European Journal of Business & Social Sciences
Available at https://ejbss.org/

ISSN: 2235-767X
Volume 07 Issue 04
May2019

A Study On The Need Of Effective Leadership For The Growth Of An Organization

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ABSTRACT

Most of the researches about leadership are organization or employer centric. Thus, different kinds of employment relationships and how they impact employees has not been taken into account in leadership research. It is necessary that the relationship between leaders and followers be one of mutual recognition and personal trust, if employees are to experience leadership in empowering ways. It is important to understand how successful leadership can create inspired champions when the employment relationship only follows the market logic of monetizable exchange and ignores other richer forms of socio-emotional exchange. The relationship between the leader and the follower depends to a great extent

European Journal of Business & Social Sciences
Available at https://ejbss.org/
ISSN: 2235-767X
Volume 07 Issue 04
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on how the follower perceives his/her leader. The current paper highlights the impact of leadership on the growth of an organization.

KEYWORDS:

Leadership, Employee, Organization

INTRODUCTION

For leaders to be able to create inspired champions, it is necessary that a great degree of cooperation exists between leaders and their followers. It has been reported that leaders and followers show a great amount of disagreement about the ways in which they perceive the same relationship. In order to overcome such disagreements, it is necessary to strengthen the element of reciprocity in the relationship between leaders and followers.

The perceptions that leaders and followers derive about each other depend on the pattern of the relationship that they have had with each other. When leaders exhibit successful aspects of leadership, it may be possible for them to sustain their relationship within a framework of cooperation over a period of time.

This study however has been done from an employee perspective since ultimately organizations depend on human talent for their competitive survival and when it comes to human talent the dynamics of competitive

ISSN: 2235-767X
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survival is about attracting, retaining, developing and compensating talented individuals. It is important to understand leadership from the perspective of employees. Several studies provide an understanding of the strategies and initiatives that leaders need to adopt. However, there are few studies pertaining to how employees experience leadership. Leadership is a relational practice and fixed responses to leadership initiatives cannot be anticipated in advance.

Eight items were developed for each variable through a critical-reflexive, iterative-interpretative engagement with literature. All the items in the scale reflect the latent variable they represent. There is no clear cut rule about the number of items in the pool and the number of items to be selected. It is better to decide about the number of items in the final scale so that it would act as a lamp post in deciding about the number of items in the pool. The researcher must ensure that there is adequate sample of items within each of the major content areas covering the major domain. The initial pool must represent all the dimensions of the latent variable so that the final scale will be internally consistent.

We used the extent of agreement as the response for our study as it tries to gauge the executive perceptions of leadership, with seven response categories ranging from very strongly disagree to very strongly agree.

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ISSN: 2235-767X
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The experiences of employees in their workplaces fill their consciousness to a large extent; the memories of various events in the workplace significantly influence their life worlds. The work place is also an opportunity for them to forge relationships. Engaging with a diverse sample of employees allowed us to understand the unity and diversity of these relationships. It allowed us to access a range of experiences of employees. It was an opportunity to understand the feelings of employees located in different sectors. It enabled us to appreciate what the employee desires from her employment relations. It gave us insights into many fundamental aspects of human condition such as authenticity and humility. It allowed us to understand the relational context in which phenomena such as leadership emerge. Leadership is not merely an instrumental aspect of the job where the leader contributes to getting the work done. The employment relationship is not merely about the exchanges occurring within the labor market.

The experience of leadership is shaped by an entire range of factors – those external to the firm, those making the organizations and their expectations, practices and orientations of the individual. All these factors come together to produce the experience of leadership. While doing so they are not bound by rational assumptions but engage with the range of emotions, philosophies and social passions. Leadership must

ISSN: 2235-767X
Volume 07 Issue 04
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emerge out of the domesticating traps of the control logic which reduce the human being to a set of rational, determinate actions.

Employees experience numerous pressures at work places of today. They seldom accept these pressures on purely obedient and compliant terms. There will always be dialogic uncertainty associated with the human condition that transcends the desire of science to predict them. By engaging with workers from different sectors, the study accessed a range of reactions of employees to contemporary pressures and issues.

Authenticity, humility, empowering practices and achievement generating practices are modeled as first order dimensions of a second order latent variable – Successful Leadership. Similarly, sense of belonging, culture of excellence, sense of freedom and sense of contribution are modeled as first order dimensions of a second order latent variable – Organizational Outcomes. Both the variables follow a reflective – reflective measurement model conceptualization. Thus, both the second order variables and the eight first order latent variables are conceptualized as reflective measurement models.

The reflective measurement models are theoretically justified as the presence of successful leadership indicates that its dimensions will report high values, with the direction of causality being from successful leadership to its dimensions.

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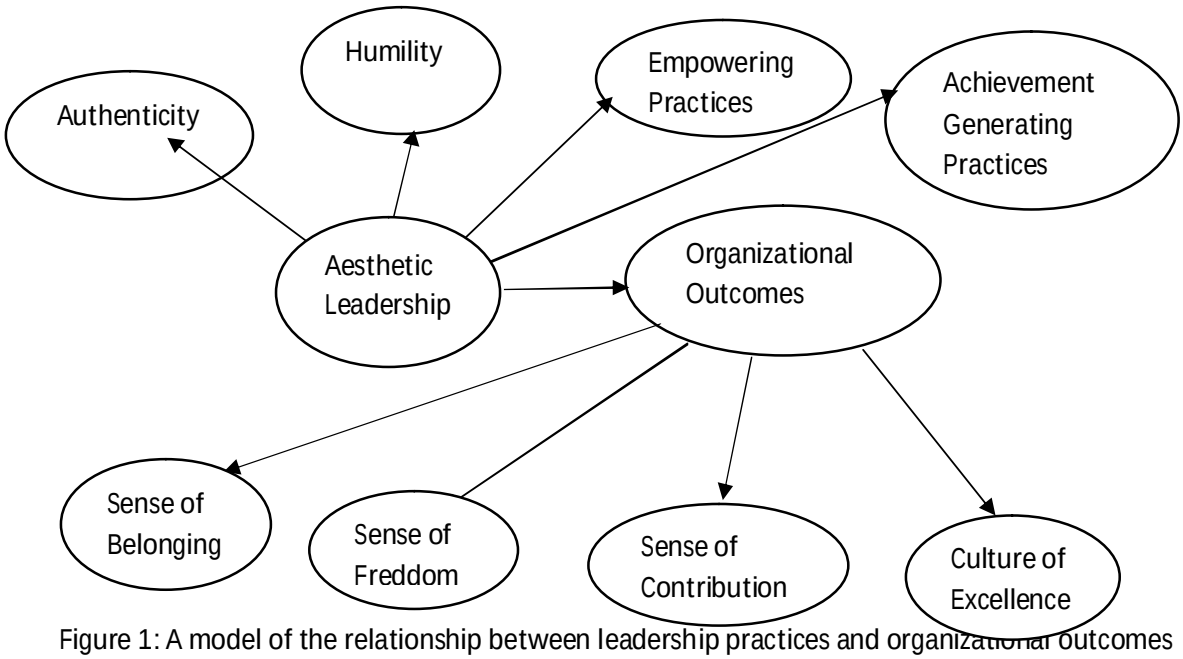


Figure 1: A model of the relationship between leadership practices and organizational outcomes

RESEARCH METHODOLOGY

Data was collected from an adequate and representative sample of 202 employees working in **DLF organization, Delhi-NCR**.

Data Collection:

Data was collected from 202 executives working in working in **DLF organization, Delhi-NCR**. 36% of the respondents are from public sector enterprises and the balance 64% are working in private sector. Majority of the respondents were men (80%). The respondents profile by management position shows that middle level managers formed more than half of the responses (52%) followed by junior level (33%) and senior level (15%). 31% of the respondents were receiving annual salary in the

ISSN: 2235-767X
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range of Rs. 5-10 lakhs, 27% of the respondents were receiving less than five lakhs per year, 26% of the respondents were in highest income category of more than 15 lakhs and 16% were in the pay range of Rs.10-15 lakhs. 35% of the respondents were in the age category of 21-30 years, 39% were in the age category of 31-40 years, 18% were in the age category of 41-50 years and the balance 8% were in the range of 51-60 years.

The respondents profile by educational level indicates that 58% of the respondents possessed masters degree or higher qualifications whereas 42% of the respondents were graduates. 71% of the respondents were married. 35% of the respondents had two dependents. This was followed by respondents with 3 dependents (21%), respondents with one dependent (12%), respondents with more than three dependents (9%) and 23% of the respondents were without any dependents. Work experience ranged from 2 to 39 years, with mean of 10.72 years. The data was collected through online web platform as well as through personal interface.

RESULTS

The correlation table indicates that the variables used in the study are significantly correlated with each other. This is a preliminary indication

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of the fact that the dimensions of successful leadership are able to effectively contribute in predicting the desired organizational outcomes. Further, the dimensions of successful leadership are more highly correlated among themselves, than with the desired organizational outcomes. This is again indicative of discriminant validity where the variables pertaining to a higher order variable load more strongly among themselves than with a related variable of interest. Since all the variables were significantly correlated with each other, the Harman's one factor test was conducted in order to ensure that the results were not biased on account of common method variance.

Table 1 provides the details of the mean, standard deviation and the correlation coefficients of the variables used in the study.

Table 1: Construct correlation matrix.

Construct	Mean	Standard Deviation	Correlation Matrix							
			1	2	3	4	5	6	7	8
1.Authenticity	4.41	0.97	1							
2.Humility	4.71	0.98	0.76**	1						
3.Empowering Practices	4.50	0.98	0.62**	0.52**	1					
4.Achievement Generating Practices	4.58	1.19	0.62**	0.57**	0.70**	1				
5.Sense of Belonging	4.52	1.03	0.62**	0.55**	0.58**	0.44**	1			

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6. Culture of Excellence	4.50	1.18	0.63**	0.50**	0.58**	0.47**	0.62**	1		
7. Sense of Freedom	4.52	1.08	0.61**	0.55**	0.64**	0.52**	0.73**	0.62**	1	
8. Sense of Contribution	4.52	1.09	0.68**	0.57**	0.57**	0.67**	0.58**	0.58**	0.59**	1

**Correlation is significant at 0.01 level

The following table shows the squared multiple correlation for the different variables which were used in the study. The squared multiple correlation is similar to the R square variables and represents the variance explained for a particular construct on account of the explanations posited in the model. It can be seen that the variance explained for Organizational Outcomes is 0.73, which indicates that 73% of the variance is explained by the dimensions of successful leadership. This indicates that successful leadership provides a strong explanation for achieving desired organizational outcomes. The strongest explanation of 84% is provided for the sense of belonging dimension of organizational outcomes indicating that successful leadership nurtures a strong sense of affective commitment and community among employees.

Table 2 shows the squared multiple correlations obtained in the study.

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Table 2: Squared Multiple Correlations

Variable	Squared Multiple Correlation
Organizational Outcomes	0.73
Sense of Belonging	0.84
Culture of Excellence	0.30
Sense of Freedom	1.40
Sense of Contribution	0.66
Authenticity	0.71
Humility	0.30
Empowering Practices	1.38
Achievement Generating Practices	0.52

We attempt to understand how the existence of workers becomes fragile when the nature of employment is unilaterally reconfigured, and how the violence of enforced fragility is sought to be resisted through everyday acts of solidarity.

Community emerges in demonstrating collective resentment in the face of debilitating injustice, and is a reparative act of dignity that challenges the dehumanisation of social action (Vajpeyi 2012). When the war for justice is unequal and appears 'unwinnable by the weaker side', the demonstration of resentment 'counteracts the process of the social

ISSN: 2235-767X
Volume 07 Issue 04
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acceptance of historical wrongs, which mimics the natural process of the healing of wounds over time'.

Expected Contributions to Theory

This study will seek to contribute to theory by uncovering the variables which are important to understanding the successful fulfillments of leadership. It will also contribute to leadership research by developing scales for variables which may have been neglected in the past. By identifying the ways in which variables are related to each other, it can help to identify the factors through which inspired champions can be created in an organization through the processes of leadership. It can identify the linkages between leadership and pluralism and thus help underline the importance of democracy and dissent in organizations. It can also help in understanding the importance of the ideas of community collectives in the context of leadership.

Expected Contributions to Practice

Once the steps through which the successful outcomes of leadership are identified, it can provide organizations with a conceptual map in order to realize these outcomes. It can enable organizations to orient themselves in a pluralist ethics and prevent autocratic forms of governance from coming into existence. It can help organizations understand the importance of communities in inspiring people to perform beyond their

ISSN: 2235-767X
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capacities. Dignity and respect are also powerful motivators which help employees to stretch beyond their reserves. The successful fulfillments of leadership and the process of creating inspired champions will thus rely on schemes of integrity and commitment to basic human norms of decency.

CONCLUSION

The focus of leadership research appears to be on bringing an alignment between the objectives of individuals and that of organizations. Yet this instrumental focus on leadership may not create inspirational and successful outcomes as the performance of instrumental roles may depend on managerial incentives and disincentives than on leadership dynamics. One of the ways in which inspirational objectives may be met is when leadership demonstrates its responsibilities towards marginal actors in the organization. The responsibility demonstrated towards the marginal can go a long way in ensuring that human beings and their concerns are important for the organization and that these concerns will not be sacrificed by it. This ensures that employees in an organization are able to reach out to each other, express solidarity with each other and build a collective sense of belonging that is beneficial to all concerned.

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