (36)	39 (100)	7.322	<0.001**
>30 years	19 (91)	2 (9)	21 (100)		

Total	44 (73)	16 (27)	60 (100)		
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Note: Figures in Parenthesis denotes Percentage

It is obvious from the above that there exists an association between age of employees and their preference for a particular leadership style to be adopted by their leader. Majority of the employees irrespective of their age prefer their leader to exhibit people-oriented leadership style rather than exhibiting task-oriented leadership style. However, on further analysis it can be seen that this preference is higher among employees who are above 30 years of age.

Table 5: Chi Square Test for association between educational qualification and preference for leadership style to be adopted by the leaders

Educational Qualification	Leadership Styles		Total	Chi Square Value	P Value
	People-Oriented Leadership	Task-Oriented Leadership			
Diploma	20 (83)	4 (17)	24 (100)	1.955	<0.001**
Graduation	7 (47)	8 (53)	15 (100)		
Professional (Production)	17 (81)	4 (19)	21 (100)		
Total	44 (73)	16 (27)	60 (100)		

Note: Figures in Parenthesis denotes Percentage

It can be seen from the above that there is association between educational qualification of employees and their preference for a particular leadership style to be adopted by their leader. Majority of the employees irrespective of their age prefer their leader to exhibit people-oriented leadership style rather than exhibiting task-oriented leadership style. However, on further analysis it can be seen that this preference is higher among employees who are either diploma holders or graduates as compared to those who possess professional qualification.

Table 6: Level of consistency between preferred leadership style and existing leadership styles

Personal Details		Leadership Styles		Preferred Styles	
		People Oriented	Task Oriented	People Oriented	Task Oriented
Department	Production	15 (56)	12 (44)	22 (82)	5 (18)
	Administration	10 (50)	10 (50)	14 (70)	6 (30)
	Service	8 (62)	5 (38)	8 (62)	5 (38)
Designation	Operator	9 (41)	13 (59)	19 (86)	3 (14)
	Supervisor	24 (63)	14 (37)	25 (66)	13 (34)
Age	Below 30 years	25 (64)	14 (36)	25 (64)	14 (36)

	Above 30 years	8 (38)	13 (62)	19 (91)	2 (9)
Qualification	Diploma	11 (46)	13 (54)	20 (83)	4 (17)
	Graduation	13 (87)	2 (13)	7 (47)	8 (53)
	Professional	9 (42)	12 (57)	17 (81)	4 (19)

Note: Figures in Parenthesis denotes Percentage

The above table analyses the consistency maintained in the leadership styles. Consistency here refers to the balance maintained in the type of leadership style one follows and the one they prefer from their leaders. It is obvious from the above table that irrespective of the demographic variable the most preferred style of leadership is people-oriented style (Gopinath, 2016b).

FINDINGS AND CONCLUSION

As expected, the preferred style of leadership expected from a leader is people-oriented leadership style. Irrespective of the department, designation, age and qualification it has been found that all categories prefer only people-oriented leadership style as compared to task-oriented leadership style (Gopinath, 2020d). The true reasons of the consistency factor disparity can be investigated. The information on preferred leadership styles might be valuable in determining how satisfied employees are with the organization's leadership patterns (Gopinath, 2019a; 2019b). As a result, it can be argued that the research assisted in determining that leadership conduct is distinct. The bulk of the responders are employee-focused leaders who provide collaboration to members at all levels, while the rest are task-oriented leaders. Similarly, the majority of them highly prefer to work under a leader who prioritizes the needs of his or her employees. They have the impression that their bosses are looking after them.

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