

THE RELATIONSHIP BETWEEN PERCEIVED LEADERSHIP STYLE OF SUPERIOR AND SUBORDINATE SELF-LEADERSHIP: A STUDY WITH SPECIAL REFERENCE TO IT EMPLOYEES IN TAMIL NADU

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ABSTRACT

In today's business environment, there are many ways to lead organizations as there are leaders who can lead them into the goal. The most successful leaders have integrity, they inspire individuals with a shared vision of the future, communicate it to the team clearly, set clear goals and motivate people towards those goals. Nevertheless, leadership is not something that "one size fits all" and leadership styles exhibited by successful leaders vary significantly. Each of their leadership styles has varied effects on the person working under them. There are also other factors which hinder or facilitate this process. This study aims to throw light on the relationship between the leadership styles that facilitate the self-leadership qualities among the workforce (reference to IT sector in Tamil Nadu) which leads to positive outcomes both for the organization and the individual.

Key Words: Leadership Styles – Self Leadership – Relationship – IT Sectors

INTRODUCTION

As organizations move towards more decentralized, organic-type organizational structures, greater responsibility for their job tasks, work behaviors and outcomes are being encouraged for organizational members at all levels. The trend towards more decentralized and flexible organizational forms has gained increased attention on various participatory management concepts such as employee empowerment. Leadership style in an organization is viewed as one of the major factors which plays a significant role in enhancing or retarding the interest and commitment of the individuals. One of the best ways to foster innovation and creativity at performance is through autonomy. Even if an individual has no formal leadership title, the person can still be a self-leader within the organization. Self-leadership has been presented as a primary mechanism for facilitating empowerment often (e.g., Prussia, Anderson, & Manz, 1998; Shipper & Manz, 1992). The widespread appeal of self-leadership strategies is being questioned by Markham and Markham (1998) the extent to which self-leadership can be encouraged across various situations. The question was whether, self-leadership is a contingency theory that fits best for certain boundary situations or a universally applicable theory that will work well with all employees under any circumstances. It is very often suggested by self-leadership theorists that encouraging follower self-leadership may not be universally appropriate which works well across all situations as certain situations demand the followers to adhere to the orders of the leaders immediately. . Each of their leadership styles has varied effects on the person working under them. There are also other factors which hinder or facilitate this process. This study aims to throw light on the relationship between the leadership styles that facilitate the self-leadership qualities among the workforce (reference to IT sector in Tamil Nadu) which leads to positive outcomes both for the organization and the individual.

NEED AND SCOPE OF STUDY

The implication from a leadership perspective is that follower performance may be enhanced by encouraging followers to utilize self-leadership strategies to manage behaviors and cognitive processes relative to their environments. This can yield exceptional results during a crisis as the employees are aware of their environment and can act accordingly. This also suggests that the leadership styles exhibited by the boss might directly or indirectly act as a driver for self-leadership. Hence, this research is being undertaken to study the extent to which each leadership style can facilitate the development of self-leadership skills among its employees and how it benefits both the employee and the organizations. The findings of the research can help the employees self-correct and

improve their present standard of working which will, in turn, improve the company's performance. And, identify the style of leadership or a blended dynamic leadership style which is best suited to foster self-leadership.

STATEMENT OF THE PROBLEM

When individual employees are empowered to take responsibility for their job tasks, it decentralizes the structure of the organization. It also promotes independent decision-making, pro-activity, better crisis handling and a sense of psychological empowerment. For this to happen, a conducive environment should be created by the leaders. Each of their leadership styles has varied effects on the person working under them. There are also other factors which hinder or facilitate this process. This study aims to throw light on the relationship between the leadership styles that facilitate the self-leadership qualities among the workforce which leads to positive outcomes both for the organization and the individual.

OBJECTIVES OF THE STUDY

1. To study the relationship between transformational leadership style and subordinate self-leadership.
2. To study the relationship between transactional leadership style and subordinate self-leadership.
3. To study the relationship between passive-avoidant leadership style and subordinate self-leadership.

HYPOTHESIS OF THE STUDY

Ho1: There is no significant relationship between transformational leadership style of superior and subordinate self-leadership.

Ho2: There is no significant relationship between transactional leadership style and subordinate self-leadership.

Ho3: There is no significant relationship between passive-avoidant leadership style and subordinate self-leadership.

RESEARCH DESIGN AND SAMPLING METHOD

The researcher adopted the descriptive research design for this study. A descriptive research helps the researcher to interact with the participants, which may involve Online -Survey or Online-interviews to understand the state of affairs, as it exists at present. As a correlation study, this research also described relationships between three independent variables (a) transactional leadership, (b) transformational leadership, and (c) laissez-faire leadership and some dependent variables subordinate self-leadership. The data is collected from IT sector employees through Multifactor Leadership Questionnaire and Revised Self-Leadership Questionnaire. Convenient sampling was used as a method of data collection as respondents from the organisation were asked to respond based on their availability. The population of this research study is the employees of different age groups, genders and years of experience working at various IT companies in Tamil Nadu. While collecting data from respondents, two criteria were considered: a leader must be associated with the position for at least one year and the follower shall have worked under that leader for at least one year. In total, the researcher studied responses from 100 subordinates from the organizations. The tool of data collection was uploaded to Google Forms and it was used as part of the tool to collect and record data during the survey. Multifactor Leadership Questionnaire includes 29 items, to assess transactional, transformational and passive-avoidant leadership factors. This measuring tool has been previously validated (Bass & Avolio, 1997; Avolio, Bass, & Jung, 1999).

RELIABILITY TEST FOR THE RESEARCH TOOL

Cronbach's alpha is commonly used measure of reliability for a set of two or more construct indicators. With values ranging from 0 to 1.0, the higher value indicates a higher reliability among

the items. Cronbach’s alpha is used in this research to access the scale’s internal consistency in terms of how well the items measured the same construct or dimension.

Table 1 Reliability Statistics

Reliability Statistics		
Dimensions	Cronbach's Alpha	No. of items
Transformational Leadership	0.883	15
Transactional Leadership	0.730	7
Passive-Avoidant Leadership	0.919	7
Self-Leadership	0.878	20

ANALYSIS:

Demographic profile of the Respondents

- It is inferred from that out of the 59 male respondents 81% of them belong to the age group of 20-25 years, 10% belong to the age group 26-30 years, 7% belong to the age group of 31-35 years and only 2% of respondents belong to the age group of 36 years and above. Out of the 41 female respondents, 60% of them belong to the age group of 20-25 years, 30% belong to the age group 26-30 years, 5% belong to the age group of 31-35 years and 5% of the respondents belong to the age group of 36 years and above. Thus, predominantly the respondents belong to the age group of 20-25 years. The younger workforce of the company has become a major part of this study.
- It is inferred that 59% of respondents are male and 41% of respondents are female. Thus, they are close to equal but not the same. This data base will provide insight into the characteristics of both male and female respondents.
- It is inferred that the 81.4% of male respondents have 1-3 years of work experience, 10.2% of respondents have 4-7 years of experience, 6.8% of respondents have 8-10 years of experience, and 1.7 % of respondents have above 10 years of experience. 70.7% of female respondents have 1-3 years of experience, 12.2% of respondents have 4-7 years of experience, 12.2% of respondents have 8-10 years of experience, and 4.9% of respondents have above 10 years of experience. Thus, more than half of the respondents have 1-3 years and 4-7 years of work experience.

RESEARCH ANALYSIS BASED ON HYPOTHESIS FRAMED

Ho1: There is no significant relationship between transformational leadership style of superior and subordinate self-leadership.

Particulars	Respondents	Transformational Leadership Style	Self-Leadership
Transformational Leadership style	Overall	1	0.699** (0.000)
	Male	1	0.746** (0.000)
	Female	1	0.647** (0.000)
Self-Leadership	Overall	0.699** (0.000)	1
	Male	0.746** (0.000)	1
	Female	0.647** (0.000)	1

Results:

The researchers have applied Pearson's correlation coefficient to analyze the above-mentioned hypothesis. It was inferred that the overall probability value of correlation is 0.000 which is lesser than 0.05 level of significance, so we reject null hypothesis. It can be concluded that there is significant relationship between Transformational Leadership Style of superior and subordinate Self-Leadership. Further, the overall correlation value is 0.699 which indicates that there is positive and moderate correlation between the 2 variables. It is also seen that male probability value is 0.000 and correlation value is 0.746 which indicates there is positive and high correlation between the 2

variables among the male respondents but the female probability value is 0.000 and correlation value is 0.647 which indicates there is positive and moderate correlation between the 2 variables among the female respondents.

Ho2: There is no significant relationship between transactional leadership style and subordinate self-leadership.

Particulars	Respondents	Transactional Leadership Style	Self-Leadership
Transactional Leadership style	Overall	1	0.574** (0.000)
	Male	1	0.572** (0.000)
	Female	1	0.587** (0.000)
Self-Leadership	Overall	0.574** (0.000)	1
	Male	0.572** (0.000)	1
	Female	0.587** (0.000)	1

Results:

The researchers have applied Pearson's correlation coefficient to analyze the above-mentioned hypothesis. It was inferred that the overall probability value of correlation is 0.000 which is lesser than 0.05 level of significance, so we reject null hypothesis. It can be concluded that there is significant relationship between Transactional Leadership Style of superior and subordinate Self-Leadership. Further, the overall correlation value is 0.574 which indicates that there is positive and moderate correlation between the 2 variables. It is also seen that male probability value is 0.000 and correlation value is 0.572 which indicates there is positive and moderate correlation between the 2 variables among the male respondents but the female probability value is 0.000 and correlation value is 0.587 which indicates there is positive and moderate correlation between the 2 variables among the female respondents.

Ho3: There is no significant relationship between passive-avoidant leadership style and subordinate self-leadership.

Particulars	Respondents	Passive-Avoidant Leadership Style	Self-Leadership
Passive-Avoidant Leadership style	Overall	1	0.234* (0.019)
	Male	1	0.355** (0.006)
	Female	1	-0.110 (0.493)
Self-Leadership	Overall	0.234* (0.019)	1
	Male	0.355** (0.006)	1
	Female	-0.110 (0.493)	1

Results:

The researchers have applied Pearson's correlation coefficient to analyze the above-mentioned hypothesis. It was inferred that the overall probability value of correlation is 0.019 which is lesser than 0.05 level of significance, so we reject null hypothesis. It can be concluded that there is a relationship between Passive-Avoidant Leadership Style of superior and subordinate Self-Leadership. Further, the overall correlation value is 0.234 which indicates that there is positive and low correlation between the 2 variables. It is also seen that male probability value is 0.006 and correlation value is 0.355 which indicates there is positive and low correlation between the 2 variables among the male respondents but the female probability value is 0.493 which is greater than 0.05 level of significance, so we accept the null hypothesis and conclude that there is no relationship between Passive-Avoidant Leadership Style of superior and subordinate Self-Leadership with regard to female respondents. Also correlation value is -0.110 which indicates there is negative and low correlation between the 2 variables among the female respondents.

DISCUSSION & SUGGESTIONS

- Since the research clearly establishes a positive relationship between Leadership Styles and Self-Leadership, effective management of leadership styles by the superiors can help to improve the Self-Leadership levels of employees at Daimler and equip them with skills like self-efficacy, self-realization and self-actualization which helps in crisis management, critical thinking, decision making and act as a motivator in completing the task.
- A clear demarcation between the levels of Self-Leadership exhibited by the employees under different superiors and different leadership styles has been established in this study. This can be used to further enhance the employees' holistic development by providing them right environment and autonomy to work at the company.
- The research throws light on the fact that the Transformational Leadership style has high relationship with Self-Leadership, hence the superiors can adopt this style to improve their subordinates Self-Leadership by making them more independent and critical thinkers who can handle the problems within their boundaries without putting the organization in jeopardy.
- The research also reflects that the young workforce is dynamic and with proper mentoring can be changed into self-competent individuals, which in turn makes everyone a leader within the established boundaries of their work. Management must identify the differences among the employees and manage them accordingly.

CONCLUSION

The research reflects that a Transformational Leadership style has high influence on the subordinate's Self-Leadership. Furthermore, the follower's self-leadership should be encouraged when the leader wants followers who are committed, independent, creative and psychologically empowered. Despite the considerable potential for self-leadership in today's modern organizations, the encouragement of follower's self-leadership through a Transformational Leadership style is not always appropriate. To conclude, this study empirically supports the association between Transformational Leadership, Transactional Leadership, Passive-Avoidant Leadership and Self-Leadership. This research further extended knowledge with regards to how transformational leadership, transactional leadership and passive-avoidant leadership increases an employee's level of Self-leadership. Thus, it can be established that leadership styles play a significant part in encouraging and effectively managing the development of Self-Leadership by increasing the various dimensions of Self-Leadership.

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