

# Employee Performance in Production Sectors on Coimbatore Based Area Based on Jackwelch's Leadership Approach

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## Abstract

The study sought to investigate the effect of leadership styles practiced in an organization and their effect on employee performance. They will struggle as leaders if they don't have enough experience, making management decisions, supervising staff and have poor administration in handing human resources. The Latent Variable Confirmatory Factor Analysis Modelling is applied, and it is analyzed Jack Welch's leadership approach is remediable.

The purpose of this study is to understand the effect styles on performance Jackwelch's leadership styles on employee performance in an organization. The study followed the qualitative approaches, Primary research will be integrated. The reason for this is to be able to provide adequate discussion for the readers that will help them understand more about the issue and the different variables that involve with it, and participation leadership style is most useful in long term and effect on employees is positive.

Keywords: Jack Welch's leadership approach, Leadership styles, organization, employee performance.

## INTRODUCTION

An effective leader influences followers in a desired manner to achieve desired goals. Different leadership styles may affect organizational effectiveness or performance. Transformational leadership is a stronger predictor of both job satisfaction and overall satisfaction. In the study it was concluded that organizational performance is influenced by a competitive and innovative culture. Organizational Culture is influenced by leadership style and consequently, leadership style affects organizational performance. A good leader should give attention to hear what others are saying and what they hesitate to talk. "A leader is born great, some leaders achieve greatness and some leaders have greatness thrust upon them".

The late Jack Welch was a Chief Executive Officer of General Electric from 1981 to 2001, who created the ideal model for 21<sup>st</sup> century executives. He highlighted three leadership qualities for today's managers. The first one is right person should be in the right job. Second one is speaking frankly and third one is thirst for learning. In modern years, many have appreciated his approach, leadership style, and legacy. As per the article of Peter Drucker, an authority on management "executives spend more time on managing people and making decisions than on anything else and they should. No other decisions are so long lasting in their consequences or so difficult to unmake." Jack also believed it whole heartedly.

Welch accepted Japanese business tips and formed Six Sigma methodologies. In his book he mentioned that a “company filled with self-confident entrepreneurs who would face reality every day.....” He believed that the good organization should remove the unwanted bureaucracy, serve potential customers’ demand and be frank with everyone. Implementing Six Sigma, a Six Sigma company management should understand that disparity is an evil, that serving customers with what and when they want is important. Six Sigma places the customer wants above all else, then simplifies services to meet those needs as efficiently as possible. He emphasized that managers should have get outside their internal focus to their external focus. Welch remains a notorious figure for some. While some of the management philosophies outside of Six Sigma that Welch embraced have fallen out of favor, his success cannot be argued with.

This study is about the effect of Jack Welch’s leadership approach on employee performance which majorly focused on employees. This section elaborates the background of the study (Historical, Theoretical, and Conceptual perspectives), Problem statement, Purpose, Specific objectives, Research questions, Hypothesis, Scope of study and Significance of the study were explored

### **DEFINITION OF LEADERSHIP**

According to Lawal Leadership is the process of influencing others to work willingly toward an organizational goal with confidence. “Leadership is generally defined simply as the process of influencing people to direct their efforts towards achievement of some particular goal or goals”. According to Koontz et al. , “Leadership is generally defined simply as the art of influencing people so that they will strive willingly towards the achievement of group goals”. This concept can be enlarging to include not only willingness to work but with zeal and confidence.

Nwanchuckwu defines leadership simply as an act that involves influencing others to act toward the attainment of a goal”. Ubeku defines leadership as the act of motivating or causing people to perform certain task intended to achieve specified objectives. Leadership is the act of making things happen rather than letting things happen. This the leader does by exerting both intrinsic and extrinsic influences on the group. Even though leadership is the most visible of the management functions. Largely because it deals so much with people. It has variedly been referred to as directly, commanding, guiding, Inspiring, initiating, and activating. However, all stand for the same purpose whatever denotation used. The user, as the striking feature of all suggests a relationship through which one person influences the behavior of other people. Leadership has different meanings to various authors. Some have interpreted leaders in simple term such as the influence, the art or process of influencing people so that they will strive willingly and enthusiastically towards achievement of group goals.

The emphasis of this definition is that ideally, people should be encouraged to develop not only willingness to work but also willingness to work with zeal and confidence. Leadership has also been interpreted more specifically as the use of authority in decision making exercised as an attribute of position, personal knowledge or wisdom. Ejio defined leadership as a social influence process in which the leader seeks voluntary participation of subordinates in an effort to reach organizational objectives. Similarly, Tennenbaun et al. defined leadership as interpersonal influence exercised in situationsand directed through the communication, towards the attainment of a specific goals. Adebakin and Gbadosi defined leadership as the process of influencing and directing the activities of an organized group towards the achievement of the group of organization set objectives. The foregoing Lions show leadership been based

on function of personality, behavioural category, the role of a leader and their ability to achieve effective performance from others, the interpersonal behaviour and the process of communications.

### **LEADERSHIP AND ORGANIZATION**

Leading is a process of influencing and directing the activities of an organized group to accomplish goals by communicating with them. Leadership is therefore premised on interpersonal relationship; hence a leader must belong to a group. What this implies is the leadership thrives in an organization. According to Adebakin and Gbadamosi organization comprise of two or more people who exist on continuous basis with the intention of accomplishing set goal(s).

Every organization consists of three major elements, which must interrelate effectively it's the objectives and goals of leadership to be achieved. They are the management, time people and task within an organization. Leadership is the management function that is concerned with continuous search of the best way to influence subordinates to accomplish goals and objective within the continuous process of coordinating man, money and material. It involves the sum total of behavior of an executive in his direct relation with subordinates.

Management as the body of leadership determines policies, rules and procedures guiding relationships and activities in an organization, which to an extent determines the effectiveness in achieving the organization goals and objectives. Where two or more people interact, the environment for the formation of a group is created. When individual in the group coexist and associate for common purpose and when the group persists for a sufficient period of time organization develops. The role of a leader in the group is to provide direction, coordinate the activities of the individual members constituting the group and to ensure consistency. The image of the leader and the quality of leadership is reflected through the organization and the attitude of the subordinate in the performance of their task. Thus, the leader in the use of his organizing power decides the pattern of work behavior, task operation and ethnic of subordinates.

### **LEADERSHIP BEHAVIOR AND STYLES**

Leadership behavior and style is the way in which the functions of leadership are carried out, the way in which managers typically behave towards members of the group, Onside further stated that there are many dimensions to leadership and many possible ways of describing leadership style such as dictatorial, unitary, bureaucratic, charismatic, consultative, participative and abdicatorial.

However, the style of managerial leadership towards subordinate's staff and the focus of power are better classified within a three-fold heading, namely:

#### **Autocratic leadership**

Adebakin and Gbadamosi described an autocratic leader as one who is very conscious of his position and has little trust or faith in the subordinates, he feels that pay is just a reward for work and it is only the reward which can motivate.

Koontz et al. suggests that autocratic leadership is useful in:

- Situation of emergency.
- In case where homogenous work force are involve, and
- Where the leader is wise, just and has considerable understanding of the followers.

He also identifies some shortcoming of autocratic leadership as:

- The inability of the subordinate to develop pride of accomplishment
- Denial of personal development or satisfaction from self actualization, and
- It also antagonizes human beings and rubs the organization of lasting loyalty and co-operation.

### **Democratic leadership**

The democratic leader allows for decision making to be shared by the leader and the group. Criticism and praises are objectively given and a feeling of responsibility is developed within the group. Akpala argued that this form of leadership is claimed to be earliest amongst all other leadership style. The managers discuss with the subordinates before he issues general or broad orders from which subordinates feel free to act on. The superior allows the subordinates opportunity to use their initiative and make contributions.

### **Laissez-faire leadership**

Laissez-faire type of leadership is at the other end of the continuum from the autocratic style. With this type, leaders attempt to pass the responsibility of decision-making process to the group. The group is loosely structured, as the leader has no confidence in his leadership ability. Decision making under this leadership is performed by whoever that is willing to accept it. Decision making is also very slow and there can be a great deal of “buck passing”.

## **HISTORICAL PERSPECTIVE**

In the recent past years, leadership has engaged as a new effective approach for managing the employees and organization at large. The traditional concept of personnel administration has gradually replaced with the human resource management. This give importance to the strategic integration of new leadership styles into effective management of employees and to improve the employee performance. Kenneth and Heresy assert that; “The effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operates. Different leadership styles are used that fit to employees on the basis of amount of directions, empowerment, and decision making power. An administrative phenomenon reflects the contingency of leadership, and style, situation and performance criteria have been left to suffocate on their own. As a result, employee performance was affected due to lack of proper direction and application of strategic style in managing daily duties.

In past, the previous study investigated performance phenomena and how it was affected by various variables such as: Leadership, and with its different leadership styles such as participative, autocratic, and democratic. It was noted that, in most studies, the concept of participative approach was highly lacking yet in the data collected, it was noted that this approach was critical to the sustainability of leadership processes especially in large work environments. All in all, the history of leadership and how it affects performance of employee’s dates as back as early as the 17th century where towards the end of that century we started noticing a shift from treating humans as machines and rather see them as human capital necessary for the achievement of different work tasks.

## **CONCEPTUAL PERSPECTIVE**

In this study, there are different leadership styles such as autocratic, democratic, and Participative which taken as independent variables and employee performance would be taken as dependent variable. A conceptual model is developed on the basis of their relationship with a view to analyze which one leadership style is most appropriate to improve the performance of employees of an organization. Consequently, performance was operationally perceived as: executing defined duties, meeting deadlines,

team input, and achieving departmental goals. The above should lead to efficiency, specialization, effective feedback and good organizational relations.

Both terms (leadership and employee performance) cohesion should be proved through styles and approaches in attempt to cause efficiency which variable in this study was leadership and indeed Carter defined leadership as the ability to employ managerial competencies to organized performance processes by inspiring, igniting and motivating teams to meet set organizational goals.

### **THEORETICAL PERSPECTIVE**

The Fred Fiedler presents the theory of Fiedler leadership contingency model theory in which he proposed that effective employees performance depended upon the proper match b/w a leaders ability to lead is contingent upon situational factors that include the leaders' capabilities, preferred style, and behavior, competency of employees. This theory propounded that leaders should adopt that style which best to the situation and immediately stimulate the employee performance.

Leadership is increasingly understood to involve persuasion and explanation as well as ability to identify, affirm, and renew the values of the group the leader represents. Managerial expertise, technical skills, cultural literacy and other relevant knowledge and skills are not sufficient virtues for the leaders whose lives will be dedicated to public services. An effective leader has a responsibility to provide guidance and share the knowledge to the employee to lead them for better performance and make them expert for maintaining the quality. And become head of all team members is such a great responsibility. The introduction of the clear standards of leadership promotes the core values and maturity on their role and responsibility.

### **CHARACTERISTICS OF LEADERSHIP**

- Leadership is a personal quality of character and behaviors.
- Leadership presupposes the existence of a group of followers. There cannot be leadership without followers.
- Leadership is a continuous process of influencing behavior of people.
- Leadership arises out of functioning for a common goal to be achieved by the group.
- Leadership tries to influence the behavior, attitude and beliefs of the followers.
- Leadership is related to a particular situation under a specific set of circumstances. Leadership style will be different under different circumstances.
- Leadership is a share function. A good leader shares everything with his followers. He shares credits, he shares blames, he shares ideas, opinions and experience etc.
- Leadership is a reciprocal relationship between the leader and the led. A leader does not only influence their behavior but also influences by them.

### **JACK WELCH MODEL**

Jack Welch did for leadership and business what Tiger Woods is doing for golf – raised the bar and set a new standard in performance; a standard that the stock market recognized and rewarded as GE shares, during his tenure, had a “Welch Premium” with GE shares trading at 40 – 50 times earnings, approximately double the average for a large US company.

Through his tenure at GE, running one of the world's largest corporations, Jack Welch identified the characteristics of a good leader; these characteristics became known as the 4E's of GE leadership.

**ENERGY**

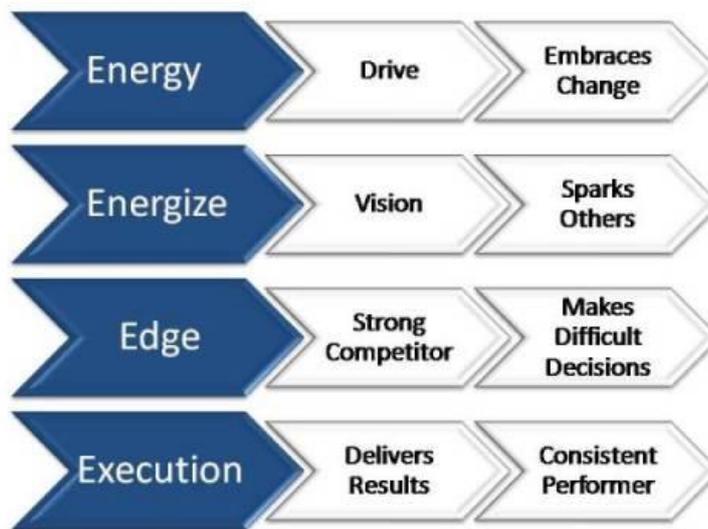
People with energy love to go, go, go. We all know people like this. These are the people who have boundless energy who get up every morning just itching to attack the job at hand; the people who move at 95 miles an hour in a 55 mile-an-hour world

**ENERGIZES**

Know how to spark others to perform, They outline vision and inspire people to act on that vision. They know how to get people excited about a cause or crusade

**Figure - 1**

**Jack Welch 4E's of Leadership**



**EDGE**

Those with edge are competitive types. They know how to make the tough, life and death decisions. Peter Drucker calls the “life and death” decisions: hiring, promoting, and firing.

**EXECUTES**

The best leaders who know how to convert energy and edge into action and results. They know how to execute

**Jack Welch approaches Vs. Required Leadership Qualities**

For the purpose of analysis, 53 respondent employees were selected from 50 MSMEs in Tamil Nadu and out of 53 labours, male are 32 and female are 21. 20 to 35 years old employees are 12, 35 to 45 years old employees are 14, 45 to 50 years old employees are 18 and above 50 years old employees are 4. Less than 5 years experienced employees are 11, 5 to 10 years experienced employees are 14, 10 to 15 years experienced employees are 16 and more than 5 years experienced employees are 12. School level educated employees are 26, up-to college level educated employees are 21 and uneducated employees are 6. Out of 29 employees who agreed to maintain cordial relationship with their heads, 25 very highly agreed, 16 highly agreed, 7 moderately agreed, 4 lowly agreed and 1 was very lowly agreed. Out of 16 who having formal relationship with their boss, 7 very highly agreed, 6 highly agreed, 1 moderately agreed, 1 lowly agreed and 1 very lowly agreed. Out of 8 who maintained workable relationship with their boss, 3 very highly agreed, 2 highly agreed, 1 moderately agreed, 2 lowly agreed and no one very lowly agreed.

Out of the total employees, 6 employees highly observed Autocratic leadership qualities with their bosses. 21 employees very highly observed Democratic leadership qualities, 15 observed Consultative leadership qualities and 11 observed Participative quality of leadership style. Out of 53 employees, 17 identified that their leaders are energetic, 13 felt they energize others, 11 were of edging nature and 12 were good at execution in nature. At the same time, 15 employees agreed that their leaders have good quality, likewise, 21 were empathetic in nature, 8 were emotionally intelligent and 9 were E – intellectuals.

In the next stage, the employees evaluated their employers in the aspect of Energy point of view which are described below. Among the 29 factors, 10 factors are related to energy values of their bosses on them, the next 10 factors are about the company and the remaining 9 factors about others.

	<b>1.ENERGY</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
	<b>He/He is/He has .....</b>					
		<b>Employee aspects</b>				
1	Too active	19	11	9	12	2
2	Enthusiastic	17	18	6	9	3
3	Difficult personality	6	18	11	9	9
4	always in fresh mood	21	16	5	7	4
5	A strong mind	19	12	7	9	6
6	A rational thinker	20	6	9	11	7
7	Brave nature	16	18	5	9	5
8	Cheerful	13	17	12	7	4
9	Assertive personality	22	12	9	7	3
10	A multiple talented personality	17	11	12	8	5
		<b>Company Aspects</b>				
11	Never refused additional assignments	15	12	10	13	3
12	A workaholic	16	20	7	8	2
13	Maintains uniform temperament	12	9	12	10	10
14	Maintains frankness	14	19	7	8	5
15	Playing pivotal role	18	14	9	8	4
16	Updating knowledge	17	11	9	10	6
17	Highlights vision and mission	14	15	7	10	7
18	Work simplifying nature	19	13	8	9	4
19	A smart Worker	16	13	12	9	3
20	An effective monitor	11	18	8	9	7
		<b>Others Aspects</b>				
21	Motivating others by attitude	10	9	15	14	5
22	Frequently interacting with the people	16	14	9	10	4
23	Reveals appropriate body language	12	11	12	10	8
24	Has commendable voice	13	14	12	9	5
25	Always encouraging others	15	15	10	9	4
26	A good responder	14	12	10	11	6

27	An energy creator	10	16	8	11	8
28	Convincing capacity	16	12	10	11	4
29	An exemplary personality in all aspects	12	14	12	11	4

Among the overall 10 factors related to energy values of their bosses on them, 16.9 percent employees highly agreed, 13.9 percent employees agreed, 8.5 percent employees neither agreed nor disagreed, 8.8 percent employees disagreed and 4.9 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses are too active, enthusiastic, have difficult personality, are always in fresh mood, have strong mind, are rational thinkers, brave in nature, cheerful, assertive and multiple talented personality.

Among the overall 10 factors related to energy values of their bosses on the company, 14.9 percent employees highly agreed, 14.4 percent employees agreed, 9 percent employees neither agreed nor disagreed, 9.4 percent employees disagreed and 5.3 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses never refused additional assignments, are workaholic persons, they maintain uniform temperament, maintaining frankness, play pivotal role, update knowledge, highlight vision and mission, have work simplifying nature, are smart workers and effective monitors.

Among the overall 9 factors related to energy values of their bosses on others, 12.7 percent employees highly agreed, 13 percent employees agreed, 10.8 percent employees neither agreed nor disagreed, 10.6 percent employees disagreed and 5.6 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses motivate others by attitude, frequently interacts with the people, reveal appropriate body language, have commendable voice, always encourage others, are good responders, energy creators, have convincing capacity and are exemplary personality in all aspects. The overall view about Energy values of employers that maximum employees were satisfied with employers in the energy aspects.

In the next stage, the employees evaluated their employers in the aspect of energizing others which were described below. Among the 30 factors, 4 factors are related in what way employers energized employees, and the next 11 factors are about the company and the remaining 15 factors about others.

	<b>2. ENERGIZE others</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
	<b>He/He is/Hehas</b>					
		<b>Employee Aspects</b>				
1	Creates good working atmosphere	17	11	9	12	4
2	Maintains good manners	18	12	11	9	3
3	Keeps good human relationship	14	11	10	11	7
4	Makes less mistake	15	12	11	9	6
		<b>Company Aspects</b>				
5	Fits right persons in the right jobs	13	11	12	13	4
6	A good facilitator	15	12	9	14	3
7	Gives group priority always	21	15	8	6	3
8	Integrates different views into one	15	12	11	10	5
9	A flawless communicator	16	17	9	6	5
10	Enforcing responsibility & accountability	18	13	5	8	9

11	Connecting human beings effectively	16	12	11	8	6
12	Converts unskilled into skilled	16	13	11	6	7
13	Effectively leads towards the goal	17	11	9	11	5
14	A good mediator between top and low	14	14	11	8	6
15	Inspires the team to act and perform well	17	15	9	10	2
		<b>Others Aspects</b>				
16	Identifies skill	12	9	13	11	8
17	Identifies mistakes and rectifies	19	12	11	7	4
18	Confidence- injector	13	9	14	12	5
19	Shares all achievements	16	12	11	9	5
20	Gives individual attention	11	16	12	10	4
21	An effective Educator	14	11	8	11	9
22	A problem- solver	13	12	9	12	7
23	Never entertains divide and rule policy	13	7	12	11	10
24	Patiently explains	14	9	14	12	4
25	Appreciates timely	15	9	13	11	5
26	Guides properly	16	12	11	9	5
27	Maintains secret	20	10	9	8	6
28.	Building strength rather than focusing on weakness	16	12	10	8	7
29	Makes them feel like part of a successful team	18	16	9	6	4
30	Gives award & rewards when things go right	16	11	9	11	6

Among the overall 4 factors related to energizing employees, 16 percent employees highly agreed, 11.5 percent employees agreed, 10.25 percent employees neither agreed nor disagreed, 10.25 percent employees disagreed and 5 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses create good working atmosphere, maintain good manners, maintained good human relationship and makes less mistake.

Among the overall 11 factors related to energize the company, 16 percent employees highly agreed, 13 percent employees agreed, 9.3 percent employees neither agreed nor disagreed, 8.9 percent employees disagreed and 4.8 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses fit the right persons in the right jobs, enough are good facilitators, give group priority always, integrate different views into one, are flawless communicators, they enforce responsibility & accountability, connect human beings effectively, convert unskilled into skilled, effectively lead the groups towards the goal, are good mediators between top and low and they inspire the team to act perform well.

Among the overall 15 factors related to energizing others, 14.9 percent employees highly agreed, 11.1 percent employees agreed, 11 percent employees neither agreed nor disagreed, 10 percent employees disagreed and 5.9 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses identify skill, identify mistake and rectify, are confidence-injectors, they share all

achievements, give individual attention, are effective educators, problem-solves, they never entertain divide and rule-policy, patiently explain, appreciate timely, guide properly, maintain secret, are building strength rather than focusing on weakness, making them feel like part of a successful team and they give award & rewards when things go right.

In the next stage, the employees evaluated their employers in the aspect of Edge values which were described below. Among the 26 factors, 9 factors are related to edge values of employers on employees, and next the 14 factors are company and the remaining 3 factors are about the others.

<b>3.EDGE (Competiveness &amp; decision making skill)</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>He/ He is/He has</b>						
		<b>Employee Aspects</b>				
1	A scientific decision-maker	18	12	10	9	4
2	A critical evaluator	12	15	9	6	11
3	Looks people in the eye and tells them the truth	21	16	7	7	2
4	Justifies reason - success and failures	15	9	8	9	12
5	Believes experience gives strong results	19	12	9	6	7
6	Also believes, too much of vassals create unnecessary noise	22	11	6	8	6
7	Adopted the concept of taking much time to sharpen the axe than taking time to cut the tree - for all kind of decision-making.	19	11	7	8	8
8	Gives importance to human values rather than monetary values	19	12	7	6	9
9	Gives importance for time duration based on the nature of decision making	23	11	4	10	5
		<b>Company Aspects</b>				
10	Makes timely decisions	16	14	7	13	3
11	Changes their daily plan, when required	17	15	9	8	4
12	Takes ownership and responsibility for things that go wrong	23	13	7	5	5
13	Identifies new ideas, markets and opportunities	19	13	7	6	8
14	Takes calculated risks	19	13	9	6	6
15	Measures cause and effects	21	16	7	8	1
16	Deals well with changes	19	11	8	6	9
17	Tackles problems head on	19	16	8	5	5
18	A good strategy planner	17	15	9	7	5
19	A problems- analyzer	16	14	11	8	4
20	Takes major decision based on expertise	22	13	6	7	5

21	Constructs well blue print before taking any kind of decision.	16	14	8	13	2
22	Clearly defines the consequences of the decision-making	23	11	9	8	2
23	Strongly believes that, timely decision only can lead the organization in the right way	20	14	9	5	5
		<b>Others Aspects</b>				
24	Removes non-performers or	18	12	9	13	1
25	Warns, educates and retains	18	10	8	15	2
26	Encourages others to take risks, and reward them for trying.	24	13	7	6	3

Among the overall 4 factors related to Edge values on employees, 18.5 percent employees highly agreed, 12.1 percent employees agreed, 7.4 percent employees neither agreed nor disagreed, 7.7 percent employees disagreed and 7.1 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses are scientific decision makers, critical evaluators, look people in the eye and tell them the truth, justify reason - success and failures, believe experience gives strong results, also believe, too much of vassals create unnecessary noise, adopt the concept of taking much time to sharpen the axe than time taking to cut the tree - for all kind of decision-making, give importance to human values rather than monetary values and give importance for time duration based on the nature of decision-making.

Among the overall 14 factors related to edge values on the company, 19 percent employees highly agreed, 13.7 percent employees agreed, 8.1 percent employees neither agreed nor disagreed, 7.5 percent employees disagreed and 4.5percent employees highly disagreed. It shows that the maximum employees agreed that their bosses make timely decisions, change their daily plan, when required, take ownership and responsibility for things that go wrong, identify new ideas, markets and opportunities, take calculated risks, measure cause and effects, deal well with changes, tackle problems head on, are good strategy planners, problems-analyzers, take major decision based on expertise, construct well blue print before taking any kind of decision, clearly define the consequences of decision-making and strongly believe that, timely decision only can lead the organization in the right way.

Among the overall 3 factors related to edge values on others, 19 percent employees highly agreed, 11.6 percent employees agreed, 8 percent employees neither agreed nor disagreed, 12 percent employees disagreed and 2.3 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses remove non-performers or warn and educate and retain and encourage others to take risks and reward them for trying.

In the next stage, the employees evaluated their employers in the aspect of execution values which were described below. Among the 23 factors, 4 factors are related to execution values of employers on employees, and the next 13 factors are about the company and the remaining 6 factors are about others.

<b>4. EXECUTION</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>He/ He is / He has .....</b>						
		<b>Employee Aspects</b>				

1	Successfully meets the competitive environment.	20	11	10	8	4
2	Efficiently handles the competition.	19	13	7	9	5
3	Well-planned to beat future competitors.	23	15	5	4	6
4	Feels competitors are stronger and it is not easy to beat them unless well-planned.	22	11	8	7	5
		<b>Company Aspects</b>				
5	Explains periodically the strength and weakness of the competitors.	15	13	8	12	5
6	Explains the strength and weakness of the competitors' product periodically.	19	13	7	8	6
7	Rightly points out the need of the consumers periodically.	22	14	6	5	6
8	Educates the strength and weakness of their own product which survives in the market periodically.	21	14	7	6	5
9	Identifies and indicates the fussy consumers periodically.	20	12	9	6	6
10	Emphasizes the significance of product development periodically.	27	12	7	5	2
11	Explains the status of market condition periodically.	21	14	6	8	4
12	Presents the view of production in the past, present and future periodically.	23	19	5	4	2
13	Effectively reduces the departmental expenses.	13	19	7	9	5
14	Periodically reveals the monetary status.	18	14	9	4	8
15	Appraises periodically.	22	13	8	6	4
16	Applicable capacity	24	14	8	5	2
17	Performs differently	24	16	5	6	2
		<b>Others Aspects</b>				
18	Evaluates the difference between planning and execution.	28	15	7	2	1
19	Gives special attention to weak performers and evaluates their performances periodically.	19	16	9	5	4
20	Arranges meeting and explains the status periodically.	25	18	5	3	2
21	Provides training and interactive course periodically.	22	14	7	6	4
22	Measures group and individual performance periodically.	27	14	5	4	3

23	Concentrates on weak performers.	26	16	7	3	1
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Among the overall 4 factors related to Execution values on employees, 20 percent employees highly agreed, 12.5 percent employees agreed, 7.5 percent employees neither agreed nor disagreed, 7.2 percent employees disagreed and 5.2 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses are the execution values of successfully meeting the competitive environment, efficiently handling the competition, are well-planned to beat future competitors and they feel competitors are stronger and it is not easy to beat them unless well-planned.

Among the overall 14 factors related to Execution values on the company, 21.0 percent employees highly agreed, 14.3 percent employees agreed, 7.0 percent employees neither agreed nor disagreed, 6.6 percent employees disagreed and 4.3 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses explain periodically the strength and weakness of the competitors, explain the strength and weakness of the competitors' product periodically, rightly point out the need of the consumers periodically, educate the strength and weakness of their own product which survives in the market periodically, identify and indicate the fussed consumers periodically, emphasize the significance of product development periodically, explain the status of market condition periodically, present the view of production in the past, present and future periodically, effectively reduce the departmental expenses, periodically reveal the monetary status, appraise periodically, applicable capacity and perform differently. Among the overall 6 factors related to Execution values on the others, 24.1 percent employees highly agreed, 15.5 percent employees agreed, 6.6 percent employees neither agreed nor disagreed, 3.8 percent employees disagreed and 2.8 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses evaluate the difference between planning and execution, give special attention to weak performers and evaluate their performances periodically, arrange the meeting and explain the status periodically, provide training and interactive course periodically, measure group and individual performance periodically and concentrate on weak performers.

	<b>5. Empathy</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
	<b>He / He is/ He has</b>	<b>Employee Aspects</b>				
1	A kind personality	25	13	8	2	5
2	An easily approachable personality	24	13	7	3	6
3	A God-fearing personality	28	14	6	5	0
4	A principled man	27	14	7	0	5
5	Respects all kind of human beings	26	12	9	6	0
		<b>Company Aspects</b>				
6	Never creates panic	25	13	8	2	5
7	A good listener	24	13	7	6	3
8	Passionate about the working environment	27	14	6	0	6
9	A harmless person	26	14	7	6	0
10	A positive thinker	29	12	0	6	6
11	A honest person	32	12	6	1	2
12	A sincere and dedicated personality	28	14	6	1	4
13	A reasonable-excuser	26	19	5	1	2

14	Tolerates personality	21	19	7	1	5
15	Maintaining uniformity in respect of talking and acting	26	14	1	4	8
16	A truthful person	30	13	0	6	4
17	Entertain workers participation in management	37	11	1	2	2
		<b>Others Aspects</b>				
18	Reasonably emotional	27	13	8	2	3
19	Helping tendency	25	13	7	2	6
20	Acting as a speaker for others	28	14	0	5	6
21	A representative of workers	26	14	2	6	5
22	Understands about the worker's feelings and pain	28	12	1	6	6
23	Assisting character	30	12	4	5	2
24	Friendly approaching nature	25	14	2	8	4
25	Egoless	22	19	5	4	3
26	Fights against all kinds of inequality	22	19	7	0	5
27	Never creates conflict among the workers	22	14	5	4	8
28	Takes care of female workers too	29	13	1	6	4
29	A simple and submissive person	37	13	1	1	1

Among the overall 5 factors related to Empathy values on employees, 26 percent employees highly agreed, 13.2 percent employees agreed, 7.4 percent employees neither agreed nor disagreed, 3.2 percent employees disagreed and 3.2 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses are having the Empathy values of kind personality, easily approachable personality, god-fearing personality, are principled men and they respect all kind of human beings.

Among the overall 12 factors related to Empathy values on the company, 27.5 percent employees highly agreed, 14 percent employees agreed, 4.5 percent employees neither agreed nor disagreed, 3 percent employees disagreed and 3.9 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses create never panic, are good listeners, passionate about the working environment, harmless persons, positive thinkers, honest persons, sincere and dedicated personality, reasonable excusers, they are tolerating personality, they maintain uniformity in respect of talking and acting, are truthful persons and they entertain worker's participation in management.

Among the overall 12 factors related to Empathy values on the others, 26.6 percent employees highly agreed, 14.1 percent employees agreed, 3.5 percent employees neither agreed nor disagreed, 4.0 percent employees disagreed and 4.4 percent employees highly disagreed. It shows that the maximum employees agreed that their bosses are reasonably emotional, having helping tendency, they act as speakers for others, are representative of workers, they understand the worker's feelings and pain, have assisting character, friendly approaching nature, are egoless, they fight against all kinds of inequality, never create conflict among the workers, take care of female workers too and are simple and submissive persons.

**Identification of Predominated Factors**

<b>Values</b>	<b>Role on</b>	<b>Predominated Factors</b>
<b>Energy</b>	Employee Aspects	Has assertive personality
		Is always in fresh mood
		Is a rational thinker
	Company Aspects	Has work simplifying nature
		Is playing pivotal role
		Is updating knowledge
	Others Aspects	Is always encouraging others
		Is a good responder
		Has a commendable voice
<b>Energize others</b>	Employee Aspects	Maintains good manners
		Creates good working atmosphere
		Makes less mistake
	Company Aspects	Gives group priority always
		Is enforcing responsibility & accountability
		Effectively leads the groups towards the goal
	Others Aspects	Secret maintains
		Identifies mistakes and rectifies
		Make them feel like part of a successful team
<b>Edge (competiveness &amp; decision making skill)</b>	Employee Aspects	Gives importance for time duration based on the nature of decision-making
		Also believes, too much of vassals create unnecessary noise
		Looks people in the eye and tells them the truth
	Company Aspects	Takes ownership and responsibility for things that go wrong
		Clearly defines the consequences of decision-making
		Takes major decision based on expertise
	Others Aspects	Encourages others to take risks, and reward them for trying.
		Removes non-performers or
		Warns, educates and retains
<b>Execution</b>	Employee Aspects	Feels competitors are stronger and it is not easy to beat them unless well-planned.
		Is well-planned to beat future competitors

		Successfully meets the competitive environment.
	Company Aspects	Applicable capacity
		Emphasizes the significance of product development periodically.
		Performs differently
	Others Aspects	Evaluates the difference between planning and execution.
		Measures group and individual performance periodically.
		Concentrates on weak performers.
<b>Empathy</b>	Employee Aspects	Has a god-fearing personality
		Is a principled man
		Respects all kind of human beings
	Company Aspects	Entertains worker’s participation in management
		Is a honest person
		Is a truthful person
	Others Aspects	Is a simple and submissive person
		Has assisting character
		Takes care of female workers too

**Findings:** The employees identified qualities of employers from energy point of view. The employees’ expectations from employers’ side are assertive personality, should always be in fresh mood, should be rational thinkers, should have work simplifying nature, should be playing pivotal role, updating knowledge, should always encourage others, should be good responders and should have commendable voice. In energizing others they should maintain good mannerism, create good working atmosphere, make less mistakes, give group priority always, enforce responsibility & accountability, effectively lead the groups towards the goal, maintain secret, identify mistakes and rectify and make them feel like part of a successful team. From edge (competiveness & decision-making skill) point of view, give importance for time duration based on the nature of decision-making, also believe, too much of vassals create unnecessary noise, look people in the eye and tell them the truth, take ownership and responsibility for things that go wrong, clearly define the consequences of the decision-making, take major decision based on expertise, encourage others to take risks, and reward them for trying, remove non-performers or warn, educate and retain them. In execution aspects, they should feel that competitors are stronger and it is not easy to beat them unless well-planned, should be well-planned to beat future competitors, should successfully meet the competitive environment, applicable capacity, emphasize the significance of product development periodically, perform differently, evaluate the difference between planning and execution, measure group and individual performance periodically and concentrate on weak performers. In empathy aspects, they should have god-fear personality, should be principled men, should respect all kind of human beings,

entertain workers' participation in management, honest persons, truthful-persons, simple and submissive persons, and of assisting character, and should take care of female workers too.

**Specific Suggestions:** Hence, the proprietors asked their managers to maintain the above mentioned qualities referenced by their employees so as not only to maintain their relationship but also to improve the production volumes.

### **STATEMENT OF THE PROBLEM**

Employee performance includes executing defined duties, meeting deadlines, employee competency, and effectiveness and efficiency in doing work. Various organizations need strong leadership styles that stimulate the employee performance. Some organizations such as tractor factory face the problems: poor innovation, low productivity, inability to meet performance targets. This problem happen due to lack of strategic interventions of specific leadership styles to the particular situations was predicted as the problem at hand. This problem was continuously affecting employee performance. That's why study investigates the best one leadership style that stimulates performance of employees.

It is believed that an effective organization rooted from the propellers or on the business leaders. The idea of effective leadership is also adopted in the world of technology. The employees also perceived that there is a need of a leader who should not only have to lead people but also be effective. So, they need an effective leader who can lead the people toward the changes and performance improvement.

- How does a leader perform under the consideration of effective performance of employees and firm?
- How does leaders effectiveness changes the performance?
- How much effective leadership style caste an effect on employee's performance?
- What are the outcomes if there is an effective leadership style?
- What is the relationship between participative leadership and employee performance in an organization?
- What is the relationship between the Democratic leadership style and employee performance?
- To what extent does the authoritative style affect employee performance in an organization?

### **OBJECTIVES OF THE STUDY**

The research in testing the effectiveness of a leadership is fueled by the objectives. A research without purpose is worthless and part of the aims is to introduce the best leadership approach.

- To explore the leadership styles that contributes to employee performance.
- To explain the relationship between the effective leadership styles and performance of employees.
- To know the significance of leadership styles in the employee performance.
- To develop the model that shows relationship among different styles of leadership and employee performance.

### **SIGNIFICANCE OF THE STUDY**

As such, the completion of this dissertation will provide understanding of the concept present so as to generate data and information that every planner could use in order to come up with strategies, plans and designs that will strategically position them in the highly competitive, diverse, and complex business environment that is experienced at present.

By fulfilling the aims that were stated in the objectives section, this study will be helpful for other researchers who may be focusing on understanding the concept of effective leadership. The notable

significance of this study is the possibility that other researchers may be able to use the findings in this study for future studies that will create a huge impact on society. This study finding can be used for other findings that might prove to be helpful in introducing changes to the business.

The present study findings have been significant in number of ways. It has been contributed to the body of knowledge by since the present area is highly under researched in Pakistan and developing countries. No study has been found to investigate the effects of leadership styles to increase the performance of employees in Coimbatore. So, present study suppose that the findings of the present study has been helped the leaders in organization of Pakistan especially in tractor factory and those in developing countries in general to answer the long standing question of how to enhance leader's performance.

### **SCOPE OF THE STUDY**

The study only focused on exploring how participative leadership, authoritative leadership and Democratic leadership styles stimulated the employees' performance which includes execution of defined duties, meeting of deadlines and achieving departmental goals.

### **RESEARCH METHODOLOGY**

The study will explore the problem in an interpretative view and investigation, using a descriptive approach which uses focus group, interviews. Descriptive method of research is to gather information about the present existing condition. The purpose of employing this method is to describe the nature of a situation, as it exists at the time of the study and to explore the effects of particular phenomena on the performance of employees and firm.

### **DATA COLLECTION**

Primary data is the data is collected from the respondent for the first time, it is original in nature. For the purpose of collection of primary data, a well structured questionnaire was framed and filled by the respondents. The questionnaire comprises of close ended as well as open ended questions. In close ended questions, checklist questions and multiple choice questions are used.

### **DATA ANALYSIS AND DISCUSSION**

Leadership styles have significant and substantial effects in the small businesses and also in the world's largest corporations. These styles affect everyone from senior and top management to the new entrant even of employees and new firms. They create the corporate culture that influences the organization and performance of employees in term of meeting deadline projects.

### **QUALITIES OF A GOOD LEADER**

Most people when probably asked would admit that effective leadership results from certain desirable characteristics from certain desirable qualities which manifest in result, rather than describing it. However, exhibits the following qualities.

#### **Dedication**

Organizational effectiveness is a function of how committed a leader is to the goals and objectives of that organization. Dedication is measured on the basis of work done as well as its efficiency. It is therefore a function of self-sacrifice and an air of complete commitment.

#### **Communication**

In the time past it was common among business executives to make plans and discussions and keep it to themselves now-a-days management as revealed by Peter Drucker shows that effective managerial leadership considers communication as management by objective (MBO). This involves giving

subordinates an access to experience decision making by communicating them to top management priorities. It will enable subordinates to do what the situation demand and the responsibility of the decision, unclear communication and goal could lead to ineffectual tasks.

### **Human relations**

This is otherwise called interpersonal relationship. A leader should be strong in his human relations attitude, especially when his job is done through the subordinates. Developing and understanding the appropriate human relations skills will earn the leader healthy respect.

### **Crises manager**

A leader should be able to settle disputes or differences among his employees as well as issues which impairs employees' output.

### **Effective decision**

The ability of a manager to plan strategically depends on his effective decision making. Effective decision making in a contemporary management involves defensive avoidance, collecting more and more information about the cost and utility of each alternative and comparing them systematically in order to choose the most effective costs.

### **Endurance**

A good leader should have empathy for his subordinates and ensure that he understand their problems and help to provide solution to them. Hence they are emotionally mature so that they are neither easily discouraged by defeat nor overwhelmed by success. They have a high tolerance for frustration.

### **Administrative skills**

A leader must possess the ability of managing the various resources (human, material and financial) of an organization in an efficient and effective manner to avoid redundancy or wastage.

### **Decision making**

This is a very significant attribute of leadership. In an attempt to solve organizational problems and to make sound and effective decision, the leader should possess a good knowledge of problem-solving techniques.

### **Expert opinion**

A leader of a formal organization should have exerted knowledge of what the organization aims to achieve. This is one important source of his power as a leader. It is only when a leader is an expert that he can give quality and progressive decisions.

## **SUGGESTION**

- The grievance committee may be constituted to handle the grievance immediately.
- Improving workers participation in management by means of getting suggestion from the employees.
- Improve both financial & non-financial incentives to motivate the employees.
- Superior should appreciate the job of the subordinates always.
- Superior should have good communication with their employee community which will create good team spirit.
- The organization should implement the new technologies and career development program.

## **CONCLUSION**

Leadership plays an important role in shaping the behavior and attitudes of the members of an organization. It also determines how people would interact with each other in order to solve problems and take decisions. The field of leadership not only focuses on interpersonal relations but also appreciates the

role of a leader as a motivator and energizer. The objective of this research was to enhance the understanding of emerging leadership styles in selected organization in a developing economy.

Leadership is very much important in every organization. When there is a good leadership then the performance of the employees will also be good. Through these team problems are solved, conflicts are avoided, employees get great support from the superiors in solving the problems as well as in team building. This motivates the employees in the organization to contribute more and feel the atmosphere in a relaxed manner.

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