

A detailed study on Leadership Effectiveness and Personality Traits of Employees working in HMT Machine Tools Ltd., India

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ABSTRACT : This Study is being aimed to find out influences of effectiveness of leadership on the employees' personality traits and organisational processes which, in turn, gives positive outcomes to the organisation. This study is made to explore certain personality traits taken as determinants of Leadership effectiveness. An endeavour is made to find out the relationship between leadership effectiveness and personality traits of employees working in HMT Machine Tools Limited, which is a Public Sector undertaking, under Govt. of India. The organisation is in the business of manufacturing and marketing of Machine Tools, conventional as well as CNC Machine Tools, which are mother of all machines. The organisation is basically run with the technical skills of highly devoted manpower and totally dependent on the expertise, experience and strong work culture of employees. Hence the organization is fully dependent on the involvement of its employees. The results of the study depict that the Leadership styles have major impact on the personality traits of employees. In this study and analysis, the Situational Leadership Model by Paul Hersey & K. Blanchard and Self Monitoring Theory by Mark Snyder have been adopted.

Key Words: Leadership; Performance; Personality; Culture; Structure; Analysis.

INTRODUCTION: As we observe that every individual behaviour acts in a different manner to different stimulus because of so many factors. They may be age, sex, education, intelligence, personality, experience, expertise, physical characteristics, values, ethos, family back-ground, upbringing, cultural back-ground etc. There may be variables governed by the situations. They also may influence the behaviour of an individual. They include organisational and social variables, such as type of organisation, nature of supervision, working ambience etc.

Personality, amongst all, is the most important factor which influences the behaviour of an individual. An individual personality determines the type of activities that he or she is suited for and it is likely that the person will be able to perform the work effectively.

Personality: It refers to those personal traits such as dominance, aggressiveness, persistence and other qualities reflected through the behaviour. It is very much important that personality must be taken into consideration while selecting a person for a specific job or position in an organisation.

The word personality is derived from the Latin word "persona" which means "to speak through". Personality of an individual is unique, personal and a major determinant of his behaviour. For the study of human behaviour, it is very important to recognise the person-situation interaction, i.e., the social learning aspects of personality.

Self-monitoring: This concept was introduced during 1970s by Mark Snyder. With this, he wanted to emphasise – how much people monitor their self-presentations, experience, behaviour and non-verbal effective displays. Human beings generally differ in substantial ways in their ability and desires to engage in expressive controls. "Self monitoring is defined as a personality trait that refers to regulate behaviour to accommodate social situations."

Individuals concerned with their expressive self-presentation tend to closely monitor their audience to ensure appropriate or desired public appearances. Self-monitors try to assess how individuals and groups will perceive their actions. Some personality types commonly set spontaneously (low self-monitors) and others are more apt to purposefully control and consciously adjust their behavior (high self-monitors).

Scale: Mark Snyder originally developed a scale as a 25-item measure in 1974 to measure the people whether they work as high or low self monitors. A consensus has been developed about the multi-factorial nature of the items on the self monitoring scale. However, differing interpretations remain there whether that jeopardise the validity of the self monitoring concept.

High and Low Self-monitors: Individuals who closely monitor themselves are categorised as high self-monitors. They behave in a manner that is highly responsive to social cues and their situational context. High self-monitors can be thought of as social pragmatists who project images in an attempt to impress others and receive positive feedback. On the contrary, low self-monitors are often less observant of social context and consider expressing a self-presentation dissimilar from their internal states as a falsehood and undesirable. They do not participate, to the same degree, in expressive control and share similar concern for situational appropriateness. They tend to exhibit expressive controls congruent with their own internal states, i.e., beliefs, attitudes etc.

Impact on Job-performance: It has been observed that there is a significant relation between an individual's performance at his job and his or her ability to change self presentation in order to most adapt to the situation. An individual who is a self-monitor would be better at responding to different social cues and hence be more equipped to transfer information effectively across organisational borders and consequently a higher performer. The competitive advantage that high self-monitors over low self-monitors is that job knowledge increases through experience and poor performers leave boundary spanning roles.

The present investigation will be based on the Snyder's Self-Monitoring Theory using the Indian Set of Data, i.e., the officers of HMT Machine Tools Ltd.

LEADERSHIP: A Leader is a credible person who can alter one's thought, feelings or actions in a manner that enlists others to pursue the accomplishments of a common goal. As per the definition of Wikipedia, leadership is the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.

There are certain objectives for an organisation and the members try to achieve the same for achievement of all these objectives, members are to be directed towards certain activities and the direction of activities in the organisation is effected by the leaders. This role emphasises the importance of leadership towards achieving organisational goals.

As per Peter F. Drucker, good leadership is must for success of a business but leaders are the scarcest resource of an organisation. John G. Golev, in his book "Fundamental of Professional Management" states that more failures of business concerns are attributable to poor leadership than any other causes. This indicates the importance of good leadership for the success of a business.

Leadership is a process of influence on a group. It is an important part of a manager's job. A manager should be able to lead the group for accomplishment of the organisational objectives. It is the ability of the manager to influence and induce his subordinates to work with zeal and confidence and he should be the driving force for the group.

A good leader gets maximum cooperation and good response from his group members through effective communication and motivation. Leadership can bring a change in the mindset and behavior of employees in the organisation. He is the main motivator to keep the group united and develop a coherent spirit for cooperation and accomplishment of tasks.

Louis A. Allen states "A leader is one who guides and directs other people. He gives efforts of followers a direction and purposive by influencing their behaviour". Chester Bernard stated that leadership is the quality of behaviour of individuals where they guide people or their activities in organising efforts.

Leadership: Situational Approaches : As per Victor Vroom, no form of leadership is optimal for all the situations. For any organisation, the contribution of leader's action cannot be determined without considering the kind of situation in which he is working. Peter Drucker had said that different people need to be directed differently and there are no set norms to lead people individually or in a group in any organisation or institution.

The situational leadership theory was first introduced in the late 1960s by Paul Hersey and K. Blanchard known as Situational Leadership Model and it is widely accepted due to its practical utility.

Situational Leadership Model: Paul Hersey and Ken Blanchard indicated that a number of factors influence the style of leadership. It is not only the personal characteristics of the leader that are decisive but those of employees are also responsible. Apart from that, it depends on each individual situation and the style of leadership is dependent on that.

The situational leadership model, first published in May, 1969, is helpful in solving performance problem and it provides a valuable and common factor that managers can use to diagnose the leadership problems, adapt behaviour to solve problems and communicate solutions.

The leadership part of the present research will be solely based on this model and in fact an attempt is made in the present study to test out the model with the indigenous set of data.

This study is being made with the purpose to study the relationship of employees' personality traits with leadership effectiveness and identify the determinants of variability in them. Keeping in view of social psychology, which considers both individual differences and situational factors in the study of employee personality, personality traits

and leadership style, they are being investigated in the present study as the potential determinants of individual accuracy in HMT Machine Tools Limited.

This has inspired me to make an earnest attempt in this subject to find out the leadership effectiveness and personality traits as real understanding that comes by doing about it.

METHODOLOGY: The current study was based on the survey of officials from different units of HMT Machine Tools Ltd. The questionnaire based on situational Leadership Model by Paul Hersey and Ken Blanchard were sent to nearly 250 officials of the organisation and on follow-up, 131 responses were received and the response rate was 52%. The sample consists of 6% female and 94% male officials, 72% employees belonged to the age group of 51-60 years which show that the majority of the employees are in the age group of 51-60. 52% employees are having working experience of 31-35 years which shows that the organization is having highly experienced man-power. The Leadership styles (S1, S2, S3, S4) are measured with the Situational Leadership Model by Paul Hersey & Ken Blanchard. The Personality traits are measured with the Self Monitoring Scale by Mark Snyder.

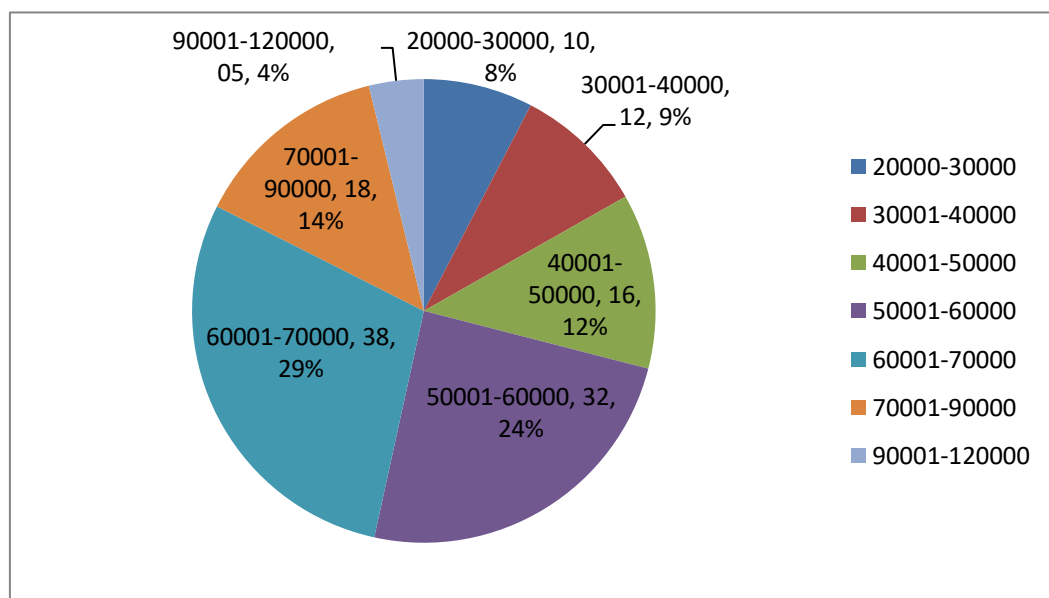
Age, Gender experience, level of management qualification, Region and monthly income were tested as control variables to test their effect on dependent variables. The results indicated that these demographic variables except region in case of Leadership styles, had an insignificant effect on the dependent variables, thus they can be treated as control variables.

RESULTS: This section illustrates the results of the procedures applied to test the Hypothesised model. This section is divided into two parts. First part is General Analysis with descriptive statistics and the second part consists of statistical analysis with the Chi Square test. We have taken Working Experience as dependent variable.

Table 01 shows the relationship of Leadership Style with Monthly Income.

TABLE – 01

MONTHLY INCOME VERSUS STYLE RANGE						
S.No	Monthly Income in Rs.	Style Range				No. of Participants
		S1	S2	S3	S4	
1	20000-30000	01	06	02	01	10
2	30001-40000	02	07	03	00	12
3	40001-50000	02	05	09	00	16
4	50001-60000	09	19	04	00	32
5	60001-70000	07	18	13	00	38
6	70001-90000	04	11	03	00	18
7	90001-120000	01	03	01	00	05
	Total	26	69	35	01	131

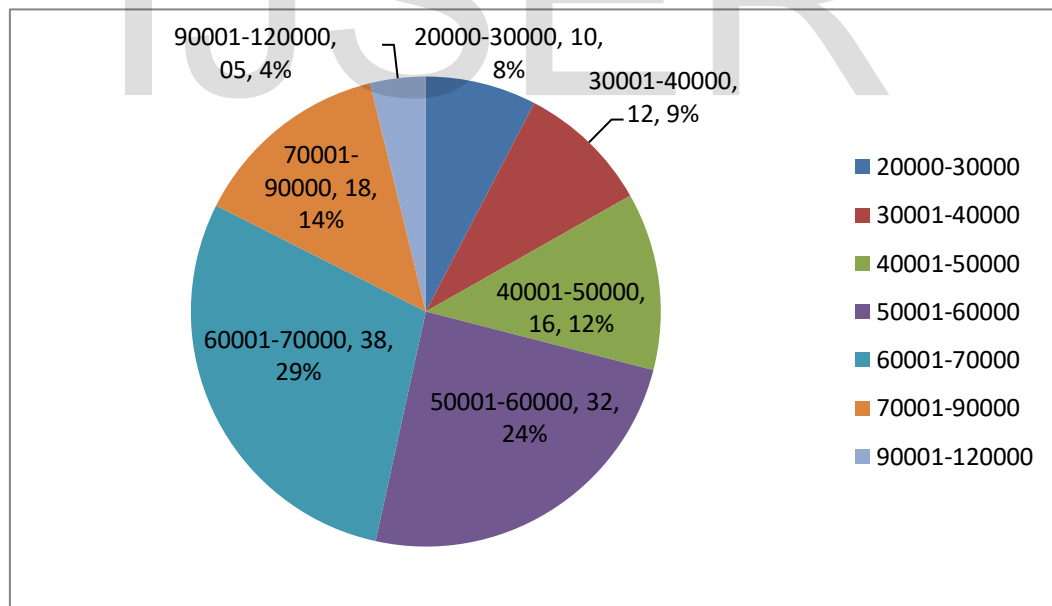


In this case, we find that in the high income bracket of Rs. 90001-100000, 4% respondents are having dominant style of S2 i.e. Selling style. In the case of income group of Rs. 40001-50000, which forms 12 % of the total participants are having dominant style of S3, i.e. is participating style, whereas in the income group of Rs. 20000-30000, Rs. 30001-40000, and higher income group (i.e., Rs. 50001-120000), the dominant style is S2, i.e. Selling style.

Table 02 shows the relationship of Effectiveness with Monthly Income.

TABLE – 02

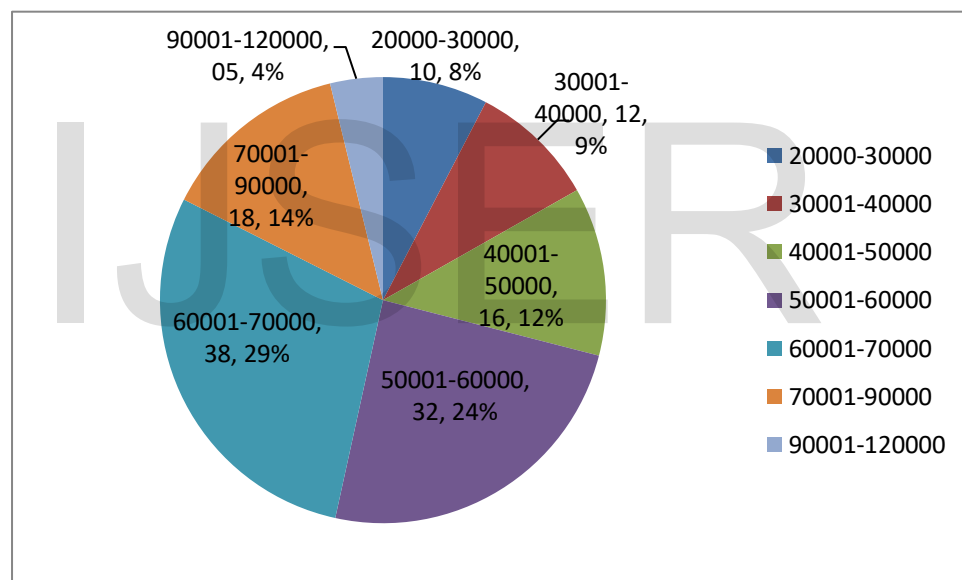
MONTHLY INCOME VERSUS EFFECTIVENESS							
S.No	Monthly Income Rs.	Effectiveness					No. of Participants
		Less Than Zero	Upto (0-5)	Upto (6-10)	Upto (11-15)	Beyond 15	
1	20000-30000	01	01	07	01	00	10
2	30001-40000	02	04	05	01	00	12
3	40001-50000	00	05	08	02	01	16
4	50001-60000	06	13	08	04	01	32
5	60001-70000	02	12	12	09	03	38
6	70001-90000	01	03	08	05	01	18
7	90001-120000	00	01	04	00	00	05
	Total	12	39	52	22	06	131



In the income category, we find that majority of participants in the higher income bracket (60000-120000) are more effective. In the income bracket of 50001-60000, 19% ineffective participants are there which account for 50% of total ineffective. In the income bracket of 50001-60000, 19% ineffective participants are there which account for 50% of total ineffective people in that group. In the lower income group of (20000-50000), 10% participants are ineffective.

Table 03 shows the relationship of Self- Monitoring with Monthly Income

MONTHLY INCOME VERSUS SELF MONITORING SCALE								
S.No	Monthly Income Rs.	Self Monitoring Scale						No. of Participants
		25-30	31-35	36-40	41-45	46-50	51 & above	
1	20000-30000	00	00	01	04	04	01	10
2	30001-40000	00	00	04	05	03	00	12
3	40001-50000	00	01	01	04	10	00	16
4	50001-60000	01	01	02	15	11	02	32
5	60001-70000	01	02	09	11	09	06	38
6	70001-90000	00	01	00	08	08	01	18
7	90001-120000	00	00	00	02	02	01	05
	Total	02	05	17	49	47	11	131



In this case we find that all the participants in the high income bracket (i.e. Rs. 90001-120000) are with high self monitoring scale and forms nearly 5% of the participants with high self monitoring scale. In the case of Rs.20000-30000, 90% participants in the group are with high self monitoring scale and they form 8% of total participants with high self monitoring scale. In the income bracket of Rs. 30001-40000, 67% participants in the group are with high self monitoring scale and they form 7% of total participants with high self monitoring scale. In the case of Rs. 40001-50000, 87% participants in the group are with high self monitoring scale and constitutes of nearly 13% of total participants with high self monitoring scale. In the case of income group of Rs. 50001-60000, 87% participants in the group are with high self monitoring scale and they form 26% of total participants with high self monitoring scale. Similarly, in the income group of Rs. 60001-70000 and Rs. 70001-90000, 87% participants in the group are with 68% and 94% respectively in their groups with high self monitoring scale and correspondingly they form 24% & 17% of total participants with high self monitoring scale

CONCLUSION : In this study we wanted to find which Leadership Style is dominant amongst the employees working in HMT Machine Tools Ltd., which is a Public Sector Undertaking under Govt. of India. We find that the prevalent Leadership Style is S2, i.e., selling style and majority of the employees fall in this category . However, there is no association of Leadership effectiveness with respect to Monthly Income. The personality is also not associated with Monthly Income as per the Chi-Square test.

Limitations of study & future scope: As the study was conducted on limited population of the officials of the organization there may be further scope to involve a larger section of employees working in it.

Secondly, personal touch or briefing could not be done to all the respondents because of geographical limitations. This may be done in future with more time period.
Thirdly, there is a scope to widen the survey scope with better reach with all the regions.
Fourthly, this result may vary if samples are taken from any other organizations.

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