LEADERSHIP IN WORKFORCE

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ABSTRACT: The time period for carrying out the research was short as result of which many facts have been left unexplored. Sample size was restricted to 50.While collection of the data many employees were unwilling to fill the questionnaires. Respondents were having a feeling of wastage of time for them. To study the style of leadership at Tecumseh Product India Pvt. Ltd. To analyze the perception of the team members about their team leader.To study the kind of relationship exists between team leader and team members. To find out what kind of LEADER SHIP STYLES are existed in the teamsLeadership style concepts may be valuable in identifying strengths and weaknesses of current and future leaders, and leadership style inventories and assessments are available. They can also be used to identify what kind of leader is needed for a particular organization at a particular time and assist in choosing someone who has the desired leadership approach. Finally, they can be useful in increasing a leader's self-awareness of his or her own leadership preferences and approaches for the purpose of self -development.

KEY WORDS: HRM, Sampling method, Concept of Leadership, DATA COLLECTION, THEORETICAL FRAME WORK

I.INTRODUCTION

1.1.HUMAN RESOURCES:

In a general way, human resources are the people and their characteristics at work either at the national level or organizational level. For example, Megginson has defined human resources as follows**:**

"From the national point of view, human resources are knowledge, skills, creative abilities, talents, and attitudes obtained in the population; whereas from the viewpoint of the individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employees."

1.2. Meaning of Human Resource Management:

Different terms are used to denote human resource management. They are: labor management, labor administration, labor-management relations, employee-employer relations, industrial relations, personnel administration, personnel management, human capital management, human asset
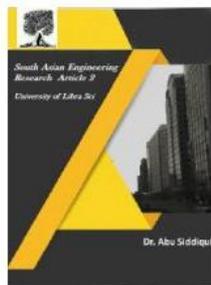
management. Though these terms can be differentiated widely, the basic nature of distinction lies in the scope or coverage and evolutionary stage. In simple sense, human resources management means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirements.

1.3. Definition of Human Resource Management:

Human resource management (HRM) though a new nomenclature as a field of study in today's context, existed in some form with the evolution of human organizations. However, its systematic study started with the development of the field of management to managing human resources have changed to some degree! However, in the present context, two terms Personnel in the beginning of 20th century.

1.5. Concept ofHuman Resource Management:

Human resource management is defined in terms of its proactive approach to managing people in the organization. For example, Karen Legged has specified three elements of HRM as follows:

Human resource policies should be integrated with strategic business planning and used to reinforce appropriate (or change an inappropriate) culture.

Human resources are valuable and a source of competitive advantage.

Human resources can be tapped most effectively by mutually consistent policies which promote commitment and foster a willingness in employees to act flexibly in the interests of the adaptive organization's pursuit of excellence.

1.6. LEADERSHIP DEFINITIONS:

•Leadership is Inter-Personal influence exercised in a situation and directed through communication process, towards the attainment of a specialized goal and goals. - Robert Tannenbaum.

•Leadership is the combination of qualities by the possession of which one able to get something done by others, chiefly because, through his influence, they become willing to do so. - Ordway Tead.

•Leadership is the ability to secure desirable actions from a group of followers voluntarily without the use of coercion. - Alford and Beatty.

II.REVIEW OF LITERATURE
2.1.THEORETICAL FRAME WORK OF LEADERSHIP IN WORKFORCE
A. THEORETICAL FRAME WORK

The essence of leadership development, according Avolio and Gardner (2005), is how the individual in a learning organisation enhances awareness of the self and personal development, embedded in experience. Building leadership capacity within a learning organisation should include key activities, such as selecting individuals who have special competencies in leading the organisation; aligning the vision with activities to achieve the goals; ensuring that the leader inspires others to work towards the goals and objectives
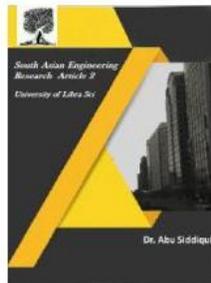
(inspirational, empowering); and striving to solve problems and overcome challenges that may be faced (problem-solver), Risher and Stopper (2002) explain.

Leadership challenges differ among leaders in diverse organisations (Clark, 2005). The differences in these leadership challenges depend on the political and sociological paradigm in which the organisation operates. These paradigms lay down the ground rules for organisational leadership development practices. A leader in a complex organisation, Clarke (2005) says, has to meet the challenges of a society that is diverse, pragmatic and questioning of authoritative stances. Such a leader also has to deal with global events that can create resulting organisational demands due to the influence of globalisation on such a society. The South African Police Service (SAPS), within a postmodern policing context, presents such an organisational setting

The methodological foundation and further information, such as the way in which the data was gathered, analysed and presented, are explained. Limitations and ethical considerations are also provided.

2.2. Concept of Leadership:

It is very difficult to find a simple and satisfying definition of leadership. There are almost as many definitions of leadership as there are people who have tried to define it, but leadership is too complex and too variable phenomenon to be capturing any definition. The concept of leadership is different from that of a leader but a few scholars have used these terms interchangeably. Sociologists normally define leadership in terms of power or the capacity of any actor in a social system to influence the behaviour of others. According to Davis, power is the determination of the behaviour of others in accordance with one's own ends.

2.3. Need of Leadership:

Leadership is needed to compensate for the weaknesses inherent in the formal designs of the organisations. Since technological, legal, cultural and many other kinds of changes are necessary to be brought in the organisation by a leader. Leadership is required for better performance of the subordinates. A leader always guides his subordinates towards the achievement of organisational goals. As organisation grows new complexities of structure are created, and new needs for co-ordination arise. To cope with all these situations, leadership is required. Moreover, human membership in an organisation is segmental in nature. This means that the behaviour of a person on the job is in part determined by several such forces which are external to the organisation and over these forces the organisation has no control. A leader is needed to introduce and change. Leadership is quite necessary to influence people to cooperate towards a common goal and create situation for collective response. Political development and democratic growth depend on the leadership.

III. METHODOLOGY

3.1. Sample size:

The survey has been made for the sample size of 40 employees by eliciting information during training sessions and the
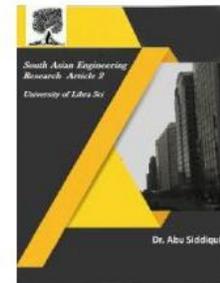
records available at quality assurance. Training and development section and personnel of executive/ managerial cadre & the personnel of staff cadre.

3.2.Sampling method:

The sampling technique that the research adopts should be easy and cost effect for effective survey. So conveyance sampling method has been adopted for the study.

3.3.Sampling area:

The study has been conducted in TECUMSEH PRODUCT INDIA PVT. LTD in Visakhapatnam

3.4.Research instrument:

In order to collect the primary data, questionnaire was used as the research instrument. The data were collected from the employees through structured non-disguised questionnaire.

3.5.DATA COLLECTION:

3.6. Primary data:

This is data collected by the researcher himself and there many ways collecting this data. In training and development research we are concerned with the type of training and development programmes, training needs identification, evaluation of training and trainer based on the attendance of the personnel attended the programme. Primary data is collected through a well-structured questionnaire.

3.7.Secondary data:

The secondary data was collected from books, journals, published and unpublished manuals, records, files etc., of the organization. The views of the personnel are elicited by the way of well-structured questionnaire.

IV.THEORETICAL FRAME WORK OF LEADERSHIP IN WORKFORCE

4.1. THEORETICAL FRAME WORK

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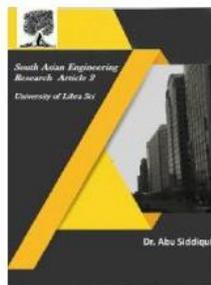
influence the behaviour of others. According to Davis, power is the determination of the behaviour of others in accordance with one's own ends.

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V.DATA ANALYSIS & INTERPRETATION

DATA ANALYSIS AND INTERPRETATION

5.1. Satisfied with the nature of our team leader?

| Options	No. Of respondents	Percentages
Very satisfied	9	25%
Satisfied	21	52.5%
Dissatisfied	7	17.5%
Very dissatisfied	3	7.5%
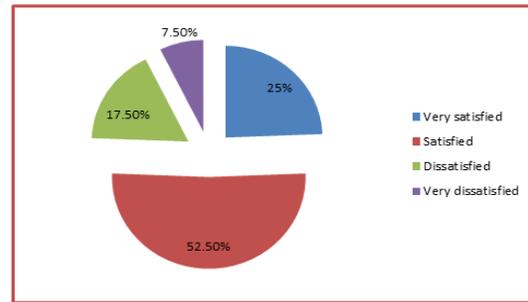
INTERPRETATION:

From the above table we can analyze that above 50% of employees are satisfied with their team leader. This shows employees are satisfied in the work force.

5.2. Cordial and cooperative relationship exists in between the workers and the team leader

Options	No. Of respondents	Percentages
Strongly agree	19	47%
Agree	8	20%
Disagree	7	17.5%
Strongly disagree	6	15%
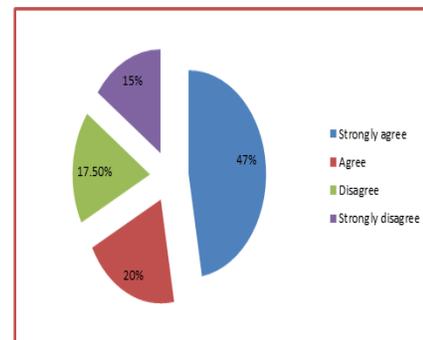
INTERPRETATION:

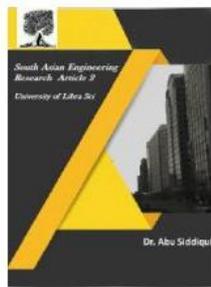For a team to be successful everyone should cooperate as a unit, moving towards

a common goal for the development of the organization. There should be cooperate and cordial relationship should exist among the workers and team leader. From the above table many agree that there is cordial and cooperate relationship among the employees and team leader in the Tecumseh Product India Pvt. Ltd in Visakhapatnam.

5.3. Satisfied with challenging assignments provided by team leader.

Ratings	No. Of Respondents	Percentages
Very satisfied	12	30%
Satisfied	11	27.5%
Dissatisfied	9	22.5%
Very dissatisfied	8	20%
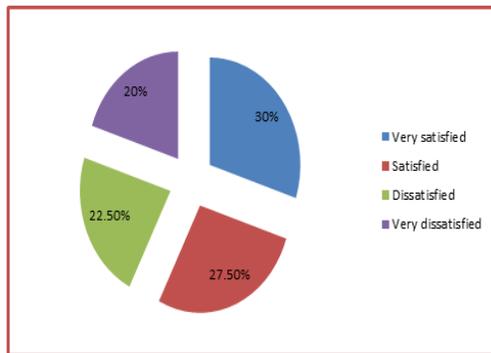
INTERPRETATION:

As the leader makes every team member participate in achieving assignments. From the above table we can infer that employees are well satisfied.

SCOPE OF THE STUDY

The study analyses the type of leadership style adopted by the top level management for the functioning of the organization. As there are various type of styles adopted by different leaders in various organization. The study covers the leadership styles in Tecumseh Product and its impact on the effective functioning of the organization.

CONCLUSION

From the above study conducted on Team Building the characteristics of teams in TECUMSEH PRODUCT INDIA PVT. LTD is understood. It can be concluded that employees are working with satisfaction from the management. The work atmosphere is congenial for their development.

The experience and knowledge that I gained during the entire project was a whole new and a very interesting experience. I learnt many new things in the due course of time like how important is LEADERSHIP STYLE upon conducting this research, new findings were discovered. However, the main objectives of this research were achieved. The research managed to determine the relationship between the employer & the employee, goals/missions/objectives, age /income with the workers. From the analysis conducted to test relationships, all three attributes had a significant relationship with leadership style. Finally, to conclude it all, future research is still needed to justify and strengthen the outcomes of this research.
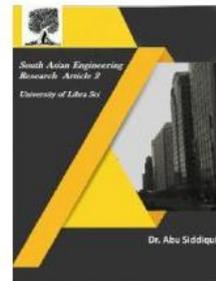
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STUDENT PROFILE

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