

## A STUDY ON LEADERSHIP BEHAVIOUR AND ORGANISATIONAL PERFORMANCE IN L.R.FABRICATIONS, COIMBATORE

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### ABSTRACT

This study is designed to investigate the relationship between leadership behaviour and organisational performance in L.R.Fabrications, Coimbatore. The main objective of the study is to understand the staff's opinion about the leadership behaviour followed in the industry, to identify the type of leadership behaviour and organisational performance, to find out how leadership behaviour has affected the management relations. The study employed the use of descriptive research design to know the nature of leadership behaviour. The necessary statistical tool was applied to analyse the data. From this the researcher finds out the organisation follows the democratic type of leadership style, the staffs were satisfied with the top management, involvement of staff in quality standards and their interpersonal relationship between the levels of management are good. The results of the study are the superior can reduce the difference shown by them in the relationship of high ranking staff and others.

**KEYWORDS:** Leadership Behaviour, Organisational Performance, Levels of Management

### INTRODUCTION

Leadership is a process of influencing a group toward the achievement of goals. The role of leader is essential for the progress and survival of an organization. Leadership helps in developing the organization's values, vision, objectives and performance. Leadership is an art of influencing people so that they will strive willingly and enthusiastically towards the achievement of their performance. Every group that performs to near its total capacity has some person as its head who is skilled in the art of leadership.

**According to Davis,** (2001) "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals". **Koontz and Donnell,** (1998) says "Leadership is the ability of a manager to induce subordinates to work with confidence and zeal". This leadership has few characteristics features such as personal quality, presupposes the existence of a group of followers, and tries to influence the individuals to behave in a particular way, arises out of functioning for a common goal and a continuous process of influencing behaviour. While referring to the leadership styles, a leader who tended to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation.(Autocratic style). Are who tended to involve employees in decision making, delegate authority, and encourage participation in deciding work methods and goals, (Democratic style). Similarly a leader who generally gave the group complete freedom to make decisions and complete the work in whatever way it saw fit (Laissez-faire style).

## COMPANY PROFILE

L.R. Fabrications is a company involved in the manufacture of high quality pressure vessels, Heat exchangers, Storage Tanks, Process Equipments, Static & Rotary Equipments as per ASME, ASTM, DIN, IS, TEMA, API 650 standards. This Industry was established in the year 1989 with a unit for fabrication. The company has its factory situated at 443, Subramaniam-palayam, G.N.Mills Post, Coimbatore, which is 7 Kms away from Coimbatore on the Mettupalayam Road. L.R.Fabrications has a team of qualified and experienced engineers at all levels, which thrive to produce the best quality products at competitive prices and supply them in stipulated time. The range of products produced by this industry includes, Columns, Discharge Heads, Suction Barrels, Driver Supports, Pressure Vessels, Storage Tanks, Heat Exchangers Static Equipments, Rotary Equipments, Aromatic Plants, Water softening plants, Splint Polishing Machines, All Pipeline works, Erection, Equipments for Distilleries Unit and Structural Works.

## REVIEW OF RELATED STUDIES

**Anees Ullah** (2013) made a study on the impact of leadership on organisational performance in D&R cambric communication. The main objective of the study is to find out the concepts and types of leadership behaviors and investigate the impact of leadership behavior on organizational performance in the said company D&R cambric communication. The results driven from the research showed that there is a strong impact of leadership behaviors on organizational performance. **Abdikarin Sheikh Abdulahi Ali**(2013) studied the effect of leadership behavior on staff performance in Somalia, The main objective of the study is to establish the relationship between leadership behavior and staff performance. The findings revealed the existence statistically significant has a positive relationship between leadership behavior and staff performance. **Taiwo, Olawale** (2013) in his study on leadership style: impact on employees revealed that the recommended style should be easily applicable and should attract acceptability. The findings indicated that half of the employees were dissatisfied while the rest were indifferent.

## METHODOLOGY

### Objectives

- To study the staff's opinion about the leadership behavior followed in L.R.Fabrications.
- To identify the type of leadership behavior related to organisational performance.
- To find out how leadership behavior has affected management relations.

## HYPOTHESIS

- There is a significant association between age of the respondents and their overall leadership behaviour.
- There is a significant association between gender of the respondents and their overall leadership behaviour on organizational performance.
- There is a significant difference between work experience of the respondents and their opinion on leadership.

## RESEARCH DESIGN

The researcher has selected the descriptive research design. The workforce of the industry L.R.Fabrications constitutes a total of 140 employees and 70 staffs in L.R.Fabrications. Therefore the total population taken for the study

comprises of 70 samples. Simple random sampling method was adopted to select the primary data particularly the individual samples are gathered through lottery techniques, the sample size consists of 35 respondents. Both primary and secondary data were used in the study, where the primary data was collected through the questionnaire and the secondary data collected from journals and books etc. The collected data is further analyzed and interpreted.

## DATA ANALYSIS AND INTERPERTATION

**Table 1: Demographic Profile**

S. No	Category	Particulars	No of Respondents	Percentage 100%
			N=35	
1	Gender	Male	28	80.00
		Female	7	20.00
2	Age	Below 30 years	8	22.5
		31-40 years	14	40.00
		41-50 years	9	25.71
		Above 50 years	4	11.43
3	Experience	Below 5 years	7	20.00
		5-10 years	9	25.71
		10-20 years	9	25.71
		Above 50 years	10	28.57

It shows that 40% of the respondents belong to the age group of 31-40 years, 25.7% of the respondents belong to 41-50 years of age and 22.86% of the respondents are below 30 years of age, 11.43% of the respondents were found above 50 years of age. Thus it is inferred that the many of the respondents are in the age group 31-40 years. 80% of the respondents are Male and only 20% are Female respondents. Thus it is inferred that the most of the respondents are Male. 28.57% of the respondents have experience above 20 years, 25.7% of the respondents belong to 10-20 years of experience and 5-10 years, 20% of the respondents have experience below 5 years. Thus it is inferred that many the respondents have experience above 20 years.

**Table 2: Association between Age of the Respondents and Their Overall Leadership Behaviour**

Age	Overall Leadership Behaviour			$X^2$	Df	Statistical Inference
	Low(n=16)	High(n=19)	Total(n=35)			
Below 30yrs	3(18.8%)	5(26.3%)	8(22.9%)	4.85	3	.183>0.05
31 to 40yrs	4(25%)	10(52.6%)	14(40%)			Not Significant
41 to 50yrs	6(37.5%)	3(15.8%)	9(25.7%)			
Above 50yrs	3(18.8%)	1(5.3%)	4(1.4%)			

**H<sub>1</sub>:** There is a significant association between age of the respondents and their overall leadership behaviour

**H<sub>0</sub>:** There is no significant association between age of the respondents and their overall leadership behaviour

**Statistical test:** Chi-square test was used to test the hypothesis

**Inference:** The above table reveals that there is no significant association between age of the respondents and their overall leadership behaviour. Since, the calculated value is greater than table value ( $p>0.05$ ). So the research hypothesis rejected and the null hypothesis accepted.

**Table 3: Difference between Gender of the Respondents and Their Overall Leadership Behaviour on Organisational Performance**

Overall Organizational Performance	Mean	S.D	T	Df	Statistical Inference
Male (n=28)	68.86	4.641	0	33	1.000>0.05 Not Significant
Female (n=7)	68.86	4.67			

**H<sub>2</sub>:** There is a significant difference between gender of the respondents and their overall leadership behaviour on organisational performance

**H<sub>0</sub>:** There is no significant difference between gender of the respondents and their overall leadership behaviour on organisational performance

**Statistical test:** Student 't' test was used to test the hypothesis

**Inference:** The above table reveals that there is no significant difference between gender of the respondents and their overall leadership behaviour on organisational performance. Since, the calculated value is greater than table value ( $p>0.05$ ). So the research hypothesis rejected and the null hypothesis accepted.

**Table 4: Oneway ANOVA Difference between Work Experience of the Respondents and Their Opinion on Leadership**

Overall Organizational Performance	Mean	S.D	S.S	Df	M.S	F	Statistical Inference
Between Groups			36.757	3	12.252	0.562	.644>0.05
Below 5yrs (n=7)	69.29	4.716					Not Significant
5 to 10yrs (n=9)	70.33	3.571					
10 to 20yrs (n=9)	68.33	6.225					
Above 20yrs (n=10)	67.7	3.802					
Within Groups			675.529	31	21.791		

**H<sub>3</sub>:** There is a significant difference between work experience of the respondents and their opinion on leadership

**H<sub>0</sub>:** There is no significant difference between work experience of the respondents and their opinion on leadership

**Statistical test:** Oneway ANOVA 'f' test was used to test the hypothesis

**Inference:** The above table reveals that there is no significant difference between work experience of the respondents and their opinion on leadership. Since, the calculated value is greater than table value ( $p>0.05$ ). So the research hypothesis rejected and the null hypothesis accepted.

**MAJOR FINDINGS:** Many of the respondents (40%) belong to the age group 31-40 years, similarly majority of the respondents (80%) are male. Majority of the respondents (28.7%) have above 20 years of work experience. The organization is following the democratic style of leadership behaviour. Many respondents (57.14%) agree that their superior praise them for their better job. Most of the respondents (88.7%) agree that their superior treat them with dignity and respect. Many respondents (54.29%) agree that their superior support their decision in time. Similarly most of the respondents (71.4%) of the respondents agree that there is interpersonal relationship between levels of management.

## SUGGESTIONS AND RECOMMENDATIONS

The organization can provide frequent feedback for their performance. The staffs can also given freedom of action on their work and can reduce the difference shown by them in the relationship of high ranking staff and others. The staffs can also allowed to try out new and innovative ways to do their work. Similarly the communication channels between the levels can also be improved.

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