



IMPACT OF COMMUNICATION AND LEADERSHIP ON ORGANISATIONAL PERFORMANCE

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ABSTRACT

This research study examines the styles of organizational leadership and evaluates them in terms of related measures of organizational effectiveness with the objective of exploring whether there is any relationship between leadership styles and organizational effectiveness. Since the undertakings chosen from Automobile Industry there are different categories of employees in the organization. These different categories are broadly classified into five categories namely workers otherwise called as Associates, Junior Management Cadre, Middle Management Cadre, Senior Management Cadre and Top Management. In the Managerial category there are different cadres, they are Junior Managers, Middle level managers and senior level managers. Since “the study is impact of leadership styles on organizational effectiveness” the associates category, staff and operators categories and Junior Managerial category are excluded from the purview of the study as these categories do not possess Decision Making Powers.

A. INTRODUCTION

It is generally accepted that leadership and types of leadership play a vital role in driving change, but that there are different sources of leadership and that the definition of leadership varies from situation to situation. Leaders do not exist in isolation and neither do their companies. Leaders who are as in touch with the macro environment in which their business executes, as its micro environment, and can adapt their direction to changing circumstances are more likely to continue as leaders of successful organisations. The ever changing business environment has created a need for leaders who can meet the demands and challenges of organizations functioning in complex and competitive situations, with the world open for trade. The discussion in this chapter initially describes the nature and definition of leadership, leadership types

and organizational effectiveness. Good leaders are made not born. Besides personality traits, it has been assumed that the acquisition of certain skills on the part of leader has almost become a necessity for the successful performance of task. There are several types modeled from the three basic styles of Leadership namely Authoritarian type, Democratic / Participative type and Free-Rein type.

B. REVIEW OF LITERATURE

The insight of the study based on literature and earlier studies of Leadership Styles and Organizational effectiveness. Leadership Styles has assumed considerable importance in the 21st century, because of its impact on employee performance and organizational efficiency. all members of the organization in order to achieve desired results. Most of the authors opined that



effective leadership is the capacity of manager to integrate efforts of First, when followers assess the strengths and weaknesses of their leaders, they may have difficulty in differentiating between the various transformation and transactional leadership behaviours.

Mark A. Huselid, (1997), Conducted a study on “Technical and Strategic Human Resource Management Effectiveness as Determinants of Firm Performance” in study he evaluated the impact of human resource (HR) managers’ capabilities of leadership on HR management effectiveness and the latter’s impact on corporate financial performance. He observed that for 293 U.S. firms, effectiveness was associated with capabilities and attributes of HR staff leadership. He also found relationships between HR management effectiveness and productivity, cash flow, and market value. Elizabeth B. Bolton (2007), research article on “Leadership Styles and Leadership Change in Human and Community Service Organizations”, deals with leaders who must be able to adapt their style to the changing environment.

C. NEED FOR THE STUDY

Today organizations strive to link individual performance more closely to organizational goals. Employers want the employees to perform well in

teams and leadership against both current and future objectives of the company. There is, therefore, a continuous enquiry so as to know what skills and competencies will be required to fill longer term goals of leadership. Competitive pressures have forced organizational changes in the areas of leadership styles, decision making and motivation etc.

D. OBJECTIVES OF THE STUDY

- To study the influence of Leadership Styles on organizational culture.
- To ascertain the environmental factors influencing the adoption of such leadership styles.
- To assess the overall impact of leadership styles on organizational effectiveness.
- To measure the influence of some selected behavioral factors of employees on leadership styles.
- To suggest alternative strategies wherever necessary to improve leadership styles.

E. RESEARCH METHODOLOGY

i. Sampling:

Keeping in of the above objectives and methods of study the sample is drawn from different categories of Auto Mobile Industry i.e., 1. Executives 2. Staff 3.Workmen

Department	Strength
Office administration	96
Marketing	69
Purchasing	735
Finance	156
Materials	138
Stores	723
Fabrication	2,027
Painting and Polish	644
Research and Development	50
Others	430
Total	5,068

a. Sample Size taken for the study from various Automobile industries:

Category	Strength	Sample Size (10%)
Organisation Executives	330	33
Operations Staff	3,125	313
Technicians and others`	1,824	183
Total	5,068	529

ii. Tools for investigation and data collection:

Data was collected through technique of schedule, interview and observations. The designed schedule was administered after pretesting in a pilot

study. Interview was conducted at the convenient to the respondents to have qualitatively better than any tool. Convenient timings for the respondents have been fixed in advance mostly during the early hours to utilize the fresh mind of the respondents and at some time during



the lunch breaks and some on the occasions at evening in the hours. Personal interviews were conducted with all the respondents. The researcher has used SPSS 16.0 Version Software and M S Excel for the purpose of data analysis.

iii. Reliability of the Schedule / questionnaire:

Cronbachs` Alpha test is also conducted to find out internal consistency and reliability associated with scores or composite scores which can be derived using a scale or composite score. Reliability is important because in the absence of reliability it is impossible to have a validity of scale or question included in the questionnaire or a Schedule. Cronbach's

alpha is a measure of internal consistency that is, how closely related a set of items as a group. For conceptual purposes, the formula for the standardized Cronbach's alpha is given below.

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Here N is equal to the number of items, c-bar is the average inter-item co variance among the items and v-bar equals the average variance. Reliability statistics of dimension of Human Resources Policies in the organisation is being presented below

Reliability Statistics

Cronbach's Alpha	N of Items
.908	68

The alpha coefficient for the 82 items is 0.923 suggesting that the questions possess internal consistency.

F. LIMITATIONS

Since the important method used in the enquiry is the case study, it has all the limitations associated with the method. The generalizations of the study cannot be

expected to have universal application. Even when one tries to apply to the organization of similar nature, it must be applied with caution. During the collection of information, it was found that some respondents were rather hesitant and unsure in providing the desired information. Employees were hard pressed for time in view of the job demands and rigorous work schedule.

G. DATA ANALYSIS

i. Leaders aware the Mission and vision of the Organisation:

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Organisation Executives	28 (84.84%)	4 (12.12%)	1 (3.03%)	0 (0.0%)	0 (0.00%)	33 (100%)
Operations staff	0 (0.00%)	229 (73.16%)	82 (26.19%)	2 (0.60%)	0 (0.00%)	313 (100%)
Technicians and others`	0 (0.00%)	127 (69.40%)	56 (30.60%)	0 (0.00%)	0 (0.00%)	183 (100%)
Total	28 (5.29%)	360 (68.07%)	139 (26.27%)	2 (0.37%)	0 (0.00%)	529 (100%)

Chi Square Value : 4.467, P Value : 0.02



ii. Employees updated with policy changes:

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Organisation Executives	12 (36.36%)	16 (48.48%)	5 (15.16%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	103 (32.90%)	151 (48.24%)	58 (18.54%)	0 (0.00%)	1 (0.32%)	313 (100%)
Technicians and others	53 (26.96%)	86 (46.99%)	43 (23.50%)	1 (0.55%)	0 (0.00%)	183 (100%)
Total	168 (31.75%)	253 (47.83%)	107 (20.23%)	1 (0.19%)	0 (0.00%)	529 (100%)

Chi Square Value : 4.414, P Value : 0.01

iii. Influence of Leadership on Prevention of Training new employees in an organisation:

Category	Excellent	Good	Average	Poor	Very Poor	Total
Organisation Executives	31 (91.94%)	2 (6.06%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	7 (2.24%)	216 (69.01%)	89 (28.43%)	1 (0.32%)	0 (0.00%)	313 (100%)
Technicians and others	0 (0.00%)	107 (58.47%)	76 (41.53%)	0 (0.00%)	0 (0.00%)	183 (100%)
Total	38 (7.18%)	325 (61.44%)	165 (31.19%)	1 (0.19%)	0 (0.00%)	529 (100%)

Chi Square Value: 4.720, P Value : 0.00

iv. Impact Leadership on Organisational Performance:

Category	Excellent	Good	Average	Poor	Very Poor	Total
Organisation Executives	13 (39.39%)	14 (42.43%)	6 (18.18%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	5 (1.59%)	246 (78.59%)	62 (19.82%)	0 (0.00%)	0 (0.00%)	313 (100%)
Technicians and others	0 (0.00%)	175 (95.62%)	0 (0.00%)	8 (4.38%)	0 (0.00%)	183 (100%)
Total	18 (3.40%)	435 (82.23%)	68 (12.85%)	8 (1.52%)	0 (0.00%)	529 (100%)

Chi Square Value: 1.969, P Value: 0.00



v. Level of effectiveness of Leadership in dealing with changes in Organisation:

Category	Excellent	Good	Average	Poor	Very Poor	Total
Organisation Executives	23 (69.69%)	10 (30.30%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	30 (9.58%)	138 (44.08%)	143 (45.69%)	2 (0.65%)	0 (0.00%)	313 (100%)
Technicians and others	53 (28.96%)	90 (49.18%)	40 (21.86%)	0 (0.00%)	0 (0.00%)	183 (100%)
Total	106 (20.04%)	238 (44.99%)	183 (34.59%)	2 (0.38%)	0 (0.00%)	529 (100%)

Chi Square Value: 61.298, P Value: 0.00

vi. Rate the Influence of Leadership on Individual Performance:

Category	Excellent	Good	Average	Poor	Very Poor	Total
Organisation Executives	29 (87.87%)	4 (12.13%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	14 (4.47%)	247 (78.91%)	52 (16.62%)	0 (0.00%)	0 (0.00%)	313 (100%)
Technicians and others	0 (0.00%)	173 (94.53%)	0 (0.00%)	10 (5.47%)	0 (0.00%)	183 (100%)
Total	43 (8.12%)	424 (80.15%)	52 (9.84%)	10 (1.89%)	0 (0.00%)	529 (100%)

Chi Square Value: 3.569, P Value: 0.00

vii. Rate the Influence of Leadership on Organisational Performance:

Category	Excellent	Good	Average	Poor	Very Poor	Total
Organisation Executives	10 (30.30%)	12 (36.36%)	11 (32.34%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	38 (12.15%)	144 (46.00%)	110 (35.15%)	21 (6.70%)	0 (0.00%)	313 (100%)
Technicians and others	0 (0.00%)	129 (70.49%)	54 (29.51%)	0 (0.00%)	0 (0.00%)	183 (100%)
Total	48 (9.08%)	285 (53.87%)	175 (33.08%)	21 (3.97%)	0 (0.00%)	529 (100%)

Chi Square Value: 7.435, P Value: 0.00

viii. Rate expertise of Leadership of the Company:

Category	Excellent	Good	Average	Poor	Very Poor	Total
Organisation Executives	29 (87.87%)	4 (12.13%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	16 (5.12%)	271 (86.58%)	26 (8.30%)	0 (0.00%)	0 (0.00%)	313 (100%)
Technicians and others	0 (0.00%)	152 (83.06%)	0 (0.00%)	31 (16.94%)	0 (0.00%)	183 (100%)
Total	45 (8.50%)	427 (80.71%)	26 (4.93%)	31 (5.86%)	0 (0.00%)	529 (100%)

Chi Square Value: 2.220, P Value: 0.02



ix. Job Description of Leaders clearly been informed:

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Organisation Executives	23 (69.69%)	10 (30.31%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	31 (9.92%)	242 (77.31%)	40 (12.77%)	0 (0.00%)	0 (0.00%)	313 (100%)
Technicians and others	55 (30.05%)	94 (51.36%)	34 (18.57%)	0 (0.00%)	0 (0.00%)	183 (100%)
Total	109 (20.62%)	346 (65.40%)	74 (13.98%)	0 (0.00%)	0 (0.00%)	529 (100%)

Chi-square: 1.562. P-value: 0.000

x. Helping to strengthen knowledge and skills of employees through effective Leadership:

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Organisation Executives	13 (39.40%)	10 (30.30%)	10 (30.30%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	17 (5.43%)	243 (71.65%)	30 (9.58%)	23 (7.34%)	0 (0.00%)	313 (100%)
Technicians and others	0 (0.00%)	79 (43.18%)	77 (42.08%)	21 (11.47%)	6 (3.27%)	183 (100%)
Total	30 (5.67%)	332 (62.75%)	117 (22.12%)	44 (8.32%)	6 (1.14%)	529 (100%)

Chi-square: 1.823. P-value: 0.000

xi. Helping to access for technological development through Leadership:

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Organisation Executives	29 (87.87%)	4 (12.13%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	23 (7.35%)	240 (76.68%)	41 (13.09%)	9 (2.88%)	0 (0.00%)	313 (100%)
Technicians and others	0 (0.00%)	161 (87.97%)	0 (0.00%)	22 (12.03%)	0 (0.00%)	183 (100%)
Total	52 (9.83%)	405 (78.55%)	41 (7.76%)	31 (5.86%)	0 (0.00%)	529 (100%)

Chi-square: 49.515. P-value: 0.000



xii. Employees turnover is effected because of Leadership:

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Organisation Executives	26 (78.78%)	7 (32.22%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	32 (10.23%)	245 (78.27%)	36 (11.50%)	0 (0.00%)	0 (0.00%)	313 (100%)
Technicians and others	39 (21.31%)	93 (50.81%)	47 (25.68%)	4 (2.18%)	0 (0.00%)	183 (100%)
Total	97 (18.33%)	345 (65.23%)	83 (15.68%)	4 (0.76%)	0 (0.00%)	529 (100%)

Chi-square: 2.801. P-value: 0.000

xiii. Pleasure in working and sharing workplace issues in Leadership:

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Organisation Executives	25 (75.75%)	8 (24.25%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	5 (1.59%)	236 (75.39%)	70 (22.38%)	2 (0.64%)	0 (0.00%)	313 (100%)
Technicians and others	0 (0.00%)	105 (57.37%)	78 (42.03%)	0 (0.00%)	0 (0.00%)	183 (100%)
Total	30 (5.67%)	349 (65.97%)	148 (27.98%)	2 (0.38%)	0 (0.00%)	529 (100%)

Chi-square: 1.620. P-value: 0.000

xiv. Leadership obstructing in creating standardized HR Practices:

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Organisation Executives	12 (36.32%)	16 (48.48%)	5 (15.16%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	88 (28.12%)	172 (54.95%)	53 (16.93%)	0 (0.00%)	0 (0.00%)	313 (100%)
Technicians and others	0 (0.00%)	161 (87.97%)	0 (0.00%)	22 (12.03%)	0 (0.00%)	183 (100%)
Total	100 (18.90%)	349 (65.97%)	58 (10.97%)	22 (4.16%)	0 (0.00%)	529 (100%)

Chi-square: 2.421. P-value: 0.000



xv. Leadership helping to reduce the Staff shortage problem:

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Organisation Executives	26 (78.78%)	6 (18.18%)	1 (3.04%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	97 (30.99%)	156 (49.85%)	41 (13.09%)	19 (6.07%)	0 (0.00%)	313 (100%)
Technicians and others	8 (4.38%)	126 (68.85%)	35 (19.12%)	14 (7.65%)	0 (0.00%)	183 (100%)
Total	131 (24.76%)	288 (54.45%)	77 (14.55%)	33 (6.24%)	0 (0.00%)	529 (100%)

Chi-square: 64.626. P-value: 0.000

xvi. Fault Leadership Leads to decrease in Employee Morale:

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Organisation Executives	28 (84.85)	5 (15.15)	0 (0.00%)	0 (0.00%)	0 (0.00%)	33 (100%)
Operations staff	23 (7.35)	230 (73.48)	59 (18.85)	1 (0.32)	0 (0.00%)	313 (100%)
Technicians and others	10 (5.46)	147 (86.33)	19 (10.38)	7 (3.83)	0 (0.00%)	183 (100%)
Total	61 (11.61)	382 (72.21)	78 (14.74)	8 (1.52)	0 (0.00%)	529 (100%)

Chi-square: 58.301. P-value: 0.000

H. MAJOR FINDINGS

- Due to the impact of fault Leadership organization is unable to create standardized Leadership policies.
- A majority of respondents believe Leadership is preventing opportunities of new employees in the organization and also training for the employees.
- Due to lack of Leadership the operation expenses and operations cost is increasing.
- One of the interesting findings of the study is outsourced employees also are aware of Leadership Vision, Mission and core values of the organizations
- Identifying and communicating a clear Leadership vision is one of the most important functions organisation.
- It is observed from the analysis that majority of respondents opined Outsourced employees are good as organisational employees at anticipating problems that may come up in the future and understand what employer is trying to achieve in business management and customer satisfaction.
- In general Leadership wins more support among corporate facility executives.
- The respondents are positive above the quality of service from employees and they further opined employees are capable of dealing with changes in the organization with effective Leadership.
- The respondents opined the organisation has gained expertise due to Leadership.
- Leadership offers many advantages. For instance, allows companies to seek out and hire the best Leaders and experts for specialized work.
- Leadership of workforce affecting the talent pools which is built to address longer-term recruitment issues
- The study further reveals Leadership may affect some employees positively by upgrading their role and leads to decrease in employee morale to lower productivity and



finally possibly leading to increased employee turnover.

I. SUGGESTIONS

- HR function's program is similar to all programs and policies, in that learning comes after implementation; therefore, evaluating and reviewing with 360-degree feedback in leadership will ensure a more holistic view and systematic evaluation of the success.
- Organisations should establish and keep an eye on evaluation system as a follow up activity after implementing the HR Policies, and need to evaluate how this HR and Leadership function process can be modeled to fit the overall business strategy and objectives so that focus is maintained and employees take the necessary ownership.
- Lack of attention to the Leadership process, unable to meet business requirements and time frames, and low service standards are all potential difficulties that could happen to any organisation if clear and specific contracts are not created hence it is advised Organisations should pay adequate attention over deals of Leadership.
- employee should be clearly defined with the scope of work, along with including contract cost, contract duration, defining performance measures, defining penalties, and defining evaluation proposals.
- Organisations must make sure that any knowledge or techniques used by the Leadership provider be transferred to the internal employees, otherwise organisations would lose internal skill, Leadership ability and knowledge.
- Care must be taken to ensure that employees perceive the benefits of Leadership in HR processes.

J. CONCLUSION

HR managers will be able to focus more on strategic functions that add more value to the organisations. This can strengthen the potential Leadership abilities to make positive contribution to the business' success. The success of every industry depends upon the harmonious and healthy relations in the organisation good human resources practices are highly crucial for sustaining harmonious and healthy industrial relations, in addition to high productivity and greater efficiency and thereby organisational effectiveness. In this respect, organisation may transfer traditional functions to external vendors in order to

realise cost saving in terms of headcount reduction. The implication of this study is related to the impact of Leadership skills on HR practices while HR policies broadly understood to be an attractive option, its specific impact on performance and value that helps for development of organisation.

K. SCOPE FOR FURTHER RESEARCH

The implication of this study is related to the impact of Leadership skills and practices while HR is broadly understood to be an attractive option, its specific impact on performance and value. In contrast, positive HR performance was achieved when it was associated to a higher reliance on leadership's traditional HR functions. Nowadays organizations are more relying on the external sources to get best by having lower cost and lower quantity of employees. So it is highly recommended that further researches must be conducted related to the HR outsourcing in leadership that gives more insight about the Leadership styles and techniques, methods and its long term effects on the organization's performance.

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