CHAPTER– 1

INTRODUCTION

1.1 Introduction

A leader is defined as a person with the responsibility to influence one or more followers and direct them to achieve set objectives. While doing so, the leader has to be aware of the strength of each of his follower and identify the areas to be improved as it is the process and behavior that help in effective leadership (Bruce E. & Kathleen P, 2006) [1]. A leader should be able to change his or her leadership style based on the situation in order to be more effective, focus on supporting the followers and build their trust and respect (Aric H, 2007)[2]. Literature have stated that the key elements for a successful organization are leadership style and competency (Rodney J & Ralf M, 2005) [3]. The major functions of leadership are:-

- To create a vision and focus on it.
- To set up a high performance team.
- To keep the team motivated.
- To maintain a good rapport with people around to make sure they are aware about the information needed.

Leadership focuses on leading followers towards their goal in a path aligning with vision and strategies. The primary responsibility of the leader lies in motivating and inspiring subordinates to achieve their goals. According to human services organization, administration is combination of leadership and management (Roberts-D & Packard T, 2002) [4]. High performance team is the team that performs extraordinarily well compared to the other teams and exceeds expectations, which is a major aspect that help organization to succeed. There are obstacles in creating and maintaining these high performance teams. It is more important to have these high performance teams in place when, there are situations where the task is difficult, require more innovation, lack clarity. All these situations require high commitment, involvement and quality of work from the teams. An effective leadership equation helps in this process (William J& Scott
It is important for leaders to ensure motivation of subordinates in order to have a vision and work towards the same. This can be achieved only when a leader influences their followers in the right direction towards achieving a common goal. Hence leadership is influencing and setting right examples. (Wasim A & Imran A, 2010) 

There are many studies that explain the importance of personality facets of leaders which create an impact on their leadership styles. Joel, has suggested the MBTI and Five factor model as a useful diagnostic tools for accessing the personality facet of a leader. In his study the leaders were divided into two groups: successful leaders and effective leaders. Successful leaders were leaders who were promoted frequently and had fast career growth, on the other hand the effective leaders were leaders who focused more on human resources administration which resulted in a high performance teams with more committed and motivated subordinates (Joel D, 2010) 

It is difficult to find a common definition for all leaders and for all situations. Hence, researchers identified what effective leaders do?. For many years traits have not been given importance for an effective leadership, however study on leadership have proven that the aspect of personality such as dominance, extraversion, sociability, self confidence, high levels of energy and resilience, are also important for effective leadership. Wisdom and self awareness of a leader help to a great extent in influencing the followers (Jeannette W, 2002) 

Conger’s research explains that leaders can be groomed than being discovered by understanding the importance of planned development. In the light of this research, situational leadership concept has gained more importance in the recent times, as this concept does not focus on the metrics but the relationship of the leaders with their subordinates. This help to ensure that the subordinates are encouraged and motivated which help in development (John D, 2008) 

For an organization to be effective, it is important that they identify and develop talents. A good leader is one who help employees to realise their potential. Servant leadership as a concept focuses on developing people in the areas of task effectiveness, community stewardship, self motivation and future leadership capabilities (Liden et. al, 2008) 

A study reveals that successful leaders do not rely on single leadership style, they change their style based on the needs of the followers and the situation, by that
way a leader can expand his reportees. (Goleman, 2000) [11]. Leaders change their leadership style based on the need of their subordinates, as their primary responsibility is to lead and help followers to achieve their desired goals which in turn leads to job satisfaction of the followers and improved productivity. The research showed that the employee oriented leadership styles were successful compared to the other styles. (Mosadegh R & Yahmohammadian, 2006) [12]. Researchers have also emphasized that different leadership styles will impact the job satisfaction of employees as they go hand in hand. Leadership play an important role in organizational performance and it definitely impacts the organisational processes positively or negatively. (Bogler, 2001) [13]. A study found that leadership styles (relationship or task oriented) are associated positively with employee’s interest on the job, leader and organization (Felfe & Schyns, 2006) [14]. Leadership is not one specific style defined and to be followed in all situations and for all people. Hence understanding of different styles is required (Alan Murray, 2013) [15].

The Situational Leadership theory created by Paul Hersey and Ken Blanchard states that adopting one style of leadership always would not be effective rather leaders should change their leadership style based on the readiness levels of people they lead. This theory would enable leaders to focus more on task or relationship based on the need of people they lead, in order to expect and maintain high performance from people (Center for Leadership Studies, n.d) [16]

1.2 Motivation for the Study

According to a swiss psychiatrist Carl Yung, 2001 (83) human beings are born with some preferences though they have potential to learn and change their preferences. The in born preferences will have a greater impact on the individual’s personality and leadership styles. Hence understanding one’s own preferences would help a person to be more successful leader.

Most of the earlier studies have elucidated about the clear correlation between leadership styles and psychology of leaders. The papers released by CPP, 2009 (44) found that it was essential for leaders to know their personal preferences as it would help them to understand their personality which is more important to
influence their followers. There were studies published about the importance of leaders and the impact it created in development and motivation of employees, which played a major role in the success of an organization. These and other similar readings, were a major motivation behind this study.

The study conducted by Development Dimension International in 2012 [17] revealed that one in three employees feel that their supervisors are less effective. It further motivated me. The above mentioned study was based on a survey taken from 291 human resources professionals, to understand the challenges faced by the leaders and how well do the organization prepare them to deal with these challenges. The result showed that the organization, do an average job to select, develop and promote employees as leaders. Although, in many cases the right person is chosen as a leader, he fails and the main reason being, lack of interpersonal skills like communication, listening, empathizing, involving others and building strong relationship with others. These skills are the foundation for any leader.

Vadim K, N, Nabarun G & Yuriy .K (2014) (82) explain the importance of personality tests and its impact on the individual’s leadership styles. One of those tests which help for the individuals to be tested from gathering and evaluating information for solving the problems, to taking the right decision is MBTI. Understanding their personality type would help the leaders to know their leadership style better and modify the same based of the needs of their followers.

The above four research by CPP, Carl Yung, DDI and Vadim. Et.al influenced and motivated me for the present study.

1.3 Importance and Role of Leadership in Future

Leaders in current cohort have to focus on both new and old attributes. A true leadership is not only the ability to command and focus on short term success, but more of being able to face the challenges in the society. The new leaders should figure out new approaches to make meaningful conversations beyond their status quo. The future leaders are expected, to be influential and help in smooth process, deliver results, able to see the big picture, increase productivity and efficiency. The
upcoming leaders are expected to have these abilities to be able to build a strong organization (Leadership Acumen, 2002) [18].

Strategic direction is needed in a growing organization and changing business environment. In the current scenario there are changes happening in almost every aspect like market, technology, customers and competition. Leaders who can lead the change are required. This demanding situation can be handled by organization successfully only when there are competent leaders to lead. The leaders of any organization, will have many challenges like managing diverse set of people and difficult business environment. It becomes highly important for an organization to develop leaders with new capabilities. It is also stated that the personal preferences of leaders influence the perception of their followers. So it is essential for leaders to understand their personality (Fergus M, 2007) [19].

Leadership is viewed as good, bad and unimportant. A ‘good’ leadership is denoted in two ways one being a normal leader and the other being an effective leader. On the other hand a ‘bad’ leader is characterized with seven qualities like incompetent, rigid, intemperate, callous, corrupt, insular and evil. Researchers say that the ‘bad’ leadership can be avoided if the responsibilities are shared between the leaders and the followers. The ‘unimportant’ leaders are the leaders not realizing their existence and importance of creating an impact and influencing their followers. Developing and sustaining leaders is one of the best ways for employee engagement and commitment (Northouse Peter G. (2010). [20].

The research showed that the importance and the role of leaders are gaining high significance which further motivated and strengthened my urge to pursue this study.

1.4 Research Statement

1.4.1 Research Issues

Being a researcher and working as an executive in the human resource function of management, certain issues emerged in my mind. Can these be taken up for research? It also motivated me to take up this study: The issues were:

- Will scientifically knowing the personality of the leader help a leader?
- How important it is to know the followers, for the leader to be effective?
Can Leadership be made effective by changing the leadership style?
Can relationship between leaders and followers be theoretically developed and measured?

1.4.2 Purpose of the Research

The relationship between Psychology types and Leadership style has already been well established by the researchers. The purpose of this research is to further extend and integrate with the impact on readiness of the followers and effectiveness of leader. To measure and test the relationship between the personality types, leadership styles, readiness of the followers and effectiveness of the leader.

1.4.3. The Research Problem Statement:

Does personality of a leader influence his style of Leadership? Does the leadership style, has influence on the readiness level of followers? How to measure the effectiveness of a leader?

1.5 Objectives

Leadership has a significant role in the success of any organization. Leaders motivate their followers to achieve great results. In order to be an effective leader, knowing their personality type and its impact on leading taking into consideration the situation will help them to be an effective leader. Based on the problem statement of the research, the Objectives of this study are as follows.

- To measure and analyze the relationship between personality of a leader and leadership style of a leader
- To measure the relationship between personality type and follower’s readiness level
- To integrate the personality of a leader, leadership style, situations of readiness levels of the followers with appropriate, over leading and under leading style of leadership
• To develop, test and apply an instrument to measure the effectiveness of a leader.

The above listed objectives were developed based on the research gaps and the problem statements identified for this research. These objectives are achieved and explained in further chapters.

1.6 Scope of the research

The scope of the study is restricted to situational leadership concept with the importance of understanding of the psychological type (MBTI) for leaders in order to be effective and the impact that the leaders create on the followers. The study has been restricted to one organization in Chennai as it requires confidential details such as MBTI results of leaders and 360 degree feedback of the leaders.

1.7 Hypotheses

On the basis of objectives and scope of the research following hypotheses are proposed for this research study.

1. MBTI (EI,SN,TF and JP) types has positive relationship with different Leadership styles of S1,S2,S3 and S4
2. There is a positive relationship between MBTI and readiness levels
3. There is a Positive relationship between the personality types, style and over leading or under leading:

There are 16 specific hypothesis statements generated on the basis of above hypotheses.

1.8 Limitations of the Study

The primary research data was collected from individual managers having reportees. The instrument developed helps to know the leadership style of the individuals based on their MBTI Preferences, but does not take into consideration the MBTI preferences of the followers. Due to the constraint of organizations not willing to disclose their confidential data such as MBTI results and 360 degree feedback of the leaders, the scope of the study is restricted to data from one organization that was willing to share the information.
1.9 Organization of Thesis

The First chapter deals with introduction, motivation, research:objectives, hypotheses and limitations of the study.

The review of the literature is presented in the Second chapter.

The Third chapter has the conceptual framework and description of the model.

The Fourth chapter deals with the research methodology and sampling.

The Fifth chapter deals with data analysis, findings and discussion of the results.

The Sixth chapter comprises of conclusion, usefulness of the study and further research.

This chapter highlighted the need and importance of leadership in the current scenario. It also identified the research issues on the basis of which objectives and hypothesis were developed. The next chapter deals with the review of literature.