A STUDY OF LEADERSHIP STYLES IN SELECTED INDUSTRIES IN KOLHAPUR DISTRICT (MAHARASHTRA)

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ABSTRACT

Leadership is an important element in the organization. The success or failure of the organization depends on the behavior and decisions taken by leaders. Their behavior 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 an 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 behavior and the ethical aspirations of people.

No leader is ever free from external pressure and the liabilities of his own personality. Most of the leaders from engineering, textile and foundry industries are found to be charismatic leader.

Keywords: Leadership, Charismatic, Demographic, Permissive

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 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, Kirloskar Bros. are the top industries which had made their landmark. Likewise in Kolhapur District Star Group of Industries, Menon, Ghatge Patil, Gokul Doodh, Wrana Industries and number of small scale industries in Shiroli MIDC, Gokul Shirgaon MIDC etc. 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.

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 behavior while interacting with subordinates. Change in leaders behavior can be achieved by either changing the leaders assumptions about people or by first forcing behavioral 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 behavior 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.

Review Of Literature:

According to one study, over time, the leader will develop an "in-group" of subordinates and "out-group" of subordinates and treat them accordingly. Thus, for the same leader, research has shown that in-group subordinates report few difficulties in dealing with the leader and perceive the leader, as being more responsive to their needs and out-group subordinates do.   (Dansereau F., Jr. G. Graen, and W.J.Haga, 1975)

There has been no shortage of studies attempting to isolate critical situational factors that affect leadership effectiveness. For instance, popular moderating variables used in the development of contingency theories include the degree of structure in the task being performed, the quality of leader member relations, the leader's position power. Subordinates' role clarity, group norms, information availability, subordinate acceptance of leader's decisions, and subordinate maturity. (Duchon D., S.G. Green and T.D. Taber, 1986)

Hersey and Blanchard argue about the Management Grid that the grid emphasizes concern for production and people, which are attitudinal dimensions. Situational leadership, in contrast, emphasizes task and relationship behaviour. Understanding of the situational leadership theory is probably enhanced

by considering it as a fairly direct adaptation of the grid framework to reflect four stages of follower maturity. (Harsey P. and Blanchard K.H., 1982)

When the trait approach is applied to oranizational leadership, one of the biggest problems is that all managers think they know what the qualities of a successful leader are. Obviously, almost any adjective can be used to describe a successful leader. Recognizing these sematic limitations and realizing that there is no cause and effect relationship between observed traits and successful leadership. There is some evidence to suggest that empathy or interpersonal sensitivity and self-confidence are desirable leadership traits. (Joseph H. Reitz 1987)

Need For The Study:

In today's competitive environment, change is the only constant. Be it industry, technology, education or any other field, changes occur not only due to technological developments and global competition but also due to certain interventions like total quality management etc. It is essential for organizations to transform themselves according to the market needs and regulations. To effect this transformation, every organization should have employees who have the desire to make it happen. Also, every organization should necessarily have a leader. The concept of leadership style has changed in nature and content over the years. Indeed the leader with their vision and innovative qualities lay down strong foundation for sustainable growth. So it is the need of time to study the leadership styles in context with the industries.

Statement Of The Problem:

Leadership is the ability to influence the subordinates to achieve organizational objectives. Leader is the important element in an organization. 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 is from various industries in the Kolhapur district. In the backdrop of the above, Statement of the problem is "To Study the Leadership Styles in selected Industries in Kolhapur District."

Objectives Of The Study :

The following objectives are set for the study:
1. To study the leadership styles in detail.
2. To study the leadership style of selected manufacturing and service industries in Kolhapur district.
3. To evaluate comparative differences in leadership style between selected industries.

Research Methodology:

For this research endeavor primary as well as secondary data is collected. Sources like Records of various libraries, records of industries; net surfing is tapped for secondary information. A questionnaire is developed using the leadership scale. The employees from the selected industries were interviewed and the data is collected. The questionnaire contains the specific questions pertaining to different dimensions of leadership.

1. **Sample Selection:**

For this study it is decided to have a "purposive quota" sampling, consisting of sample quota of 50 respondents from the selected industries. This makes a total sample size of 250 respondents belonging to the selected five industries. Samples will be collected on the basis of convenience by considering Convenient Sample Method.

2. Statistical Analysis

The mean, Standard deviation is applied to know the various dimensions of the leadership style of the respondents. The mean different is tabulated to know the style differences between various leader of selected industries.

Scope of The Study:

The study covers Leadership styles in selected industries. The geographical scope is 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.

Consolidated Information Of Manufacturing Industries In Kolhapur District:

Table 1: Established Small Industries in Kolhapur District

Sr. No.	Name of Industrial Estates	No. of Industries	Investment In crores	No. of Employees
1.	Textile	10649	276.02	54848
2.	Foundry	210	97.02	1470
3.	Engineering	1822	67.23	15730
4.	Agro Based	106	23.27	742
5	Food Industries	211	2.10	1129
6	Plastic Industries	60	38.90	121
7	Chemical Industries	22	20.01	211
8	Shoe Industries	200	18.70	1592
9	Silver Industries	1800	39.42	3600
10	Others	1288	17.50	1492
	Total	**16368**	**600.17**	**80935**

Source: Udyog Bhavan (2009-10)

From the above table it is revealed that there are mainly nine types of industries are found in Kolhapur district. As far as number of units concerned there are three major areas in which maximum industries are covered. However, there are maximum numbers of units in Textile industries i.e. out of total number of units textile units are of 65.06%. The reason behind is that the climate of Kolhapur District is suitable for textile industry and the policy of the state to promote this industry. There are less number of Chemical industries, the reason behind is that among all the industries the maximum chemical used in the textile industry it means the chemical industry is complementary industry to textile industry and these units fulfill the demand of these textile industries.

As far as direct employment generation is concerned there are maximum number of employees are engaged in textile and engineering industry. Leather and silver industries have a cultural background because of 'Kolhapuri *Saaz* and Kolhapuri *Chappals*'. There is a heavy demand for these two products throughout the India and abroad also.

Leadership is an important element in the organization. The success or failure of the organization depends on the behavior and decisions taken by leaders. Their behavior is to direct the activities of the group towards common objectives and interaction between persons in which he thinks and acts his role of leadership. Leadership is an 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 behavior and the ethical aspirations of people.

Table 2: Paying Attention to Others Say

Sr. No.	Industry	Ranking/Percentage					Total	Mean Score
		To little or no extent	To a slight extent	To a Moderate extent	To a Considerable extent	To great extent		
1.	Engineering	01	01	07	28	23	60	4.18
	%	01.66	01.66	11.67	46.67	38.34	100.00	
2.	Textile	02	02	09	24	23	60	4.05
	%	03.33	03.33	15.00	40.00	38.34	100.00	
3.	Foundry	12	09	25	09	05	60	2.76
	%	20.00	15.00	41.67	15.00	08.33	100.00	
4.	Food	12	30	10	04	04	60	2.30
	%	20.00	50.00	16.66	06.67	06.67	100.00	
5.	Agro-based	25	16	11	06	02	60	2.06
	%	41.67	26.66	18.33	10.00	3.34	100.00	
6.	Plastic	30	25	02	02	01	60	1.52
	%	50.00	41.67	03.34	03.34	01.66	100.00	
	Total Respondents	82	83	64	73	58	360	

(Source: Field Survey)

Graph 1: Paying Attention to others say
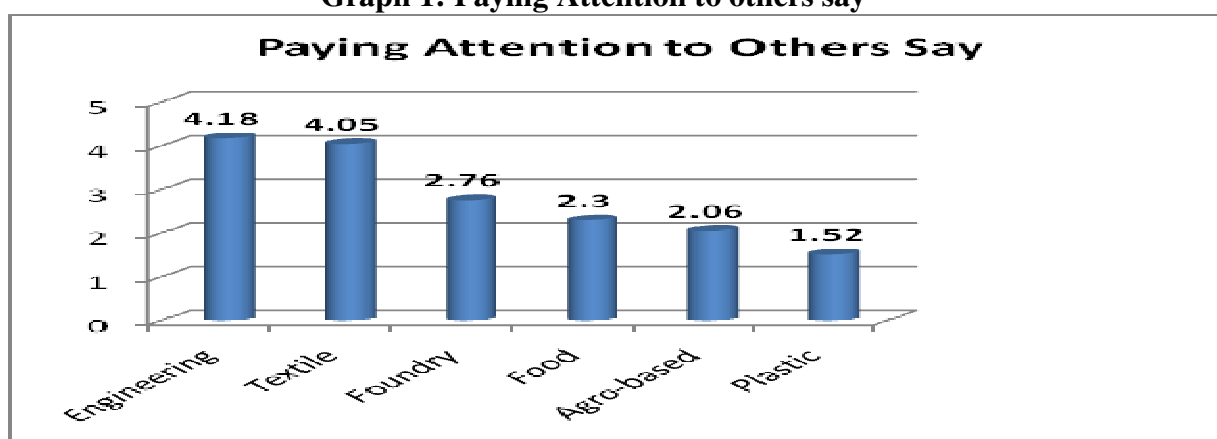
The above table assesses respondents on the leadership scale of Management of Attention. This dimension of leadership style indicates how attentive one person is while communicating with other people. It is observed that respondents of engineering industry have recorded highest mean score i.e. 4.18 while in plastic industry, it is lowest one with a mean score 1.52 as compared to other industries. About 93 percent respondents from engineering industry are of the opinion that they pay full attention to the conversation and what other people are saying. So the other people feel that they get full attention and the conversation is important for the listener. It is noted that respondents from engineering, textile and foundry industry have scored more than average mean score the reason behind is that the engineering

industry is all of technical industry and therefore it is required to give full attention towards the communication the other industries are less technical and therefore these are less attentive.

Table 3: Focusing on Key Issues

Sr. No.	Industry	Ranking/Percentage					Total	Mean Score
		To little or no extent	To a slight extent	To a Moderate Extent	To a Considera--ble extent	To great extent		
1.	Engineering	02	02	09	24	23	60	4.07
	%	03.33	03.33	15.00	40.00	38.34		
2.	Textile	03	05	10	21	21	60	3.86
	%	05.00	08.33	16.66	35.00	35.00		
3.	Foundry	06	26	15	10	03	60	2.63
	%	10.00	43.33	25.00	16.66	05.00		
4.	Food	17	25	08	07	03	60	2.23
	%	28.33	41.67	13.33	11.67	05.00		
5.	Agro-based	22	24	04	04	06	60	2.15
	%	36.66	40.00	06.67	06.67	10.00		
6.	Plastic	30	23	02	03	02	60	1.73
	%	50.00	38.34	03.33	05.00	03.33		
	Total Respondent	80	105	48	69	58	360	

(Source: Field Survey)

Graph 2: Focusing on Key Issues
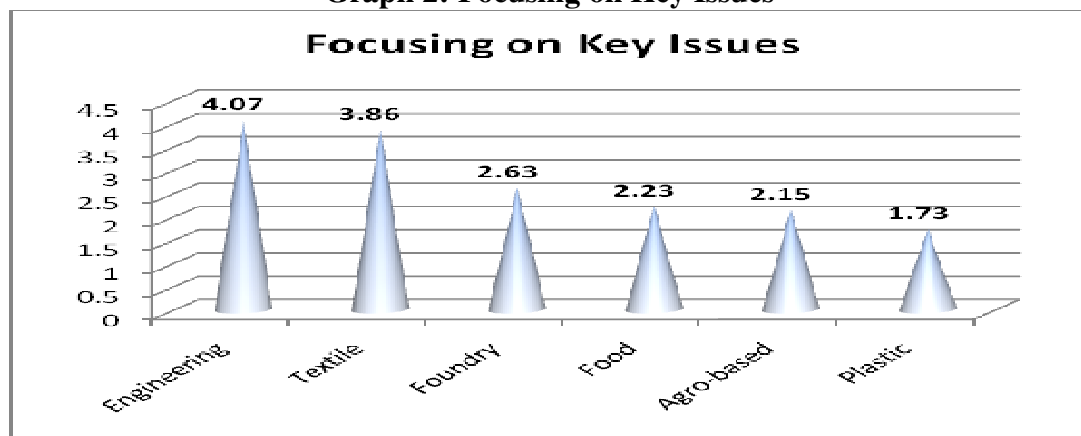
The above table and graph indicates assessment of respondents on the leadership scale of Management of Attention. This dimension of leadership style indicates how the persons focusing on the key issues. As the Engineering, Textile, Foundry, Food and Agro-based industry are the technical industries they pay more focus on key issues.
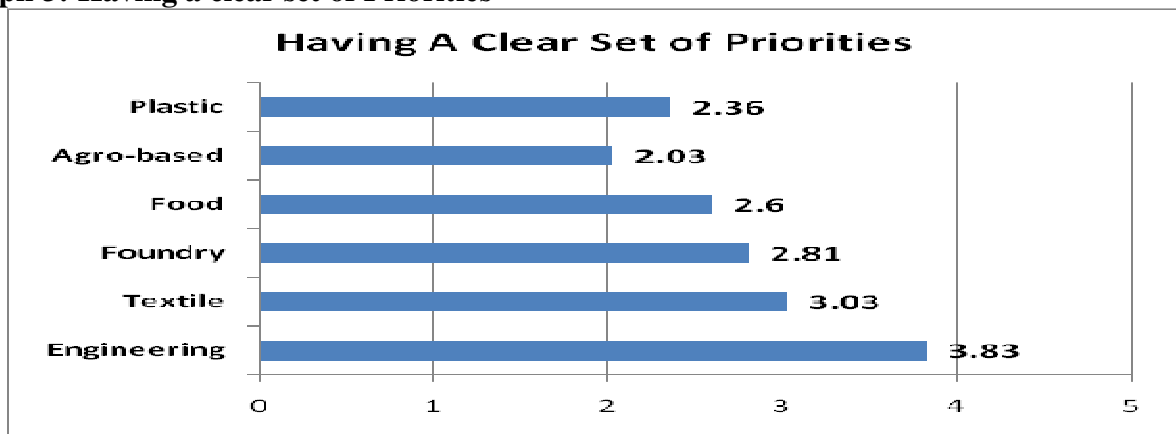
It is noted from the above table that respondents of engineering industry have recorded highest mean score i.e. 4.07 while for plastic industry it is lowest one i.e. 1.73. Respondents from engineering industry are focusing more on key issues in communication which avoids much time and makes the communication clear. Followed by respondents from engineering industry, respondent from textile industry and foundry industry have recorded mean score 3.86 and 2.63, which is above average.

Table 4: Having a Clear Set of Priorities

Sr. No.	Industry	Ranking/Percentage					Total	Mean Score
		To little or no extent	To a slight extent	To a Moderate extent	To a Considera--ble extent	To great extent		
1.	Engineering	02	05	14	19	20	60	3.83
	%	03.34	08.33	23.34	31.33	33.34		
2.	Textile	04	14	22	16	04	60	3.03
	%	06.66	23.34	36.67	26.66	06.67		
3.	Foundry	06	15	24	13	02	60	2.81
	%	10.00	25.00	40.00	21.66	03.34		
4.	Food	14	16	16	08	06	60	2.60
	%	23.34	26.66	26.66	13.33	10.00		
5.	Agro-based	28	16	07	04	05	60	2.03
	%	46.66	26.66	11.67	06.66	08.34		
6.	Plastic	15	23	11	07	04	60	2.36
	%	25.00	38.34	18.33	11.67	06.66		
	Total Respondents	69	89	94	67	41	360	

(Source: Field Survey)

Graph 3: Having a clear set of Priorities

The above table and graph focused on the leadership style regarding the priorities. From the above it is reveals that respondents of engineering industry have recorded highest mean score i.e.3.83 while for respondents from Agro-based industry it is lowest one i.e. 2.03. It is very important to have a clear set of priorities while communicating with other. So he can focus on that point and lead the communication towards positive side. Respondents from Agro-based industry, from food industry and plastic industry are lacking in this leadership skill which reflected in their less than average mean score.

Table 5: Getting Others Focus on Important Issues

Sr. No.	Industry	Ranking/Percentage					Total	Mean Score
		To little or no extent	To a slight extent	To a Moderate extent	To a Considera--ble extent	To great Extent		
1.	Engineering	04	03	10	20	23	60	3.92
	%	06.67	05.00	16.66	33.33	38.34		
2.	Textile	02	16	18	17	07	60	3.18
	%	03.33	26.66	30.00	28.34	11.67		
3.	Foundry	06	15	25	12	02	60	3.00
	%	06.67	25.00	41.67	20.00	03.34		
4.	Food	18	21	09	10	02	60	2.28
	%	30.00	35.00	15.00	16.66	03.34		
5.	Agro-based	31	10	08	05	06	60	2.08
	%	51.66	16.67	13.33	08.34	10.00		
6.	Plastic	20	26	12	01	01	60	1.95
	%	33.34	43.34	20.00	01.66	01.66		
	Total….	81	91	82	65	41	360	

(Source: Field Survey)

Graph 4: Getting others focus on important issues
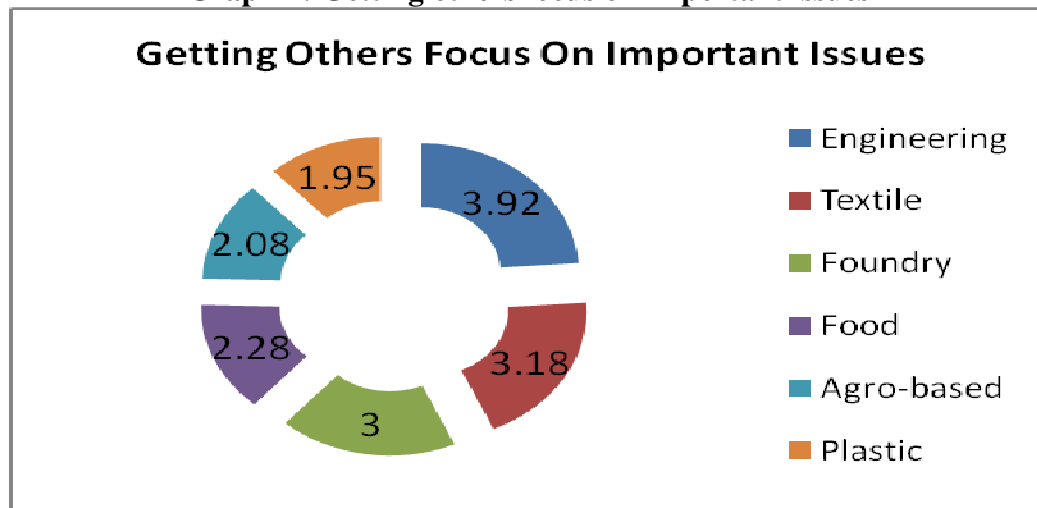
Respondents' performance on the leadership scale of Management of Attention is described in above table. This dimension of leadership style indicates how attentive one person is while communicating with other people
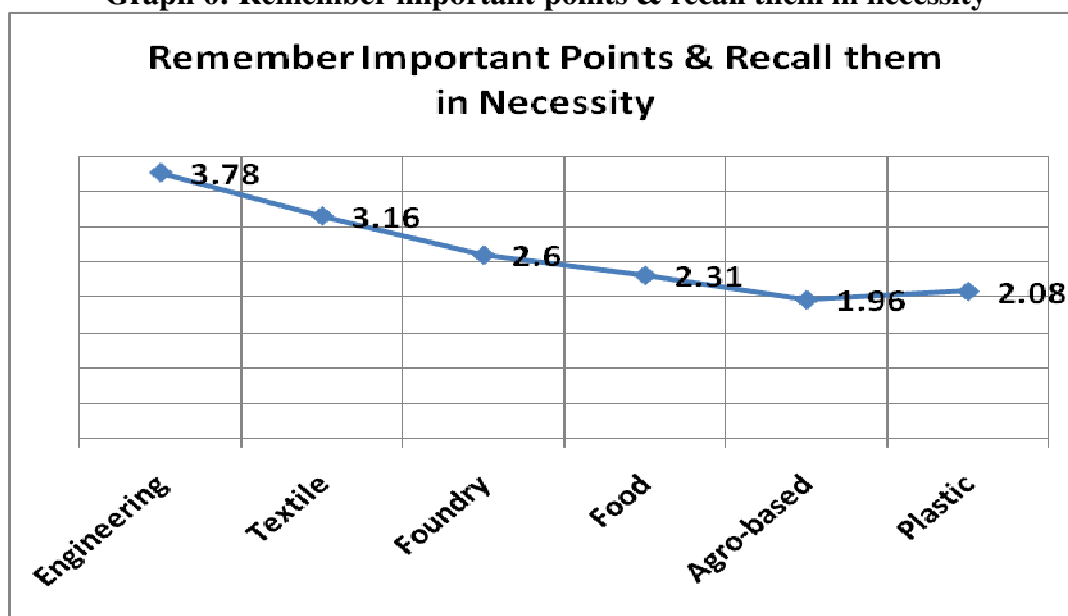
Respondents of engineering industry have exhibited highest mean score i.e. 3.92. Around 78% of the respondents have responded positively for this statement while for plastic industry it is lowest one i.e. 1.95. It is essential to get other people to focus on the important things which will make the communication effective. Respondents from food, agro-based and plastic industries have recorded mean score i.e. 2.28, 2.08 & 1.95 respectively which is below average and indicative of ineffective on this leadership scale of management of attention.

Table 6: Remember Important Points & Recall them in Necessity

Sr. No.	Industry	Ranking					Total	Mean Score
		To little or no extent	To a slight extent	To a Moderate extent	To a Considera--ble extent	To great Extent		
1.	Engineering	01 01.66	04 06.66	23 38.34	13 21.67	19 31.67	60	3.78
2.	Textile	04 06.66	09 15.00	25 41.67	17 28.34	05 08.33	60	3.16
3.	Foundry	08 13.33	20 33.33	23 38.34	06 10.00	03 05.00	60	2.60
4.	Food	22 36.67	19 31.66	04 06.67	09 15.00	06 10.00	60	2.31
5.	Agro-based	26 43.33	22 36.67	03 05.00	05 08.33	04 06.67	60	1.96
6.	Plastic	25 41.67	20 33.33	06 10.00	04 06.66	05 08.33	60	2.08
	Total….	86	94	84	54	42	360	

(Source: Field Survey)

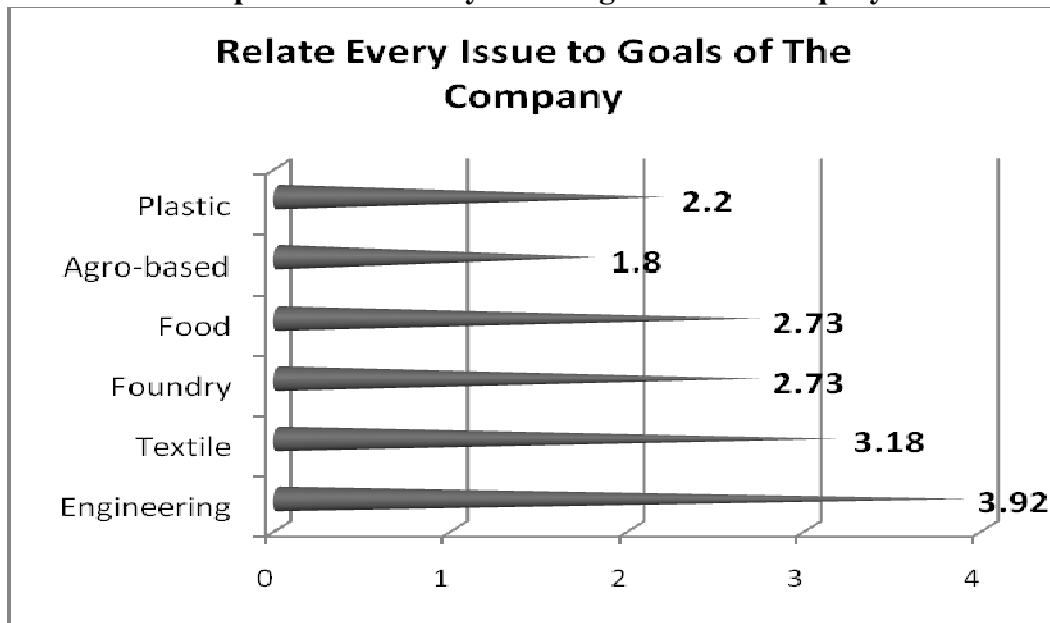**Graph 6: Remember important points & recall them in necessity**

From the above table and graph it is noted that, respondents of engineering industry have exhibited highest mean score i.e. 3.78. While for respondents from agro based industry it is lowest one i.e. 1.96. Around 80% of the respondents' shift[from agro industry] is towards negative side of the statement. It shows that respondents from engineering industry always remember the important point while communicating with other people and they use them at the time of necessity.

Table 7: Relate Every Issue to Goals of The Company

Sr. No.	Industry	Ranking					Total	Mean Score
		To little or no extent	To a slight extent	To a Moderate extent	To a Considera--ble extent	To great Extent		
1.	Engineering	02 03.34	03 05.00	12 20.00	24 40.00	19 31.66	60	3.92
2.	Textile	04 06.67	15 25.00	21 35.00	16 26.67	04 06.66	60	3.18
3.	Foundry	06 10.00	23 38.34	16 26.66	11 18.33	04 06.66	60	2.73
4.	Food	17 28.33	21 35.00	08 13.34	06 10.00	08 13.33	60	2.73
5.	Agro-based	29 48.33	21 35.00	05 08.34	03 05.00	02 03.33	60	1.80
6.	Plastic	12 20.00	27 45.00	19 31.67	01 01.67	01 01.66	60	2.20
	Total….	70	110	81	61	38	360	

(Source: Field Survey)

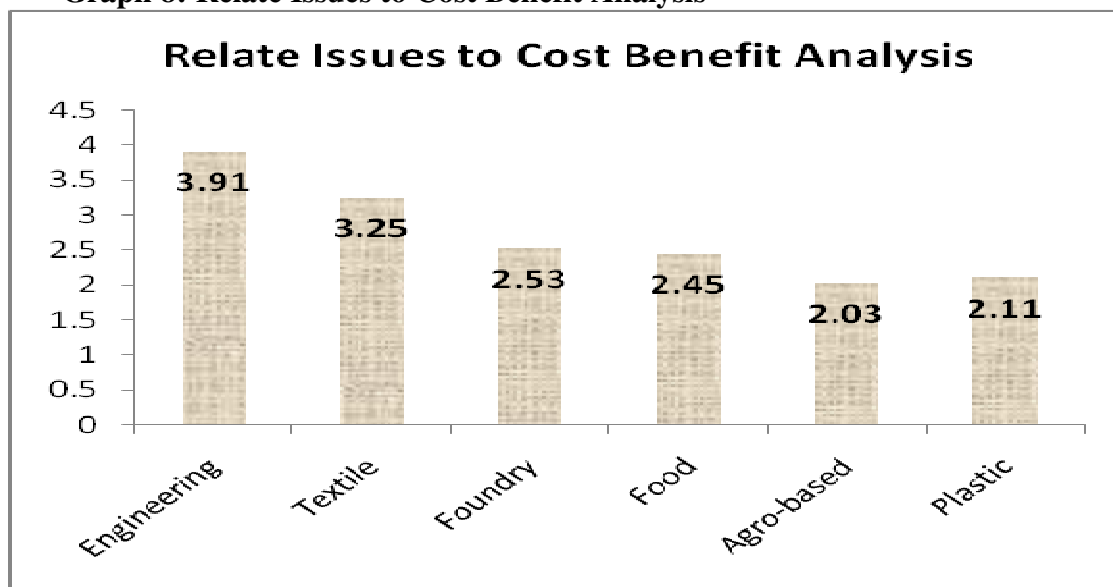**Graph 7: Relate every issue to goals of the company**

From the above table and graph it is noted that, respondents of engineering industry have exhibited highest mean score i.e. 3.92 while for respondents from agro based industry it is lowest one i.e. 1.80. It denotes that respondents from Engineering industry are striving hard to achieve company's goals so through every issue they try more to reach there while others are les attentive regarding goals as compared to engineering industry.

Table 8: Relate Issues to Cost Benefit Analysis

Sr. No.	Industry	Ranking					Total	Mean Score
		To little or no extent	To a slight extent	To a Moderate extent	To a Considerable extent	To great Extent		
1.	Engineering	01	04	12	25	18	60	3.91
	%	1.66	6.67	20.00	41.67	30.00		
2.	Textile	02	13	21	16	08	60	3.25
	%	3.33	21.66	35.00	26.66	13.33		
3.	Foundry	12	23	13	05	07	60	2.53
	%	20.00	38.34	21.66	8.33	11.67		
4.	Food	17	21	08	06	08	60	2.45
	%	28.34	35.00	13.33	10.00	13.33		
5.	Agro-based	26	19	05	07	03	60	2.03
	%	43.34	31.66	8.33	11.67	5.00		
6.	Plastic	19	24	10	05	02	60	2.11
	%	31.66	40.00	16.66	8.33	3.33		
	Total Respondents	77	104	69	64	46	360	

(Source: Field Survey)

Graph 8: Relate Issues to Cost Benefit Analysis

Respondents' performance on the leadership scale of Management of Attention is exhibited in the above table. This dimension of leadership style indicates how attentive one person regarding cost benefit analysis.
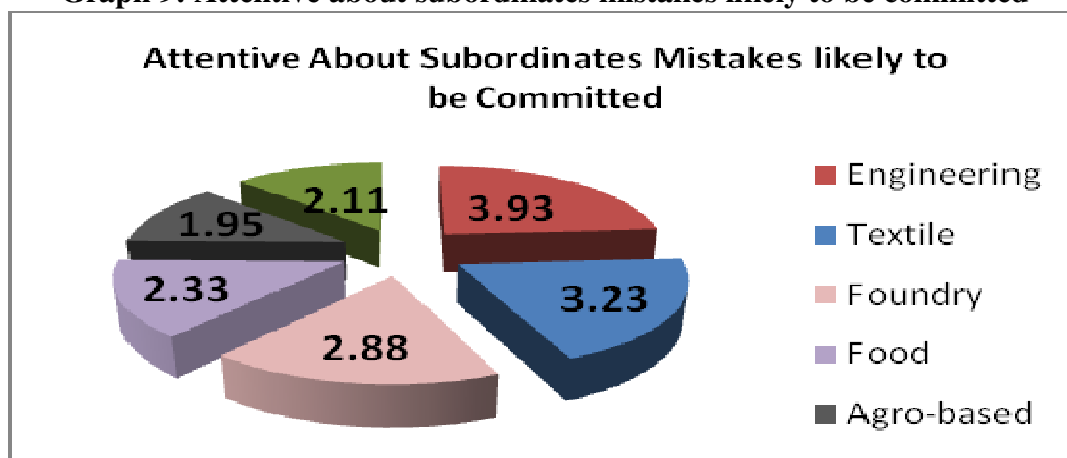
It is noted that respondents of engineering industry have exhibited highest mean score i.e. 3.91 while for respondents from agro based industry it is lowest one i.e. 2.03. Almost 70 percent respondents of engineering industry keep in mind cost-benefit issue while communicating with others. But respondents from agro based industries are not practicing well this dimension of leadership style. Mean score of respondents from Plastic, Agro-based and Food industry is inclined towards lower side which is indicative of their poor performance on the scale of management of attention.

Table 9: Attentive about Subordinates Mistakes likely to be Committed

Sr. No.	Industry	Ranking					Total	Mean Score
		To little or no extent	To a slight extent	To a Moderate extent	To a Considera--ble extent	To great Extent		
1.	Engineering	02	03	13	21	21	60	3.93
	%	03.33	05.00	21.66	35.00			
2.	Textile	05	07	25	15	08	60	3.23
	%	08.33	11.67	41.67	25.00	13.33		
3.	Foundry	10	08	23	17	02	60	2.88
	%	16.66	13.33	38.34	28.33	03.33		
4.	Food	21	16	11	06	06	60	2.33
	%	35.00	26.66	18.33	10.00	10.00		
5.	Agro-based	29	18	04	05	04	60	1.95
	%	48.33	30.00	06.66	08.33	06.66		
6.	Plastic	14	08	24	12	02	60	2.11
	%	23.33	13.33	40.00	20.00	03.33		
	Total Respondents	77	104	69	64	46	360	

(Source: Field Survey)

Graph 9: Attentive about subordinates mistakes likely to be committed

The above table is related to respondents' performance on the leadership scale of Management of Attention.. This dimension of leadership style indicates how attentive the leaders about subordinates mistakes likely to be committed.

It is noted that respondents of engineering industry have exhibited highest mean score i.e. 3.93 followed by respondents from textile industry and foundry industry which is on higher side i.e. 3.23 & 2.88. While for respondents from agro based industry it is lowest one i.e. 1.95 they are not attentive about the mistakes which their subordinate are likely to commit. This dimension of leadership style expects a leader to be attentive of subordinates' mistakes and take care of it in advance.

Table 10: Communicate Clearly

Sr. No.	Industry	Ranking					Total	Mean Score
		To little or no extent	To a slight extent	To a Moderate extent	To a Considera--ble extent	To great Extent		
1.	Engineering	04	08	18	14	16	60	3.50
	%	06.66	13.33	30.00	23.33	26.66		
2.	Textile	05	06	19	22	08	60	3.36
	%	08.33	10.00	31.66	36.66	13.33		
3.	Foundry	10	16	21	07	06	60	2.71
	%	16.66	26.66	35.00	11.67	10.00		
4.	Food	26	09	12	09	04	60	1.95
	%	43.44	15.00	20.00	15.00	06.66		
5.	Agro-based	14	33	07	04	02	60	2.11
	%	23.33	55.00	08.33	06.66	03.33		
6.	Plastic	34	11	05	04	06	60	1.93
	%	56.66	18.33	08.33	06.66	10.00		
	Total Respondents	81	60	100	76	43	360	

(Source: Field Survey)

Graph 10: Communication Clearly
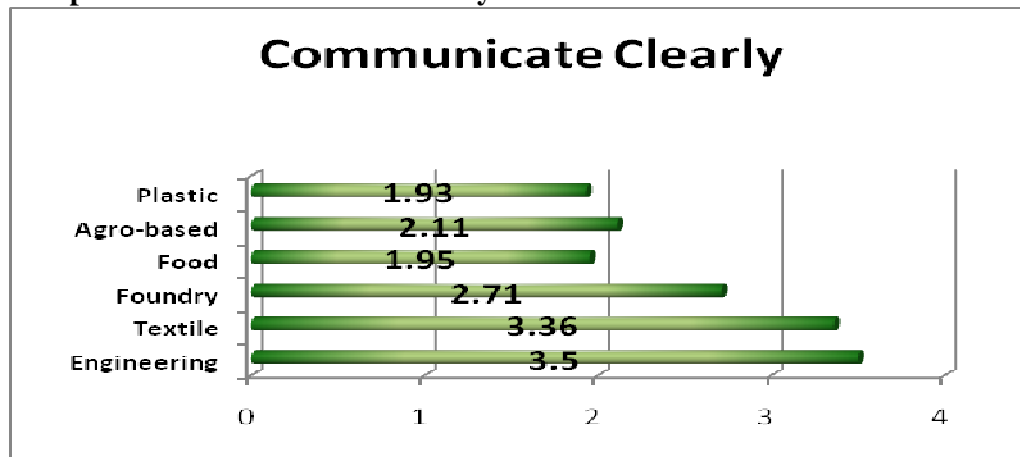
The above table shows respondents' performance on the leadership scale of Management of Meaning. This dimension centers on one's communication skill. It indicates how you are expert in conveying the message of your communication to the others. You can make out what others feel and can communicate feelings as well as ideas.

It is reflected from the above table that respondents from engineering industry have recorded highest mean score i.e.3.50 while lowest mean score is recorded by plastic industry i.e. 1.93 performance of respondents from food, agro based and plastic industry if below than average which is indicative of their lack of communication skill.

Conclusion:

Leadership is an important element in an organization. The success or failure of an organization depends on the behavior of leader and leadership style. Their behavior or style directs the activities of the group towards the common goals of objectives.

No leader is ever free from external pressure and the liabilities of his own personality. Most of the leaders from engineering, textile and foundry industries are found to be charismatic leader.

Following are the main conclusions of the study:

i)   All the above nine industries are of manufacturing industries. However, out of these nine industries engineering, textile and foundry industry are more technical as compared to other industries, where accuracy matters as the products from these industries gives direct and immediate result. Therefore, the defective goods is rejected by the users. It means these industries should be more attentive or more conscious regarding there products and from analysis it is clear that the leaders in these industries are try to behave and/or behave on the same line (reference table no. 2 to 10)

ii)   It is found from the above analysis leaders in plastic industry are comparatively less attentive on the above discussed nine dimensions of a leadership styles. The reason behind is that the raw materials like plastic is less costly as compared to other materials required in other industries and plastic products are used in general purpose except which is technically used. Therefore, the leaders in these industries are less attentive.

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