ABSTRACT OF THE THESIS

The success of an organization depends on the effectiveness and efficiency of its leadership. Thus the concept of leadership has critical relevance in the organizational context. The body of knowledge available in the exiting literature discusses about the three major leadership styles namely, the transformational, transactional and passive/avoidant styles, each having specific impacts in the organizations. However, a detailed study about these leadership styles reveals certain limitations from a strict practical perspective. Therefore, a study has been initiated to understand the leadership styles of the managers working in the IT and Non IT organizations in Ernakulam, Kerala.

This descriptive study used a structured questionnaire to collect the required primary data from the respondents apart from collecting data from the secondary sources like journals, books, research publications and the web site of the participating institutions. Various statistical tools like Multifactor Leadership Questionnaire (MLQ 5X-short) and Organizational Synergy and Excellence Scale were used to collect the data from the respondents. The statistical analysis is done with the statistical software, SPSS and inferences were made for drawing meaningful conclusions.

The study identified three critical factors like employee empowerment, organizational transformation and organizational
culture while explaining the concept of organizational synergy that impact on organizational excellence. A notable contribution of the study is the development of the Administrative Leadership Excellence (ALEx) Model. Further, the researcher also carried out a receptivity analysis in order to understand the applicability and benefits by implementing the model. The proposed ALEx model also looked into the limitations of the earlier models and has developed a framework overcoming the limitations of the earlier models. The results and the findings of the study are eye openers to many companies in IT and Non-IT industries.