

Relationship between Styles of Leadership and Performance of Organization in a Defence Public Sector Enterprises in Hyderabad: A Case Study

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Abstract

Public Sector Enterprises are meant for social transformation and stable functioning before globalization era. The scenario has been changed after globalisation in India. Many private players and MNC's with Direct foreign investments entered into Strategic sector also. Due to this even the core areas in Public Sector domain has been privatised.

Government policies, have made DPSUs to face stiff competition from among them, private sectors and MNCs. A sea change has taken place for the DPSUs also. Accordingly, select DPSU has transitioned from monopolistic environment to competitive environment from private players in the missile manufacturing domain and facing a volatile environment to compete in the competitive environment for its products to deliver to the suppliers at cost effective manner. Hence, a need felt to implement change management practices to augment organizational effectiveness and performance for its sustainability. Researcher thought that Leadership is one of the dominant factor for organizational performance and sustainability. Therefore a case study of a Defence PSU has been undertaken to identify the leadership styles and its relation to organizational performance. The results shows that there is relationship exists between the leadership styles and organizational performance.

Keywords: Defence Public Sector Organizations (DPSU); Multi National Companies(MNCs); Multifactor Leadership Questionnaire (MLQ); Volatile; Uncertainty; Complexity and Ambiguity (VUCA).

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INTRODUCTION

There were periods of uncertainty on the research on leadership and thereby focus laid on significance of leadership roles for success of any organizational set up. As per Fiedler research on leadership states that effectiveness of a leader is major factor for failure or success of organization and the same is applicable to India also.

After Post liberalization periods, DPSUs needs to sustain in VUCA environment by training and developing leadership pipeline and make them to equip with skills to sustain in the changing scenario. The averments are depend on the assumption that there is a relationship exist among styles of leadership and performance of organization, because leadership is seen a important attribute for organizational effectiveness. Therefore there is an increasing trend after post liberalization to concentrate on better leadership in PSU based on the learning's from business world as the private players are more effective than public sector undertakings in terms of performance of the organizations. Hence, blooming leadership is contributing factor for improving the performance of the PSUs.

With this background an attempt has been made to find out the relationship between leadership style Organizational performance prevailed in BDL by Using Multifactor Leadership questionnaire and Organizational Performance assessment questionnaire to obtain the perceptions of the middle managers who are future leaders of the company to shoulder the higher responsibility.

REVIEW OF LITERATURE

Management is a highly crucial leadership and it is the role of the leaders to set the vision, while it is the responsibility of managers to carry it out. An effective organisation should have both management and leadership skills to sustain, otherwise its outcomes will not be in the planned direction,

In order to measure various leadership styles in this study, Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (2004)³ is used. They're explained below:

Style of Transformational Leadership:

Transformational leaders encourage subordinates to place in extra effort to accomplish their tasks. The subordinates feel trust, admiration, loyalty and respect on transformational leaders which leads to motivation to perform extra role behaviours (Bass, 1985; Katz and Kahn, 1978).⁵

This style accomplish the best performance from their subordinates by inspiring and developing them to enhance their capabilities for innovative problem solving skills (Bass, 1985).⁵ This style found to steer to greater levels of organizational commitment linking to business performance (Barling et al., 1996).⁴

FACTORS OF TRANSFORMATIONAL LEADERSHIP

Idealised influence (charisma) (II)

Firstly, this style credited with behavioural and charismatic elements. In this style leaders become role models to their subordinates. This style of leaders show greater perseverance, determination, ethics, principles, conduct and moral values to achieve objectives. They share successes to their subordinates and bear the risks.

Inspirational Motivation (IM)

This style of Leaders motivate their subordinates by providing challenge and meaningful work and the team display enthusiasm and optimism to complete their work entrusted. The style give confidence in their subordinates to fulfil the expectations and thereby demonstrating a commitment from subordinates towards shared vision and goals.

Intellectual stimulation (IS)

This style stimulate their subordinates by making efforts to be artistic and innovative in problem solving, to deal old situations an assumptions in new ways. The IS leader induces confidence in their subordinates to act in a new ways with rationality.

Individualised consideration (IC)

These Leaders provide supportive climate to look into the needs of their subordinates as a mentor and build considerable relationship with each individual and ensure their development to higher levels of potential. In this style, differences in Individual are recognized in terms of needs and desires.

Styles of Transactional leadership

This style of leaders is normally offer something viz., promotion, pay raise, performance reviews, new responsibilities etc to their subordinates to reciprocate to achieve the desired results. The problem in this style of leadership is the expectations of subordinates to achieve the results. Hence, The style of leadership defines the quid pro-quo approach of targets and rewards amongst the employees and management (Ojokuku, et al., 2012).¹²

FACTORS OF TRANSACTIONAL LEADERSHIP

Contingent reward (CR)

This style is predicated on a bargaining exchange system to achieve the goals of organization and to provide rewards to the subordinates by Management on mutual consent. In this Leaders have to set their expectations and give recognition after achievement of set goals.

Management by exception (Active)(MBE)

In this style standards are set to the subordinates and measure the performance. In case of under performance as per the standards, subordinates will be punished. In this style, mistakes and errors are closely monitored to take corrective action as per the requirement.

Management by exception (Passive)

In this style, there will not be any agreements on expectations to achieve as per the standards but these leaders will intervene when problems are arisen during the achievement of goals. It doesn't answer situations and problems systematically.

Style of Laissez-faire leadership (LFL)

In this style leaders avoid to involve in the important matters to make decisions.

This style is basically branded with avoidant leaders. They neither intervene in the work affairs of subordinates nor responsibilities as a superior and is not likely to put in effort to develop a relationship with the subordinates. Earlier studies confirm that this style is related to unproductive, ineffective and dissatisfaction. Accordingly, there have been no significant relationships exists between laissez-faire style and performance organization.

Performance of Organization (OP)

Performance of Organization is the total of achievements of the goals set to all the departments/ Projects in a given period. Performance of organization is linked basically to success and survival of a PSU on a multidimensional construct which includes financial and market performance, revenue, profits, production, sales etc Organizational performance also includes effectiveness, efficiency, productivity, quality, and innovation.

Performance of an Organization is a summary of the work of the organization in achieving its

objectives which in fact are going to be influenced by the resources possessed by the organization.

RESEARCH STUDIES

Ojokuku et al. (2012)¹² in their "empirical study in Nigeria Bank in Nigeria found that there was positive relationship of transformational and democratic style of leadership styles on both performance of the Bank and individuals".

Akram, et al. (2012)¹ empirical research study conducted "on How Leadership Behaviours Affect Organizational Performance in Pakistan. In their findings, it was concluded that there are interrelationship exists between different types of leadership behaviours and also have positive effect on employee performance".

Nasir, et al. (2014)⁹ empirical study was conducted on "the Relationship of Leadership Styles and Organizational Performance among IPTA Academic Leaders in Klang Valley Area in Malaysia". "The findings reveals that leadership behaviours and also have positive effect on employee performance".

Longe (2014)¹⁰ in his study revealed that Style of transactional leadership has a positive impact on the performance of the organization. The style of transactional leadership helps the employees to achieve the tangible and intangible rewards there by human and organizational capabilities are maximized to possible extent. This style of leadership definitely facilitate an environment for optimum performance and also express the persuasive vision which in turn augment the overall Performance of organization (Longe, 2014).

Widayanti & Putranto (2015)¹⁶ a research study performed on "Relationship between Transformational Leadership and Transactional Leadership Style on Employee Performance in PT.TX Bandung in Indonesia". "As per their findings there is a positive relationship exists transactional and transformational leadership and performance and has an effect either concurrently or partially on employee performance".

Sofi and Devanadhen (2015)¹⁴ in their study found that style of transactional leadership possess an immediate impact on the Organisation's performance. This style of leadership doesn't supports the creativity and innovation in the workers. Therefore, employees don't perform as per the Organizational expectations.

Dalluay & Jalagat (2016)¹⁵ during their study on "Impacts of Leadership Style effectiveness of Managers and Department Heads to Employees'

job Satisfaction and Performance on Selected Small Scale Businesses in Cavite, Philippines found that the leadership styles are augmenting the performance of the employees and job satisfaction besides a room of improvements”.

PROFILE OF THE ORGANIZATION

The select organization is a DPSU established in the year 1970 at Hyderabad and having Miniratna category status in Defence PSUs. This is one among the few strategic industries in the world manufacturing strategic missiles. The original name of the organization is avoided due to sensitivity.

“This was incorporated with the prime motto of manufacturing guided missiles initially SS11 B1, a first generation Anti-Tank Guided Missile Today, second plus generation missiles and allied equipment are produced along with long range strategic missiles. Refurbishment and life extension of missiles held by Defence Services are also being taken up by this industry. To develop its customer base, has ventured into the manufacturing fields of Under Water Weapons and Decoys. There are continuous and unstinted

Efforts to permeate into international market through participation in Internationally organized Defence Exhibitions and through Joint Venture business partner. It has established its Corporate Office located at Gachibowli Hyderabad, with three manufacturing Units, one at Hyderabad, second one at Medak District of Telangana State and third one unit at Visakhapatnam, Andhra Pradesh to meet the requirements of the Indian Navy. New Units are planned one at Ibrahimpatnam, Ranga Reddy district, T.S. and other one at Amravathi, Maharashtra.²⁰ It has accredited with ISO: 14001 - 2004 certification in appreciation of its Environmental Management System (EMS) practices in Most of divisions of the industry” Source: Website²

RESEARCH GAP

On going through the literature available through secondary data, it is presumed that there is no empirical evidence of impact of Leadership styles on Organizational Performance in the Defence PSU. Hence, the study is undertaken as a Case study.

Research Framework of the study

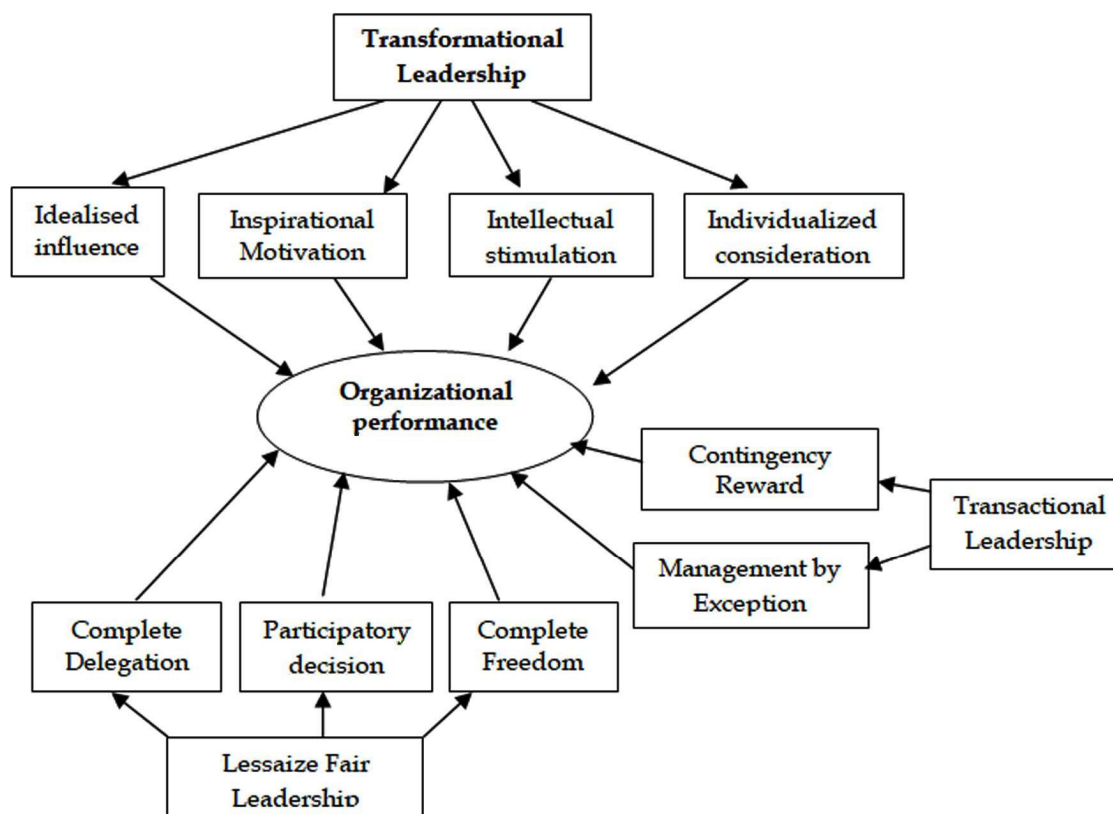


Fig. 1: Research Model for the Study.

Research Instrument

To study the relationship between the styles of Leadership and performance Organization based on the research gap in the literature, Multifactor Leadership questionnaire is used for studying the Leadership styles and well structured questionnaire on consisting of the statements on Product development, Quality, sales, profits, Company growth, market share, Return on investment, motivation and overall satisfaction for collection of primary data for understanding the Organizational Performance of the Middle Managers in the Company on random sampling basis. Likert scale is used for assessing the perceptions of the Middle Managers ie 1 to 5 scale ie strongly disagree to strongly agree.

METHODOLOGY

The consistency of the structured questionnaires

are tested with the help of SPSS. On ascertaining the reliability statistic, questionnaires are administered to the Middle Managers of a DPSU to obtain their perceptions. Around 200 questionnaires were administered and received 140. The data is tabulated in MS Excel and SPSS software has been utilized for interpretation of the data by applying various statistical tools like Anova, Correlations, Regression Analysis for analyzing the data.

Hypothesis Testing: To analyse the relationship between leadership style and organization performance, the following hypothesis is framed.

Null Hypothesis (H_0): No relation exists among the styles of Leadership and Performance of Organization.

Alternate Hypothesis (H_1): Relation exists among the Styles of Leadership styles and Performance of Organization.

Split Half Reliability Statistics

Table 1: Source Primary data

Parameter	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
Over all Leadership	.805	.822	21
Transformational	.784	.787	12
Transactional	.533	.570	6
Lessaizfair	.414	.410	3
Org Performance	.868	.881	14

Summary Item Statistics

Table 2: Source: Primary data

Item Means	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	No. of Items
Over all	3.902	2.635	4.401	1.766	1.670	.185	21
Transformational	4.036	3.814	4.379	.564	1.148	.039	12
Transactional	3.984	3.245	4.252	1.007	1.310	.138	6
Lessaizfair	3.164	2.645	3.710	1.065	1.403	.284	3
Org Performance	3.447	2.579	4.279	1.700	1.659	.273	14

Anova Overall Leadership

Table 3: Source: Primary data

-	Sum of Squares	Df	Mean Square	F	Sig
Between People	447.924	136	3.294		
Within People					
Between Items	506.213	20	25.311		
Residual	1749.025	2720	.643	39.362	.000
Total	2255.238	2740	.823		
Total	2703.162	2876	.940		

Grand Mean = 3.90

*Anova Transformational***Table 4:** Source: Primary data

-		Sum of Squares	Df	Mean Square	F	Sig
Between People		328.690	139	2.365		
Within People	Between Items	60.443	11	5.495		
	Residual	780.724	1529	.511	10.761	.000
	Total	841.167	1540	.546		
Total		1169.857	1679	.697		

*Grand Mean = 4.04**Anova-Transactional***Table 5:** Source: Primary data

-		Sum of Squares	Df	Mean Square	F	Sig
Between People		192.631	138	1.396		
Within People	Between Items	96.035	5	19.207		
	Residual	450.132	690	.652	29.442	.000
	Total	546.167	695	.786		
Total		738.797	833	.887		

*Grand Mean = 3.98**Anova-Lessaizfair***Table 6:** Source: Primary data

-		Sum of Squares	Df	Mean Square	F	Sig
Between People		232.164	137	1.695		
Within People	Between Items	78.440	2	39.220		
	Residual	272.227	274	.994	39.475	.000
	Total	350.667	276	1.271		
Total		582.831	413	1.411		

*Grand Mean = 3.45**Anova-Org Performance***Table 7:** Source: Primary data

-		Sum of Squares	Df	Mean Square	F	Sig
Between People		683.802	139	4.919		
Within People	Between Items	496.994	13	38.230		
	Residual	1175.791	1807	.651	58.754	.000
	Total	1672.786	1820	.919		
Total		2356.587	1959	1.203		

*Grand Mean = 3.45***Table 8:** Source: Primary data

	Descriptive Statistics (Factors of Leadership styles)							
	N	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
II	140	4.06	.053	.624	-.310	.205	-.147	.407
IM	140	4.08	.049	.574	-.925	.205	1.389	.407
IS	140	3.94	.054	.638	-.730	.205	.766	.407
IC	140	4.07	.0421	.4981	-.440	.205	.487	.407
CR	140	4.11	.0502	.5934	-.389	.205	.014	.407
MBE	140	3.85	.047	.560	-.108	.205	.169	.407
LFL	140	3.15	.064	.759	-.090	.205	-.289	.407
Valid N (listwise)	137							

Table 9: Source: Primary data

-	Descriptive Statistics (Organizational Performance)							
	N	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
Product Devp (OP1)	140	3.76	.080	.951	-.716	.205	.083	.407
Quality prod (OP2)	140	4.28	.072	.857	-1.546	.205	2.906	.407
Prod Sales (OP5)	140	3.86	.078	.918	-.617	.205	-.314	.407
Profits (OP6)	140	3.11	.112	1.331	-.621	.205	-1.149	.407
Growth (OP9)	140	3.47	.087	1.035	-.653	.205	-.279	.407
Over all Perf (OP7)	140	4.12	.078	.925	-1.020	.205	.342	.407
Growth rate (OP10)	140	3.04	.081	.959	-.385	.205	-.802	.407
Market Share(OP4)	140	3.79	.078	.925	-.348	.205	-.700	.407
Incr in market share (OP11)	140	2.58	.075	.890	.194	.205	-.233	.407
ROI (OP13)	140	2.79	.072	.846	-.152	.205	.030	.407
Satisfaction on ROI (OP12)	140	3.01	.079	.937	-.242	.205	-.457	.407
Higher rate of ROI (OP14)	140	3.07	.082	.972	-.431	.205	-.443	.407
Motivation(OP8)	140	3.46	.089	1.048	-.588	.205	.207	.407
Feeling of Satisfaction (OP3)	140	3.92	.084	.997	-1.078	.205	.888	.407
OP	140	3.47	.087	1.035	-.653	.205	-.279	.407
Valid N (listwise)	137	-	-	-	-	-	-	-

Correlations (Table 10)

Table 10: Source: Primary data

-		II	IM	IS	IC	CR	MBE	LFL	OP
II	Pearson Correlation	1	.530**	.266**	.268**	.466**	.398**	.404**	.189*
	Sig. (2-tailed)		.000	.001	.001	.000	.000	.000	.025
	N	140	140	140	140	140	140	140	140
IM	Pearson Correlation	.530**	1	.591**	.454**	.480**	.161	.212*	.253**
	Sig. (2-tailed)	.000		.000	.000	.000	.057	.012	.003
	N	140	140	140	140	140	140	140	140
IS	Pearson Correlation	.266**	.591**	1	.518**	.332**	.213*	-.043	.013
	Sig. (2-tailed)	.001	.000		.000	.000	.012	.615	.881
	N	140	140	140	140	140	140	140	140
IC	Pearson Correlation	.268**	.454**	.518**	1	.384**	.402**	.285**	.116
	Sig. (2-tailed)	.001	.000	.000		.000	.000	.001	.170
	N	140	140	140	140	140	140	140	140
CR	Pearson Correlation	.466**	.480**	.332**	.384**	1	.398**	.144	.282**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.090	.001
	N	140	140	140	140	140	140	140	140
MBE	Pearson Correlation	.398**	.161	.213*	.402**	.398**	1	.465**	.226**
	Sig. (2-tailed)	.000	.057	.012	.000	.000		.000	.007
	N	140	140	140	140	140	140	140	140
LFL	Pearson Correlation	.404**	.212*	-.043	.285**	.144	.465**	1	.195*
	Sig. (2-tailed)	.000	.012	.615	.001	.090	.000		.021
	N	140	140	140	140	140	140	140	140
OP	Pearson Correlation	.189*	.253**	.013	.116	.282**	.226**	.195*	1
	Sig. (2-tailed)	.025	.003	.881	.170	.001	.007	.021	
	N	140	140	140	140	140	140	140	140

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

To find out the relation among dependent variable (Performance of Organization) and independent variable (Styles of leadership). Correlation coefficient is calculated on a scale of -1 to 1. The leadership styles shows values ranging from 0.013

to 0.282 which indicates a little positive correlation exists as per the data shown in the Table :10 above.

In order to corroborate the relation among the dependent and independent variables, Regression test is carried out.

REGRESSION

Model Summary^b

Table 11: Source: Primary data

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.400a	.160	.115	.55736	.160	3.588	7	132	.001	2.312

HYPOTHESIS TESTING

The acceptable range for Durbin-Watson is 1.5-2.5. From the Regression Model summary, the test of Durbin-Watson computes the auto correlation of the residual from the regression analysis. Hence as per the data from the table 11, calculated Durbin Watson value is 2.3 , hence little auto correlation exists, it is decided based on its value approaching

0 means there will be is positive correlation, and value towards 4 indicates negative correlation. Therefore the Null Hypothesis is rejected and Alternate Hypothesis is accepted.

Hence, further analysis will be carried out on coefficients where the range of alpha value of 0.05, 0.001 or 0.01 is used to explain the significant of the variable

Anova^b

Table 12: Source: Primary data

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	7.802	7	1.115	3.588	.001 ^a
Residual	41.006	132	.311		
Total	48.809	139			

a. Predictors: (Constant), LFL, IS, CR, MBE, II, IC, IM

b. Dependent Variable: OP

Coefficients^a

Table 13: Source: Primary data

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.870	.481	-	3.890	.000
II	-.085	.102	-.089	-.829	.409
IM	.339	.127	.329	2.675	.008
IS	-.212	.105	-.229	-2.021	.045
IC	-.056	.125	-.047	-.450	.653
CR	.181	.102	.181	1.769	.079
MBE	.188	.112	.177	1.681	.095
LFL	.044	.080	.057	.557	.579

a. Dependent Variable: OP

Residuals Statistics

Table 14: Source: Primary data

-	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8676	3.9301	3.447	.23692	140
Residual	-1.90502	1.09793	.000	.54315	140
Std. Predicted Value	-2.446	2.038	.000	1.000	140
Std. Residual	-3.418	1.970	.000	.974	140

a. Dependent Variable: OP

As per results shown above in the Table 13 Inspirational Motivation style in the Transformational Leadership indicates the beta coefficient value is 0.329 with a significant value 0.008, at significant level of 95%. Similarly the leadership factors Contingency Reward and Management by Exception factors in Transactional leadership style are positively correlated but not significant at 95% level. Hence, Individual Motivation is the predominant style to have positive impact on performance of the Industry rather than other styles.

CONCLUSIONS

The results obtained proved that there is significant relationship exists among the leadership styles and organizational performance but statistically not much significant. However, it leads to high performance of the company. Industries needs to have highly competent leaders to direct, inspire and motivate their employees in Production process to accomplish the goals of organization. Leadership style alone may not be an attributes for performance of Organization but HR Interventions also plays a role in improving the organizational performance. Based on the findings of this research, Inspirational Motivation factor of Transformational leadership style has an impact than Transformational and laissez-faire leadership in terms of Company performance.

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