



LEADERSHIP STYLES AND JOB CHARACTERISTICS- A STUDY WITH REFERENCE TO IT COMPANIES IN CHENNAI

M.Suresh* Dr.R.Rangarajan**

**Ph.D., Research Scholar (Full Time) Department of Commerce, University of Madras.*

***Professor, Department of Commerce, University of Madras.*

Introduction

Leadership defines and creates the right organization capabilities for future success. They diagnose and create capabilities of shared mindset, talent, collaboration, speed, accountability, learning, and leadership throughout the organization. Leaders invest in core competencies to increase the probability of strategic success. They invest in concrete support for investing in technical areas consistently with a strategy that underscore how to build value in R&D, technology, sales and marketing, logistics, and manufacturing. Leaders envision growth and build enthusiasm. They encourage support for customer intimacy, product innovation, or geographic expansion. They create an aspired, shared, and enacted strategy. Leaders who make and keep promises build credibility, confidence, and conviction. They build and defend a reputation among external and internal stakeholders for delivering their earnings promises. Leaders help employees become fully productive by following rather a simplistic three-step formula: * competence * commitment * contribution.

Leadership matters:-Leaders are responsible for identifying and resolving the challenges of their stakeholders –customers, investors, the organization, and employees. Leadership starts with better results. From better results, customers buy more, investors have more confidence in the future, employees are more productive, and the organization builds strong capabilities to make it work seamlessly. HR professionals are the architects of leadership use these ideas to build a business case for investing in leadership. General Managers are owners of the quality of leadership and use these ideas to ensure that their personal commitment to leadership shows up in their calendars. Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. This definition is similar to Nor these's (2007, p3) definition — Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

Literature Reviews

1. **Salim Abdullah, Rashid Alshekaili and Ali Boerhannoeddin**(2011) aimed to study the Influence of human capital approach on Innovation Performance in Omani Industrial firms. Additionally it examines the mediating role of knowledge management in the relationship. He concluded that human capital approach is a valuable questionnaire for firms desiring to achieve superior Innovation and sustainable competitive advantages.
2. **Ilias P.Vlachos**(2009) aimed to assess the extent to which specific HR practices may contribute to firm growth. The findings suggested that a positive relationship exists between the extent to which companies implement, HR practices and firms growth achievements.
3. **Muhammad Abdul Majid Makki& Suleman Aziz Lodhi**(2008) examined the relationship between Intellectual capital and the firms profitability. This article examines to role of Ic efficiency in the firms net profit using the VAIC developed by Ante public (1998).. The results obtained using multiple regression analysis. Supports the argument that Ic efficiency contribute significantly to the firms profitability.
4. **Anastasia A.Katou**(2008) measured the Impact of HRM on organizational performance in the context of Greece. The findings of this study support that the relationship between HRM policies and organizational performance is partially mediated through HRM outcomes and HRM policies are moderated by business strategies.
5. **Muratkasimoglu, Ali Halici, Ramazan Akkas and Anu Genis Gruber**(2011) studied with the Prime motive of Investigating the relationship between workforce diversity and perception of discriminations. The study shows that hotels are neither aware of Human capital Heterogeneity benefits nor know how to manage the process. The result of the study reveals that HCM is low.(2011)

Research Gaps.

The national and international literature revealed that leadership is not a unique phenomenon but a conglomeration of job characteristics and job commitment of the employees. They also revealed that no one exactly measured the factors influencing the leadership in IT companies.

Objectives of the Study.

1. To determine the factors influencing the leadership and job characteristics in IT companies.
2. To find the existing significant difference among the factors of leadership and job characteristics.



Methodology

The present study is based on both primary and secondary data. Primary data is obtained from the employees of Information Technology (IT) companies through a structured questionnaire. Whereas the secondary data is derived from the books, reports, journals and magazines.

Questionnaire Design

The researcher considered the various elements of leadership and job characteristics and framed them in the form of variables in Likert five point scales. It ranges from strongly agree to strongly disagree. Besides these scales, the researcher also used optional type questions and bipolar type questions to obtain demographic and work details of employees.

Sample Selection

The researcher considered top ten IT companies in Chennai city as the population of the research. Among these top ten IT companies the researcher is able to circulate twenty questionnaires each in all the ten companies. The convenient sampling method is applied to collect 200 responses from the employees.

Data Analysis

After obtaining 200 responses from different IT company employees, the responses are systematically tabulated in a numerical form. The researcher applied both exploratory, confirmatory factor analysis and linear multiple regression analysis to derive the factors of talent management strategies.

Analysis and Discussion.

Factor Analysis

The factors of leadership and job characteristics

After reviewing the national and international literature regarding leadership and job characteristics the researcher identified ten statements in Likert's five-point scale. The exploratory factor analysis is applied on these ten variables and the following results were obtained.

Table .1

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.850
Bartlett's Test of Sphericity	Approx. Chi-Square	629.078
	df	45
	Sig.	.000

The KMO and Bartlett's test is applied on the ten variables found that KMO measure of sampling adequacy is 0.850. Bartlett's test of Sphericity with approximate chi square value is equal to 629.078 are statistically significant @ 5% level. This shows that the factor segmentation is possible through exploratory factor analysis and the sample size is adequate in explaining them. This leads to the variance check as shown below in the communalities table.

Table 2 Communalities

	Initial	Extraction
Job objectives are clear and focused.	1.000	.404
My job involves performing a variety of tasks.	1.000	.615
Job expectations are clearly understood.	1.000	.611
The job allows me to complete the work started.	1.000	.464
The job requires analysing a lot of information.	1.000	.365
Job provides freedom to take decisions.	1.000	.516
Job performed is relevant to the organizational goals.	1.000	.343
The job depends on the work of different people for its completion.	1.000	.593
Feedback on job performance is given at regular intervals.	1.000	.497
The job requires specialized knowledge and skills.	1.000	.629

Extraction Method: Principal Component Analysis



From the above table it is found that the variance of the ten variables their variance 34.3% to 62.9% which is statistically significant @ 5% level. This leads to the factor segmentation as shown in the following total variance table.

Table 3 Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.895	38.952	38.952	2.702	27.016	27.016
2	1.142	11.421	50.373	2.336	23.357	50.373
3	.841	8.413	58.787			
4	.822	8.222	67.009			
5	.738	7.377	74.386			
6	.636	6.358	80.744			
7	.552	5.522	86.266			
8	.530	5.299	91.565			
9	.511	5.107	96.671			
10	.333	3.329	100.000			

Extraction Method: Principal Component Analysis.

From the above table it is found that the ten variables are reduced in to two predominant factors with cumulative variance 50.373% and individual variance 27.016% and 23.357%. This leads to variable loadings in each factor as presented in the rotated component matrix.

The first factor consists of five variables

S.No	Issues Related To Leadership And Job Characteristics
	Multitasking
JC10	The job requires specialized knowledge and skills. (.784)
JC8	The job depends on the work of different people for its completion. (.756)
JC2	My job involves performing a variety of tasks. (.705)
JC6	Job provides freedom to take decisions. (.659)
JC4	The job allows me to complete the work started. (.638)

Therefore, this factor can be called “Multi-tasking”. The second factor consists of five variables.

	Job clarity
JC3	Job expectations are clearly understood. (.771)
JC9	Feedback on job performance is given at regular intervals. (.669)
JC1	Job objectives are clear and focused. (.605)
JC5	The job requires analysing a lot of information. (.572)
JC7	Job performed is relevant to the organizational goals. (.555)

Hence this factor can be called “Role Clarity”. Therefore, it can be concluded that leadership in IT companies depends upon the clarity of role in the work assigned to employees.

Findings and Conclusions

The study reveals that IT employees strongly agree for having clarity of objectives, multitasking, clear job expectations and work completion for a successful leadership. The sample employees also agreed that the job enables to analyse information, facilitates to work towards common individual and organisational goals and cooperation from co-workers as a part of leadership. It has been observed that the employees moderately agree for autonomy, regular feedback and specialised knowledge and skills for performing the job and improvement of leadership qualities.



Leadership is the new mantra of success to achieve organizational goals and vision. It is a winning formula for making organizational excellence. IT companies today are increasingly dependent on knowledge creation and human development for their optimal and sustainable growth. To meet the challenges resulting from global competitiveness, they need to demonstrate world-class performance, re-examine the drivers of organisational performance through leadership.

References

1. Salim Abdullah Rashid Alshekaili and Ali Boerhannoeddin (2011) “Human capital approach towards enhancing Innovation performance in omani Industrial firms; The role of knowledge management”. Progress in Business Innovation and Technology management.
2. Ilias P.Vlachos, “The effects of human resource practices on firm growth”. The journal of Business science and Applied management, volume 4 Is 2009)
3. Muhammad Abvdul Majid Makki and Suleman Aziz Lodhi (2008), “Impact of Intellectual capital efficiency on profitability(A case study of LSE25 companies). The Lahore journal of economics 13:2(winter 2008)pp 81-98.
4. Anastasia A.Katou (2008). “Measuring the impact of HRM function organizational performance”, Journal of Industrial Engineering and Management. ISSN-2013- 0953.
5. Muratkasimoglu, Ali Halici, Ramazan Akkas and Anu Genis Gruber “Human capital Heterogeneity and organizational performance Analysis: An empirical study about International Hotel chains in Turkey “– Emerging Markets Journal Vol 2(2011) ISSN-2158-8708(online).