CHAPTER – I
RESEARCH METHODOLOGY

1.1 INTRODUCTION:

Currently, the Indian corporate is planning to set up a number of capacity expansion projects, and moreover, huge investments are aligned for building the infrastructure, which is in progress in almost all the industries, particularly in petroleum refining, cement, steel, power, automobile and other such industries. The Analyst (Dec.2007) has published top 500 companies of India. Among them Indian Oil, Suzlon Energy Ltd., Unitech –real estate company, Titan Industries, Havells India Ltd. – electrical and power distribution equipment company, Bajaj Hindusthan Ltd.- sugar and ethanol manufacturing company, Tata Tea Ltd. DLF Ltd. – estate developer, Glenmark – pharmaceutical company, Godrej Industries, Vishal Retail Ltd., Jay Bharat Maruti Ltd., Amtex India Ltd.- global automotive component industry are the leaders in their respective sector.

In Maharashtra, Reliance Industries, Tata Group of Companies, Bajaj are the top industries which had made their landmark. Likewise in Kolhapur District Star Group of Industries, Menon, Ghatge Patil, Gokul Doodh, Wrana Industries had made an impression. Obviously question arises what makes these companies so successful? So many elements are responsible for reaching these companies in this powerful position. Among them one of the important element is Leadership.

Leadership is an important element in the organization. The success or failure of the organization depends on the behaviour and decisions taken by leaders. Their behaviour is to direct the activities of the group towards common objectives. Interaction between persons in which he thinks and acts his role of leadership. Leadership is important commitment of a group of people towards specific goals and to make use of
their potential abilities to realize the goals. Leadership has the ultimate aim of raising the level of human behaviour and the ethical aspirations of people.

Democratic leadership it leads to confer final authority on the group. They function as collection of opinions and take a vote before making decisions. Democratic leader delegate full authority to subordinates.

Permissive or free rein leaders are those which chooses not to adopt a leadership role and actually abdicates leadership position, generally leader delegates the authority to someone in a group. Technically it not a leadership style but it is a more the absence of one.

The Style comprises of two distinct elements, leaders assumption about subordinates and the leaders actual behaviour while interacting with subordinates. Change in leaders behaviour can be achieved by either changing the leaders assumptions about people or by first forcing behavioural change of the leader and then hoping for attitudinal change later.

Leadership style is the typical approach a particular person uses to lead people. Stated differentially the behaviour the leader exhibits during supervision of subordinates is known as the leadership style. The study of leadership style is useful because it focuses on what the leader actually does in getting work accomplished through people. More or the less leadership style is a important feature in the performance of any kind of industry.

In the changing business environment of multinational competition and globalization the leadership has got much importance. A leader providing an employee with the support, information and guidance to do the job effectively seem pertinent. The leader wanting to use flexible leadership will be confronted with the challenge like, determining the type of leadership needed in a specific situation and the style will need to be adjusted to fit the present need.
1.2 LEADERSHIP SKILLS

The research for leader traits has given way to attempts to identify leader skills. There are many lists of such skills in the practitioner-oriented literature. For example a rent list of suggested leadership skills critical to success in the global economy includes the following:

- **Cultural flexibility**: In international assignments this skill refers to cultural awareness and sensitivity. In domestic organizations the same skill could be said to be critical for success in light of the increasing diversity. Leaders must have the skills not only to manage but also to recognize and celebrate the value of diversity in their organizations.

- **Communication skills**: Effective leaders must be able to communicate, in written form, orally, and nonverbally.

- **HRD skills**: Since human resources are so much a part of leadership effectiveness, leaders must have human resource development (HRD) skills of developing a learning climate, designing training programs, transmitting information and experience, assessing results, providing career counseling, creating organizational change, and adapting learning materials.

- **Creativity**: Problem solving, innovation, and creativity provide the competitive advantage in today’s global marketplace. Leaders must possess the skills so not only be creative themselves but also provide a climate that encourages creativity and assist their people to be creative.

- **Self management of learning**: This skill refers for continuous learning of new knowledge and skills. In this time of dramatic change and chaos, leaders must undergo continuous change themselves. They must be self-learners.

Commenting on these various leadership skills identified through research, Whetten and Cameron note three characteristics:

1. The skills are behavioral. They are not traits nor, importantly, styles. They consist of an identifiable set of actions that leaders perform and that result in certain outcomes.

2. The skills, in several cases, seem contradictory or paradoxical. For example they are neither all soft nor all hard driving, neither oriented toward teamwork and
interpersonal relations exclusively nor individualism and entrepreneurship exclusively.

3. The skills are interrelated and overlapping. Effective leaders do not perform one skill or one set of skills independent of others in other words, effective leaders are multi skilled.

On the basis of this background, Whetten and Cameron then developed models for both personal and interpersonal leadership skills. Following figure shows these models. As shown, the personal skills of developing self awareness, managing stress, and solving problems creatively with one another, and so do the interpersonal skills of communicating supportively, gaining power and influence, summarize what skills were found to be important in effective leaders but also can serve as guidelines for needed skill development the future.
Three-skill Approach:

Based on field research in administration and his own firsthand observations of executives in the workplace, Katz (1955) suggested that effective administration (i.e. leadership) depends on three basic personal skills; technical, human and conceptual. Katz argued that these skills are quite different from traits or qualities of leaders. Skills imply what leaders can accomplish whereas traits imply who leaders are (i.e. their innate characteristics). Leadership skills are defined as the ability to use one’s knowledge and competencies to accomplish a set of goals or objectives. These leadership skills can be acquired and leaders can be trained to develop them.

A] Technical Skill:
Technical skill is having knowledge about and being proficient in a specific type of work or activity. It requires competence in a specialized area, analytical ability, and the ability to use appropriate tools and techniques. For example, in a computer software company, technical skill might include knowing software language and programming, the company’s software products, and how to make these products function for clients. Similarly, in an accounting firm, technical skill might include understanding and having the ability to apply generally accepted accounting principles to a client’s audit. In both of these examples, technical skills involve a “hinds on “ activity with a basic product or process within an organization. Technical skills play an essential role in producing the actual products a company is designed to produce.

B] Human Skill:

Human skill is having knowledge about and being able to work with people. It is quite different from technical skill, which has to do with working with thing. Human skills are “people skills”. They are the abilities that help a leader to work effectively with subordinates, peers, and superiors to successfully accomplish the organization’s goals. Human skills allow a leader to assist group members in working cooperatively as a group to achieve common goals. For Katz, it means being aware of one’s own perspectives on issues and, at the same time, being aware of the perspective of others. Leaders with human skills adapt their own ideas to those of others. Furthermore, they create an
atmosphere of trust where employees can feel comfortable and secure, and where they can feel encouraged to become involved in the planning of things that will affect them. To be a leader with human skills means being sensitive to the needs and motivations of others, and taking into account others’ needs in one’s decision making. In short, human skill is the capacity to get along with others as you go about your work.

C] Conceptual Skill:

Broadly speaking, conceptual skills are abilities to work with ideas and concepts. Whereas technical skills deal with things and human skills deal with people, conceptual skills involve the ability to work with ideas. A leader with conceptual skills is comfortable talking about the ideas that shape an organization and the intricacies involved. He or she is good at putting the company’s goal into words and can understand and express the economic principles that affect the company. A leader with conceptual skills works easily with abstractions and hypothetical notions.

Conceptual skills are central to creating a vision and strategic plan for an organization. For example, it would take conceptual skills to a CEO in a struggling manufacturing company to articulate a vision for a line of new products that would successfully steer the company into profitability.

To summarize, the three-skill approach includes technical, human, and conceptual skills. It is important for leaders to have all three skills, but depending on where they are in the management structure, some skills are more important than others.

Other Techniques for Leadership Effectiveness:

Besides the skills discussed above, other techniques involving training, job design, and behavioural management can also be used by effective leaders. For example, leaders can undergo personal growth training that may involve a combination of psychological exercises and outdoor adventures. This approach is aimed at empowering participants to take greater responsibility for their own lives and ultimately their organizations.
Although such personal growth training is controversial, there is no question that leaders need to use training techniques with their people. The Japanese, of course, have placed a high priority on training of all kinds, which is a major reason for their tremendous success. Recently, however, premier American corporations have also become committed to the importance of training.

Besides training, job redesign is another important technique leaders can used effectively. This approach attempts to manage the job rather than the extremely complex person that holds the job. From enriching the job by building in more responsibility, the more recent approach is to concentrate on the characteristics of identity, variety, significance, autonomy and feedback identification.

1.3 INFLUENCE BASED APPROACHES TO LEADERSHIP:

Influence has become a more significant component of some leadership models and concepts in recent years. The two contemporary approaches to leadership discussed in this section, for example, are each tied directly or indirectly to influence. These approaches are transformational leadership and charismatic leadership.

Transformational Leadership:

Transformational leadership a relative newcomer to the leadership literature focuses on the basic distinction between leading for change and leading for stability. According to this viewpoint, much of what a leader does occurs in the course of normal, routine work related transactions – assigning work, evaluating performance, making decisions, and so forth. Occasionally, however, the leader has to initiate and manage major change, such as managing a merger, creating a work group, or defining the organization’s culture. The first set of issues involves transactional leadership, whereas the second entails transformational leadership.

Transactional leadership is essentially the same as management, in that it involves routine, regimented activities. Closer to the general notion of leadership, however, is transformational leadership, the set of abilities that allow the leader to recognize the need for change, to create a vision to guide that change, and to execute the change
effectively. Only a leader with tremendous influence can hope to perform these functions successfully. Some experts believe that change is such a vital organizational function that even successful firms need to change regularly to avoid complacency and stagnation, accordingly leadership for change is also important.

**Charismatic Leadership**

Perspective based on charismatic leadership, like the trait theories assume that charisma is an individual characteristic of leader. Charisma is a form of interpersonal attraction that inspires support and acceptance. Charismatic leadership is accordingly a type of influence based on the leader’s personal charisma. All else being equal, then someone with charisma is more likely to be able to influence others than someone without charisma. For example, a highly charismatic supervisor will be more successful in influencing subordinate behaviour than a supervisor who lacks charisma. Thus influence is again a fundamental element of this perspective.

**Key Characteristics of Charismatic Leaders :**

1. **Self confidence:** They have complete confidence in their judgment and ability.
2. **A vision:** This is an idealized goal that proposes a future better than the status quo. The greater the disparity between this idealized goal and the status quo, the more likely that followers will attribute extraordinary vision to the leader.
3. **Ability to articulate the vision:** They are able to clarify and state the vision in terms that are understandable to others. This articulation demonstrates on understanding of the followers’ need and, acts as a motivating force.
4. **Strong convictions about the vision:** Charismatic leaders are perceived as being strongly committed, and willing to take on high personal risk, incur high costs, and engage in self-sacrifice to achieve their vision.
5. **Behaviour that is out of the ordinary:** Those with charisma engage in behaviour that is perceived as being novel, unconventional, and counter to norms. When successful, these behaviours evoke surprise and admiration in followers.
6. **Perceived as being a change agent:** Charismatic leaders are perceived as agents of radical change rather than as caretakers of the status quo.
7. Environment sensitivity: These leaders are able to make realistic assessments of the environmental constraints and resources needed to bring about change.

Leadership is very important and dynamic topic in Management. There are numerous approaches in leadership. Leadership plays a central path in understanding group behaviour. The leadership approaches start with Trait Theories subsequently behavioural approach, Contingency approach and emerging in the recent approach suggest that leadership is not the sole province of management discipline, it can also extended towards chemist or pharmacologists. The present study is focused on studying various style of leadership of different professions.

1.4 STUDY AREA:

The Kolhapur district ranks 9th in term of population and 7th smallest in term of size. It is one of the least urbanized district in the state of Maharashtra, having about one fourth population in the urban areas. In term of population per sq.km. Kolhapur is the 3rd highest dense district in the state. The sex ratio of Kolhapur district is 849:1000. Kolhapur has the 8th place in literacy rate (66.94 percent) in the state. There are only 21 uninhabited villages in the district. Only two villages have a population of more than 20,000 i.e. Kodoli and Hupari.

The economy of the district is mainly dependent on Agriculture. Out of 100 men workers in the district more than 60 percent are engaged in primary sector. Chandgad Tahsil have the highest number of villages (145) and Bavada has the lowest number of villages (39). In this district Kodoli village has the largest area (4,288.55 ha.) and Munguiwadi is the smallest one (25.26 ha.).

Textile units, Sugar factories, Production of Chemicals, Automobile spare parts and Oil engine, Gokul Milk Project are some of the large scale industries, The Kolhapur district is also famous for Kolhapuri Chappals the most sought after footwear and Kolhapuri Sazz a famous Silver decorating ornament, manufactured at Hupari. The
famous Mahalxmi Temple is known for its delicate carving, which is centrally located in Kolhapur city. Kolhapur is also known for wrestling, fine artists and artisans.

1.5 **STATEMENT OF THE PROBLEM:**

Leadership is the ability to influence the subordinates to achieve organizational objectives. Leader is the important element in an organisation. His leadership styles are his personal philosophy. He may exhibit different styles when he is dealing with subordinates. Some of the commonly known styles are, autocratic, democratic, task-oriented, employee oriented approaches etc.

There are large number of studies to show the relationship between leader and performance. Different leaders in different industries relate the present study to analyzing the leadership styles exhibited. The leaders included for the study will be from various industries in the Kolhapur district. In the backdrop of the above, Statement of the problem is “A Study of Leadership Styles in Selected Industries in Kolhapur District.”

The present study is related to analyzing the leadership styles exhibited by Leaders of selected industries. For this purpose the industries selected for the study are Engineering, Textile, Foundry, Food industry, Agro-base industry and Plastic industry.

Assumption of the study is that leaders of industry exhibit different leadership styles. It may be due to the culture, environment, types of job, organizational climate etc.

1.6 **OBJECTIVES OF THE STUDY:**

The following objectives are set for the study:

1. To study the leadership styles in detail.
2. To evaluate leadership styles of different industries.
3. To study the leadership style of selected industries i.e. Engineering, Textile, Foundry, Agro-based industries, Food industries, & Plastic industries etc.
4. To evaluate comparative differences in leadership style between various industries.

**HYPOTHESES (H0)**:
1. The leadership abilities of industries does not differ with respects to Management of Attention, Management of Meaning, Management of Self, Management of Trust, Management of Risk, Management of feeling.

**HYPOTHESES (HA)**:
2. The leadership abilities of one industry differs from other industry in respects to Management of Attention, Management of Meaning, Management of Self, Management of Trust, Management of Risk, Management of feeling.

1.7 **RESEARCH TOOLS**

**Leadership Scale**:
The scale assess six dimensions of leadership abilities. It quantifies charismatic leadership style of the people. The dimension of the leadership styles are Management of Attention, Management of Meaning, Management of Trust, Management of Self, Management of Risk, Management of feeling.

**1] Management of Attention**:
This dimension of leadership style indicates how attentive one person is while communicating with other people. While giving attention what others are saying you also note the important point of the communication. Also you are very clear about your priorities and get other people to focus on the important things in your view.

**2] Management of Meaning**:
This dimension centers on your communication skill. It indicates how you are expert in conveying the message of your communication to the others. You can make out what others feel and can communicate feelings as well as ideas.
3] **Management of Trust :**

Management of Trust dimension indicates how one person is trustworthy and how he can be relied on to follow through on commitments. For this, the person has to clear his stand and stick to his position once taken.

4] **Management of Self :**

This index concerns your general attitudes towards other people as well as to yourself. You care about the other people and know better their strengths. You have a great deal of self respect and you have a better idea how you fit in other people.

5] **Management of Risk :**

This reflects ability of the person to take calculated risk and not to worry much about mistakes but learn something from them. This type of person don’t waste energy in avoiding failures but after careful estimation go ahead whole heartedly.

6] **Management of Feelings :**

This infers the quality of person to create a positive feeling in other person due to which they make the other persons’ work more meaningful. They inculcate a feel of competitiveness in others. The other persons feel that they are all part of the same group.

1.8 **METHODOLOGY & DATA COLLECTION :**

For accomplishing the above objectives, collection of both primary and secondary data was called for. Primary data was collected through survey method by administering separate structured interview schedule to sample respondents. A formal introductory letter from the Director of the Institute was taken, explaining the purpose of the research and to help the researcher in seeking the information needed. With this letter the research approached the concerned people of various industries. A copy of questionnaire was given to the respondents and their responses were solicited.

In order to accomplish the research endeavour the data were collected through various sources, viz. primary and secondary.
A] Primary Data :

The respondents from various industries were contacted and primary data was collected through the medium of pretested structured interview schedule which contained two parts. In first part the preliminary information about industry was collected and through second part respondents’ opinion on various leadership scales was noted.

B] Secondary Data :

For discussing the theoretical aspect and review of literature of the topic under study, published sources available in the various libraries, archives and collections were extensively used. Particularly helpful were:

- Barr. Khardekar Library, Shivaji University, Kolhapur
- Institute of Management, Kadamwadi, Kolhapur
- Chh. Shahu Institute of Business Education & Research, Kolhapur
- Vasantrodada Patil Institute of Management Studies & Research, Miraj
- Chintaman Rao College of Commerce, Sangli
- Barr. Jayakar Library, University of Poona, Pune
- Bharati Vidyapeeth, Pune
- Internet Surfing

1.9 SAMPLE DESIGN :

The care has been taken to cover all types of characters of the population of respective industries while making convenient sampling.

a. Engineering 60
b. Textile 60
c. Foundry 60
d. Food 60
e. Agro based 60
f. Plastic 60
If sample is taken by random sampling method, it goes beyond the individual capacity of researcher. Within this limitation the purposive quota sampling method has been adopted.

1.10 **SCORING PATTERN:**

The questionnaire was given in a five point likert type namely:

- To very great extent = 5 Point
- To a considerable extent = 4 Points
- To a moderate extent = 3 Points
- To a slight extent = 2 Points
- To little or no extent = 1 Points

The statement of questionnaire refer to the possible ways in which respondent might behave towards others when he is in a leadership role. Respondents were asked to tick out the correct number of option. In questionnaire question No. 1, 2, 3, 4, 5, 6, 7, 8 refers to Leadership dimension of Management of Attention. Question No. 9, 10, 11, 12, 13, 14, 15, 16 refers to dimension of Management of Meaning. Question No. 33, 34, 35, 36, 37, 38, 39, 40 refers to Management of Trust. Question No. 41, 42, 43, 44, 45, 46, 47, 48 belongs to Management of Self. Question No. 25, 26, 27, 28, 29, 30, 31, 32 refers to Management of Risk and Question No. 17, 18, 19, 20, 21, 22, 23, 24 belongs to Management of feelings.

1.11 **STATISTICAL ANALYSIS:**

The mean, Standard deviation and ‘Z’ test was applied to know the various dimensions of the leadership style of the respondents. The mean different was also tabulate to know the style differences between various industry leaders. Comparative analysis of various industry leaders ie. Engineering and Textile, Engineering and Foundry, Foundry and Food industry etc. carried out with the help of ‘z’ test and weighted mean. The data was analysed on computer in Microsoft Excel software.
1.12 **SCOPE OF THE STUDY:**

The study has covered Leadership styles in selected industries. The geographical scope was confined to Kolhapur district. Analytical scope is limited to fulfill the objectives of the study and Functional scope is putting forward some meaningful suggestions regarding the leadership styles in selected industries in Kolhapur District.

1.13 **LIMITATIONS:**

1. For leadership dimensions scale used has not been properly validated.

1.14 **OUTLINE OF THE STUDY:**

Chapter I: Research Methodology  
Research Methodology in detail is dealt with in this chapter.

Chapter II: Review of Literature  
Review of relevant literature is presented in this chapter.

Chapter III: Conceptual Framework  
Theoretical aspect of the study is denoted in this chapter.

Chapter IV: Profile of Study area  
Profile of Study area is viewed under this chapter.

Chapter V: Data Presentation and Analysis  
Collected data is tabulated and presented in this chapter.

Chapter VI: Conclusions & Suggestions.  
Conclusions on the data presentation are drawn and some meaningful suggestions are put forth in this chapter.