A STUDY ON

"LEADERSHIP EFFECTIVENESS ON EMPLOYEES PERFORMANCE"

AT

HYUNDAI MOTORS LIMITED

A PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF

MASTER OF BUSINESS ADMINISTRATION

BY

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UNDER THE GUIDANCE OF

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ST. ANN'S COLLEGE FOR WOMEN

(Autonomous)

(Affiliated to Osmania University and approved by AICTE, New Delhi)

(Re-Accredited by NAAC with 'A+' Grade and College with Potential for Excellence by UGC)

Santhoshnagar Colony, Mehdipatnam, Hyderabad- 500028.

(2017-2019)
DEPARTMENT OF BUSINESS MANAGEMENT (MBA)

DECLARATION

I, **Ms. JISA JOHN**, student pursuing MBA hereby declare that the project work titled "A STUDY ON LEADERSHIP EFFECTIVENESS ON EMPLOYEES PERFORMANCE" at **HYUNDAI MOTORS LIMITED, Hyderabad,** is a bonafide work done by me under the guidance of **MS. NIRMALA PRIYA D,** Assistant Professor, Department of Business Administration, St. Ann's College For Women (P.G.centre), Mehdipatnam, Hyderabad.

The project work is submitted in partial fulfillment for the award of degree of master of business administration from St. Ann's College for Women (P.G.centre), Osmania University, Hyderabad.

I further declare that it is an original work done by me as a part of my academic course and has not been submitted elsewhere for any degree or diploma. The observations and conclusions written in this report are based on the data collected by me.

PLACE: Hyderabad

DATE : 30/03/2019

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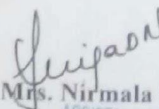# ST. ANN'S COLLEGE FOR WOMEN (P.G. CENTRE)
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CERTIFICATE

This is to certify that the project report titled "A STUDY ON LEADERSHIP EFFECTIVENESS ON EMPLOYEES PERFORMANCE at HYUNDAI MOTORS LTD has been prepared by **Ms. JISA JOHN** under my guidance. She has completed this study as per prescribed rules in partial fulfillment for the award of degree of **MASTERS OF BUSINESS ADMINISTRATION** for the academic **year 2017-2019.**

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COMPLETION CERTIFICATE

This is to certify that project report titled "**LEADERSHIP EFFECTIVENESS ON EMPLOYEE PERFORMANCE**" in **HYUNDAI MOTORS LTD**. is the original work done by **Ms. JISA JOHN** bearing the **HALL TICKET NO: 1204-17-672-031** student of **ST.ANN'S COLLEGE FOR WOMEN (P.G. CENTRE) MEHDIPATNAM**, Hyderabad, submitted in partial fulfillment of the requirement for the award of Master of Business Administration for the academic year
2017-19.

During the course of project work, the student has been associated with various departments and activity contributed to experiment the learning process.

For hyundai motors limited.

(K.RAJASHEKAR REDDY)
Branch Manager

ABSTRACT:

Transformational leaders are postulated to be responsible for performance beyond ordinary expectations as they transmit a sense of mission, stimulate learning experiences, and arouse new ways of thinking. Transactional leaders achieve performance as merely required by the use of contingent rewards or negative feedback. Previous research has shown that subordinates' perceptions of transformational leadership add to the prediction of subordinates' satisfaction and effectiveness ratings beyond that of perceptions of transactional leadership. The present study replicates the previous augmentation effects using subordinates' effectiveness ratings but was unable to confirm the augmentation hypothesis with independently attained superiors' evaluations as the criteria because of smaller sample size, although trends in the correlations were in the hypothesized direction. Transformational leadership obtained from their subordinates' ratings significantly differentiated top performing managers (identified as such through other sources) from ordinary managers as hypothesized. Results are discussed as they relate to a domestic work force that is becoming better educated and is more concerned about interesting work and self-development.

ACKNOWLEDGEMENT

At the outset, I wish to thank the management of **HYUNDAI MOTORS LIMITED.** For their kind gesture of following me to undertake this project, and its various employees who lent their helping hand towards the completion of this study.

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CHAPTER - I

INTRODUCTION

1.1 INTRODUCTION

The word "leadership" can bring to mind a variety of images. For example:

- A political leader, pursuing a passionate, personal cause.

- An explorer, cutting a path through the jungle for the rest of his group to follow.

- An executive, developing her company's strategy to beat the competition.

Leaders help themselves and others to do the right things. They set direction, build an inspiring vision, and create something new. Leadership is about mapping out where you need to go to "win" as a team or an organization; and it is dynamic, exciting, and inspiring.

Yet, while leaders set the direction, they must also use management skills to guide their people to the right destination, in a smooth and efficient way.

The "transformational leadership" model was first proposed by James MacGregor Burns and then developed by Bernard Bass. This model highlights visionary thinking and bringing about change, instead of management processes that are designed to maintain and steadily improve current performance.

Every employee is dependent on his fellow employees to work together and contribute efficiently to the organization. No employee can work alone; he has to take the help of his colleagues to accomplish the tasks efficiently. It has been observed that the outcome comes out to be far better when employees work in a team rather than individually as every individual can contribute in his best possible way. In organizations, individuals having a similar interest and specializations come together on a common platform and form a team.

A sales team has employees inclined towards branding and marketing activities to promote their brand. An individual with a human resource specialization would be out of place in such a team. Research supports that organizations with clearly defined teams are more successful as compared to those with a one man show.

Leadership is essential in corporate for better output and a better bonding among employees.

No organization runs for charity. Targets must be met and revenues have to be generated. Tasks must not be kept pending for a long time and ought to be completed within the desired timeframe. A single brain can't always come with solutions or take decisions alone. He needs someone with whom he can discuss his ideas. In a team, every team member has an equal contribution and each team member comes out with a solution best suited to the problem. All the alternatives can be explored to come out with the best possible solution. Thoughts can be discussed among the team members and the pros and cons can be evaluated.

Team members can also gain from each other. Every individual is different and has some qualities. One can always benefit something or the other from his team members which would help him in the long run. Everyone is hungry for recognitions and praises. One feels motivated to work hard in a team and to live up to the expectations of the other members. Each member is a critic of the other and can correct him whenever the other person is wrong. One always has someone to fall back on at the time of crisis.

Team and Leadership must be encouraged at workplace as it strengthens the bond among the employees and the targets can be met at a faster pace. Workload is shared and individuals feel motivated to perform better than his team members.

1.2 NEED OF THE STUDY

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

- **Initiates action-** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
- **Motivation-** A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
- **Providing guidance-** A leader has to not only supervise but also play a guiding role for the subordinates.
- **Creating confidence-** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. I
- **Building morale-** Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust
- **Builds work environment-** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader.
- **Co-ordination-** Co-ordination can be achieved through reconciling personal interests with organizational goals.

1.3 OBJECTIVE OF THE STUDY

Leadership objectives are targets that a leader sets for a period of time. This can be part of formal performance management, communication of goals or as part of a process of personal improvement.

- To measure team members perception about their team leader

- To understand what kind of relationship exists between team leader and team members.

- To find out what kind of LEADER SHIP STYLES are existed in the teams of company.

- To suggest strategies to enhance team performance.

- To study the style of leadership at HYUNDAI MOTOR LIMITED.

1.4 RESEARCH METHODOLOGY

SAMPLE STRUCTURE

For the purpose of this study sample has been collected from employees working in HYUNDAI MOTORS LIMITED.

DATA COLLECTION

For the purpose of the study data has been collected through two sources among that

1. Primary source
2. Secondary source

PRIMARY SOURCE:

For the primary source data collected through structured questionnaire divided into three categories those are to measure the environmental, physiological and psychological factors stress. Totally twenty two questions and with four demographic questions

SECONDARY SOURCE:

For the secondary source I collected information from the company websites, company broachers, from journals and articles about the company

TOOLS AND TECHNIQUES

Data has been analyzed by using, cross tabulations from the total 50 members there are 9 teams for the purpose of finding over all LEADERSHIP analyses the teams as single team wise and I compared the all teams to know what LEADERSHIP is followed by the HYUNDAI MOTORS LIMITED.

1.5 SCOPE OF THE STUDY

- **Think about your team first -** Every individual should think of his team first and his personal interests should take a backseat.

- Never underestimate your team member - Do not neglect any of the members, instead work together and also listen to them as well.

- **Discuss -** Before implementing any new idea, it must be discussed with each and every member on an open platform.

- **Avoid criticism -** Stay away from criticism and making fun of your team members. Help each other and be a good team player.

- Transparency must be maintained and healthy interaction must be promoted among the team members

- The team leader must take the responsibility of encouraging the team members to give their level best and should intervene immediately in cases of conflicts.

- For better Leadership, try to understand your team members well. Do not just always talk business, it is okay if you go out with your team members for lunch or catch a movie together.

- **Avoid conflicts in your team**. Don't fight over petty issues and find faults in others.

- **Rewards and Recognition -** Healthy competition must be encouraged among the team members. The performance of every team member must be evaluated timely and the best performer should be rewarded suitably so that the other members also get motivated to perform.

1.6 LIMITATION OF THE STUDY

- A major limitation of this study is that, apart from administering questionnaire management didn't allow me to talk with the workers in person.

- Although the use of expert judgments is a fairly common approach to studying alignment this study does not provide a complete picture of these assessments.

- Sample size was restricted to 50.

- The time period for carrying out the research was short as result of which many facts have been left unexplored.

- While collection of the data many employees were unwilling to fill the questionnaires. Respondents were having a feeling of wastage of time for them.

1.7 ORGANIZATION OF STUDY

Arrangement of the study, chapter wise to facilitate easy identification of the topics.

Chapter-1 This chapter includes need of the study, research methodology and limitations of the study.

Chapter-2 This chapter includes the literature review and the work done by early researches.

Chapter-3 This chapter includes company profile which contains the history of the company, vision, mission, awards and achievements.

Chapter-4 This chapter includes data analysis and interpretation of leadership effectiveness on employee's performance.

Chapter-5 This chapter includes findings, suggestions and conclusion.

CHAPTER – II

LITERATURE REVIEW

REVIEW

Motivating Peak Performance: Leadership Behaviors That Stimulate Employee Motivation And Performance

Kerry Webb

Abstract

The impact of leader behaviors on motivation levels of employees was examined in this study. Two hundred twenty-three vice presidents and chief officers from 104 member colleges and universities in the Council for Christian Colleges and Universities were sampled. Leaders were administered the Multifactor Leadership Questionnaire (MLQ-rater version) and multiple regressions models were utilized to create a four-factor leadership model that identified the significant predictive leadership variables that correlate with motivation for extra effort among workers. This new model was slightly more predictive of variance in motivation toward extra effort (adjusted $R^2 = 0.64$) than the individual models of transformational leadership, and much more predictive than the transactional leadership or laissez-faire leadership models. The four-factor leadership model simplifies the leadership process by reducing the number of significant leadership behaviors from a possibility of nine factors to four significant leadership variables for consideration by leaders who desire to effectively increase motivation toward extra effort among their staff.

Charismatic leadership and follower effects

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https://onlinelibrary.wiley.com/doi/abs/10.1002/1099-1379(200011)21:7%3C747::AID-JOB46%3E3.0.CO;2-J

Abstract

The On basis of the current theories of charismatic leadership, several possible follower effects was identified. It is hypothesized that followers of charismatic leaders could be distinguished by their greater reverence, trust, and satisfaction with their leader and by a heightened sense of collective identity, perceived group task performance, and feelings of empowerment. Using the Conger–Kanungo charismatic leadership scale and measures of the hypothesized follower effects, an empirical study was conducted on a sample of 252 managers using structural equation modelling. The results show a strong relationship between follower reverence and charismatic leadership. Follower trust and satisfaction, however, are mediated through leader reverence. Followers' sense of collective identity and perceived group task performance are affected by charismatic leadership. Feelings of empowerment are mediated through the followers' sense of collective identity and perceived group task performance.

LEADERSHIP is the ability of a superior to influence the behavior of a subordinate or group and persuade them to follow a particular course of action.
-Chester Bernard

LEADERSHIP Definition 1

LEADERSHIP is the art to of influencing and directing people in such a way that will win their obedience, confidence, respect and loyal cooperation in achieving common objectives.

U. S. Air Force

LEADERSHIP Definition 2

The feminine LEADERSHIP style emphasizes cooperation over competition; intuition as well as rational thinking in problem solving, team structures where power and influence are shared within the group.

LEADERSHIP Definition 3

If your actions inspire others to dream more, learn more, do more and become more, you are a LEADERSHIP.

LEADERSHIP STYLES

LEADERSHIP style is the manner and approach of providing direction, implementing plans, and motivating people. There are normally three styles of LEADERSHIP (U.S. Army Handbook, 1973) :

o   Authoritarian or autocratic

o   Participative or democratic

o   Delegative or Free Reign

The authoritarian style should normally only be used on rare occasions. If you have the time and want to gain more commitment and motivation from your employees, then you should use the participative style.

Democrative involves the LEADERSHIP including one or more employees in on the decision making process (determining what to do and how to do it). However, the LEADERSHIP maintains the final decision making authority. Using this style is not a sign of weakness; rather it is a sign of strength that your employees will respect.

Declarative (free reign)

In this style, the LEADERSHIP allows the employees to make the decision. However, the LEADERSHIP is still responsible for the decisions that are made. This

is used when employees are able to analyze the situation and determine what needs to be done and how to do it.

Forces

A good LEADERSHIP uses all three styles, depending on what forces are involved between the followers, the LEADERSHIP, and the situation. Some examples include:

● Using an authoritarian style on a new employee who is just learning the job. The LEADERSHIP is competent and a good coach.

● Using a participative style with a team of workers who know their job. The LEADERSHIP knows the problem, but does not have all the information.

● Forces that influence the style to be used included: task.

● Internal conflicts.

● Stress levels Type of task. Is it structured, unstructured, complicated, or simple?

● Laws or established procedures such as OSHA or training plans.

Positive and Negative Approaches

There is a difference in ways LEADERSHIPs approach their employee. Positive LEADERSHIPs use rewards, such as education, independence, etc. to motivate employees. While negative employees emphasize penalties. While the negative approach has a place in a LEADERSHIP's repertoire of tools, it must be used carefully due to its high cost on the human spirit.

Negative LEADERSHIPs act domineering and superior with people. They believe the only way to get things done is through penalties, such as loss of job, days off without pay, reprimand employees in front of others, etc. They believe their authority is increased by freighting everyone into higher lever of productivity. Yet what always happens when this approach is used wrongly is that morale falls; which of course leads to lower productivity.

Use of Consideration and Structure

Two other approaches that LEADERSHIPs use are:

Consideration (employee orientation) - LEADERSHIPs are concerned about the human needs of their employees. They build teamwork, help employees with their problems, and provide psychological support.

Structure (task orientation) - LEADERSHIPs believe that they get results by consistently keeping people busy and urging them to produce.

There is evidence that LEADERSHIPs who are considerate in their LEADERSHIP style are higher performers and are more satisfied with their job.

Paternalism

Paternalism has at times been equated with LEADERSHIP styles. Yet most definitions of LEADERSHIP normally state or imply that one of the actions within LEADERSHIPis that of influencing.

There are a number of different approaches, or 'styles' to LEADERSHIP and management that are based on different assumptions and theories. The style that individuals use will be based on a combination of their beliefs, values and preferences, as well as the organizational culture and norms which will encourage some styles and discourage others.

• Charismatic LEADERSHIP

• Participative LEADERSHIP

• Situational LEADERSHIP

• Transactional LEADERSHIP

• Transformational LEADERSHIP

• The Quiet LEADERSHIP

• Servant LEADERSHIP

Additional research

• The Managerial Grid: Blake and Mouton's people-task balance.

• HYUNDAI MOTORS LIMITED's LEADERSHIP styles: More original styles.

• MOTORS,LEADERSHIP styles: from autocratic to participative.

• Six Emotional LEADERSHIP Styles: from 'Mr. DR. BRIJMOHAN LALL MUNJAL (CHAIRMAN).

• Post-hoc Management

Charismatic LEADERSHIP

Charismatic LEADERSHIP is defined by Max Weber as "resting on devotion to the exceptional sanctity, heroism or exemplary character of an individual person, and of the normative patterns or order revealed or ordained by him". He defines Charisma as "a certain quality of an individual personality, by virtue of which he is set apart from ordinary men and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities.

LEADERSHIPs:

1.   Vision and articulation.

2.   Sensitivity to the environment.

3.   Sensitivity to member needs.

4.   Personal risk taking.

5.   Performing unconventional behavior.

Most recently charisma is being characterized as theatrical (Gardner &Alveoli, 1998): charismatic LEADERSHIP is an impression management process enacted theatrically in acts of framing, scripting, staging, and performing. Compare also: EPIC ADVISERS.

Usage of the Charismatic LEADERSHIP style. Applications

• In difficult times or circumstances, such as an urgent organizational turnaround. Compare: Crisis Management.

• Note that according to Weber, a charismatic LEADERSHIP does not have to be a positive force. Both Mahatma Gandhi and Adolf Hitler could be reasonably considered charismatic LEADERSHIPs. Compare: Servant-LEADERSHIP.

The search light of attention

It is interesting to watch a Charismatic LEADERSHIP 'working the room' as they move from person to person. They pay much attention to the person they are talking to at any one moment, making that person feel like they are, for that time, the most important person in the world.

Leading the team

Charismatic LEADERSHIPs who are building a group, whether it is a political party, a cult or a business team, will often focus strongly on making the group very clear and distinct, separating it from other groups. They will then build the image of the group, in particular in the minds of their followers, as being far superior to all others.

The Charismatic LEADERSHIP will typically attach themselves firmly to the identify of the group, such that to join the group is to become one with the LEADERSHIP. In doing so, they create an unchallengeable position for themselves.

Alternative views

The description above is purely based on charisma and takes into account varying moral positions. Other descriptions tend to assume a more benevolent approach.

Conger &Kanungo (1998) describe five behavioral attributes of Charismatic LEADERSHIPs that indicate a more transformational viewpoint:

• 	Vision and articulation;

• 	Sensitivity to the environment;

• 	Sensitivity to member needs;

• 	Personal risk taking;

• 	Performing unconventional behaviour.

Discussion

The Charismatic LEADERSHIP and the Transformational LEADERSHIP can have many similarities, in that the Transformational LEADERSHIP may well be charismatic. Their main difference is in their basic focus. Whereas the Transformational LEADERSHIPhas a basic focus of transforming the organization and, quite possibly, their followers, the Charismatic LEADERSHIP may not want to change anything.

Participative LEADERSHIP

Assumptions

● 	Involvement in decision-making improves the understanding of the issues involved by those who must carry out the decisions.

- People are more committed to actions where they have involved in the relevant decision-making.
- People are less competitive and more collaborative when they are working on joint goals.

Style

A Participative LEADERSHIP, rather than taking autocratic decisions, seeks to involve other people in the process, possibly including subordinates, peers, superiors and other stakeholders. Often, however, as it is within the managers' whim to give or deny control to his or her subordinates, most participative activity is within the immediate team. The question of how much influence others are given thus may vary on the manager's preferences and beliefs, and a whole spectrum of participation is possible, as in the table below.

Not participative   highly participative

Autocratic decision by LEADERSHIP   LEADERSHIP proposes decision, listens to feedback, then decides   Team proposes decision, LEADERSHIP has final decision

Joint decision with team as equals   Full delegation of decision to team

Discussion

There are many potential benefits of participative LEADERSHIP, as indicated in the assumptions, above.

This approach is also known as consultation, empowerment, joint decision-making, democratic LEADERSHIP, Management By Objective (MBO) and power-sharing.

Participative LEADERSHIP can be a sham when managers ask for opinions and then ignore them. This is likely to lead to cynicism and feelings of betrayal.

Style

When a decision is needed, an effective LEADERSHIP does not just fall into a single preferred style, such as using transactional or transformational methods. In practice, as they say, things are not that simple.

- Subordinate effort: the motivation and actual effort expended.
- Subordinate ability and role clarity: followers knowing what to do and how to do it.
- Organization of the work: the structure of the work and utilization of resources.
- Cooperation and cohesiveness: of the group in working together.
- Resources and support: the availability of tools, materials, people, etc.
- External coordination: the need to collaborate with other groups.

LEADERSHIPs here work on such factors as external relationships, acquisition of resources, managing demands on the group and managing the structures and culture of the group.

Discussion

Tannenbaum and Schmidt (1958) identified three forces that led to the LEADERSHIP's action: the forces in the situation, the forces in then follower and also forces in the LEADERSHIP. This recognizes that the LEADERSHIP's style is highly variable, and even such distant events as a family argument can lead to the displacement activity of a more aggressive stance in an argument than usual.

Transactional LEADERSHIP

Assumptions

- People are motivated by reward and punishment.
- Social systems work best with a clear chain of command.
- When people have agreed to do a job, a part of the deal is that they cede all authority to their manager.
- The prime purpose of a subordinate is to do what their manager tells them to do.

The transactional LEADERSHIP Style

The transactional LEADERSHIP works through creating clear structures whereby it is clear what is required of their subordinates, and the rewards that they

get for following orders. Punishments are not always mentioned, but they are also well-understood and formal systems of discipline are usually in place.

The early stage of Transactional LEADERSHIP is in negotiating the contract whereby the subordinate is given a salary and other benefits, and the company (and by implication the subordinate's manager) gets authority over the subordinate.

Discussion

Transactional LEADERSHIP is based in contingency, in that reward or punishment is contingent upon performance.

Despite much research that highlights its limitations, Transactional LEADERSHIP is still a popular approach with many managers. Indeed, in the LEADERSHIP vs. Management spectrum, it is very much towards the management end of the scale.

Transformational LEADERSHIP
Assumptions

People will follow a person who inspires them.
A person with vision and passion can achieve great things.
The way to get things done is by injecting enthusiasm and energy.

Style

Working for a Transformational LEADERSHIP can be a wonderful and uplifting experience. They put passion and energy into everything. They care about you and want you to succeed.

Developing the vision

Transformational LEADERSHIP starts with the development of a vision, a view of the future that will excite and convert potential followers. This vision may be developed by the LEADERSHIP, by the senior team or may emerge from a broad series of discussions. The important factor is the LEADERSHIP buys into it, hook, line and sinker.
Selling the vision

The next step, which in fact never stops, is to constantly sell the vision. This takes energy and commitment, as few people will immediately buy into a radical

vision, and some will join the show much more slowly than others. The Transformational LEADERSHIP thus takes every opportunity and will use whatever works to convince others to climb on board the bandwagon.

Finding the way forwards

In parallel with the selling activity is seeking the way forward. Some Transformational LEADERSHIPs know the way, and simply want others to follow them. Others do not have a ready strategy, but will happily lead the exploration of possible routes to the promised land.

The route forwards may not be obvious and may not be plotted in details, but with a clear vision, the direction will always be known. Thus finding the way forward can be an ongoing process of course correction, and the Transformational LEADERSHIP will accept that there will be failures and blind canyons along the way. As long as they feel progress is being made, they will be happy.

Leading the charge

The final stage is to remain up-front and central during the action. Transformational LEADERSHIPs are always visible and will stand up to be counted rather than hide behind their troops. They show by their attitudes and actions how everyone else should behave. They also make continued efforts to motivate and rally their followers, constantly doing the rounds, listening, soothing and enthusing.

Discussion

Whilst the Transformational LEADERSHIP seeks overtly to transform the organization, there is also a tacit promise to followers that they also will be transformed in some way, perhaps to be more like this amazing LEADERSHIP. In some respects, then, the followers are the product of the transformation.

Transformational LEADERSHIPs are often charismatic, but are not as narcissistic as pure Charismatic LEADERSHIPs, who succeed through a believe in themselves rather than a believe in others.

The Quiet LEADERSHIP

Assumptions

The actions of a LEADERSHIP speak louder than his or her words.

People are motivated when you give them credit rather than take it yourself.

Ego and aggression are neither necessary nor constructive.

Style

The approach of quiet LEADERSHIPs is the antithesis of the classic charismatic (and often transformational) LEADERSHIPs in that they base their success not on ego and force of character but on their thoughts and actions. Although they are strongly task-focused, they are neither bullies nor unnecessarily unkind and may persuade people through rational argument and a form of benevolent Transactional LEADERSHIP.

The 'Level 5' LEADERSHIP

In his book Good To Great, Jim Collins, identified five levels of effectiveness people can take in organizations. At level four is the merely effective LEADERSHIP, whilst at level five the LEADERSHIP who combines professional will with personal humility. The 'professional will' indicates how they are far from being timid wilting flowers and will march against any advice if they believe it is the right thing to do. In 'personal humility' they put the well-being of others before their own personal needs, for example giving others credit after successes but taking personal responsibility for failures.

To some extent, the emphasis on the quiet LEADERSHIP is a reaction against the lauding of charismatic LEADERSHIPs in the press. In particular during the heady days of the dot-com boom of the 1990s, some very verbal LEADERSHIPs got much coverage. Meanwhile, the quiet LEADERSHIPs were getting on with the job.

Servant LEADERSHIP

Leading by serving first. Explanation of Servant-LEADERSHIP of Robert K. Greenleaf. (1970)

Contributed by: IetzeOostinga MA MGM

What is Servant-LEADERSHIP? Description

Servant-LEADERSHIP is a practical altruistic philosophy which supports people who choose to serve first, and then lead as a way of expanding service to individuals and institutions. Servant-LEADERSHIPs may or may not hold formal LEADERSHIP positions. Servant-LEADERSHIP encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment.

Forces to consider for LEADERSHIPs

To choose the most appropriate style and use of authority, the LEADERSHIP should take into consideration:

1. Forces in the manager: belief in team member participation and confidence in capabilities of members. Compare: Theory of Needs

2. Forces in the subordinate person: subordinates who are independent, tolerant of ambiguity, competent, identify with organizational goals.

3. Forces in the situation:
   - The team has requisite knowledge.
   - The team has organizational values and traditions.
   - The team works effectively.

4. Time pressure: need for immediate decision under pressure. Mitigates against participation.

Advantages of the LEADERSHIP Continuum Model. Benefits

- Gives managers a range of choices for involvement.
- Presents criteria for involvement and delegation.
- Focuses the decision maker on relevant criteria (e.g. forces & time).
- Emphasizes employee development and empowerment.
- Is heuristic. Encourages research to see how effective delegation may be under the model.

Limitations:

- Involves only the initial step of assigning a task to someone, not the following processes that may determine the effectiveness of the outcome.

- Assumes that the manager has sufficient information to determine the disposition to himself or to the team.

  - Assumes "neutral" environment without social bonds or politics.

CHAPTER – III

COMPANY

PROFILE

HYUNDAI MOTOR LIMITED

The Hyundai Group was established in 1947 with the founding of its flagship company the Hyundai Engineering & Construction Co. Ltd.

Their interest in cars coincided with the founding of the Hyundai Group, when it established the Hyundai Auto Service Centre. Over the next two decades it acquired and consolidated basic car technology and it was only in 1967 that the **Hyundai Motor Company** was formed. In the very next year a licensing agreement (for technology and assembly) was signed with Ford Motor Company. In 1968 it introduced the Hyundai Cortina

The first Korean car to be completely and independently manufactured and designed indigenously was produced by Hyundai, when in 1974 it introduced the small Pony. Hyundai's first overseas manufacturing company was established in 1985, with incorporation of Hyundai Motor America. In 1986 Hyundai introduced the Excel, its first car for the US market and an unprecedented 100,000 Excels were sold in the next seven months. Today Hyundai has close to 1.5 million vehicles in the US, with approximately 542 dealerships in 49 states.

In the mid-eighties, when Korea entered the motorization era, Hyundai had already established the base to reach out to greater heights. The explosive domestic demand fueled the Hyundai Motor Corporations rapid growth and in 1985 HMC opened their new 300,000-unit plant in Ulsan. In 1986 itself the cumulative production of all models exceeded 1 million units and within 3 years the total production reached 3 million units. In the **year 1996**, less than 28 years since it introduced its first car, the Hyundai Motor Corporation set a new record of a total car production of **10 million units**. Also in 1996 HMC reached the 4 million-unit mark for exports since the first shipment of Hyundai Pony's to Ecuador in 1976.

MISSION

Hyundai Motor corporate motto has remained the same - **Pursuing Happinessthrough cars their** corporate philosophy seeks to improve the lives of everyone surrounding the company, and make Hyundai a company that is respected by people all over the world. To advance into the front ranks of the global auto

industry in the next century, Hyundai has adopted the **"Four Best"** concept which defines their new objectives:

- Best customer service
- Best technology
- Best quality products
- Best value for people.

VISION

Hyundai motor vision statement is to Building a better world through innovative technology

DEVELOPMENT

Ever since its inception 30 years ago, Hyundai has always given lot of attention to in-house technical and design expertise. HMC has achieved its position as the leader of the Korean automobile industry through the application of the latest technology and development of its own models. The company has established a state-of-art Namyang R&D center at a cost of more than Rs.1700 crores. The Namyang facility includes a high-speed test oval, styling studios, a prototyping center and world-class test facilities.

Hyundai's research and development staff is growing at a rapid rate and in fact, they have planned to invest $5.7 billion between now and end of the century on new model development programs and advanced technology. Along with Namyang, Hyundai's global research and development network consists of eight research centers worldwide.

Hyundai Motors India Limited (HIML)

Hyundai Motors India Limited (HIML) was established in 1996. It is a wholly owned subsidiary of Hyundai Motor Company, South Korean multi-national.

Hyundai Motors India Limited is the fastest growing car manufacturer in India. Hyundai Santro is the most preferred car in the section of small passenger cars. The 26 variants of passenger car in 6 segments cater to the need of a large section of Indian population.

Key People

- Chairman and Co-CEO: Chung Mong-Koo
- Vice Chairman and Co-CEO: Kim Dong-Jin
- President and CFO: Lee Jung-Dae

Financial Highlights

Fiscal Year End: December Revenue (2007):77621.50 M

Revenue Growth (1 yr):17.50%

Employees (2007):54,511

Employee Growth (1 yr) :(-20.40%)

HYUNDAI'S OVERSEAS MANUFACTURING LOCATIONS

April 1985 -Hyundai Motor America, California USA -

November 1995 - Hyundai Auto Canada, Ontario Canada

November 1990 - Hyundai Motor Deutschland GmbH, Germany

November1993 - Wuhan Grand Motor Co. Japan

November 1994 -Hyundai Assan Otomotiv Sanayi Ve Ticaret A.S Istanbul Turkey

May 1996- Hyundai Motor India Ltd., Chennai India

HYUNDAI MOTOR INDIA LIMITED

Hyundai Motor India Limited (HMIL) is a wholly owned subsidiary of Hyundai Motor Company was started in the year 1996. It is the second largest and the fastest growing car manufacturer in India. HMIL presently markets 34 variants of passenger cars in six segments.

S.No	Segments	Cars
1	B	Santro
2	B+	Getz Prime , i10
3	C	Accent & Verna
4	D	Elantra
5	E	Sonata Emberra
6	SUV	Tucson

Hyundai Motor India, continuing its tradition of being the fastest growing passenger car manufacturer, registered total sales of 299,513 vehicles in calendar year (CY) 2006, an increase of 18.5 percent over CY 2005. In the domestic market it clocked a growth of 19.1 percent a compared to 2005, with 186,174 units, while overseas sales grew by 17.4 percent, with exports of 113,339 units.

HMIL's fully integrated state-of-the-art manufacturing plant near Chennai boasts some of the most advanced production, quality and testing capabilities in the country. In continuation of its investment in providing the Indian customer global technology, HMIL is setting up its second plant, which will produce an additional 300,000 units per annum, raising HMIL's total production capacity to 600,000 units per annum by end of 2007.

HMIL is investing to expand capacity in line with its positioning as HMC's global export hub for compact cars. Apart from expansion of production capacity, HMIL plans to expand its dealer network, which will be increased from 183 to 250 this year. And with the company's greater focus on the quality of its after-sales service, HMIL's service network will be expanded to around 1,000 in 2007.

The year 2006 has been a significant year for Hyundai Motor India. It achieved a significant milestone by rolling out the fastest 300,000th export car. Hyundai exports to over 65 countries globally; even as it plans to continue its thrust in existing export markets, it is gearing up to step up its foray into new markets. The year just ended also saw Hyundai Motor India attain other milestones such as the launch of the Verna and yet another path-breaking record in its young journey by rolling out the fastest 10,00,000th car.

The Hyundai Verna has bagged some of the most prestigious awards starting with the title of "Car of the Year 2007" by India's leading automotive publication – Overdrive, the "Best Mid-size Car of the Year" award by the NDTV Profit C&B Awards 2007, the "Best Value for Money Car" by the CNBC Auto car Auto awards and 'Performance Car of the Year 2007' from Business Standard Motoring.

Sonata Embera won the 'Executive Car of The Year 2006' award from Business Standard Motoring Magazine and NDTV Profit – Car & Bike declared the Tucson as the 'SUV of The Year 2006'.

HMIL has also been awarded the benchmark ISO 14001 certification for its sustainable environment management practices.

MODELS

MODEL	TYPE
HYUNDAI SANTRO Santro XK Santro XK (non Ac) Santro XL Santro Xo Santro AT	MID SIZE
HYUNDAI GETZ	MID SIZE
Getz GLS Getz GLX Getz GVS	
HYUNDAI ACCENT Accent GLE Accent GLS Accent VIVA Accent VIVA (CRDi) Accent CRDi	MID SIZE
HYUNDAI ELANTRA Elantra GT Elantra CRDi Elantra Gls	MID SIZE
HYUNDAI VERNA Verna i (Petrol)	MID SIZE

Verna xi (Petrol) Verna xxi(Petrol) Verna CRDi VGT	
HYUNDAI SONATA Embera 2.4 M/T Embera 2.4 A/T	PREMIUM
HYUNDAI TUCSON	SUV
HYUNDAI TERRACAN	SUV
HYUNDAI GETZ PRIME Getz prime 1.1 GLE Getz Prime 1.1 GVS Getz Prime 1.3 GLS Getz Prime 1.3 GLX	SMALL SIZE

HYUNDAI I10
 	
.   Hyundai i10 Magna
 	
  .   Hyundai i10 D-Lite
 	
  .   Hyundai i10 Magna
 	
  .   Hyundai i10 Era
	MID SIZE

AWARDS :

Hyundai i10 wins all the prestigious awards of the year 2008.

Indian Car Of The Year 2008

....

Car of the Year
Compact Car of the Year

....

Car of the Year 2008
Small Car of the Year 2008

....

Car of the Year 2008

....

Car of the Year
Aaj Tak Viewers Choice Award

CNBC-TV18 Auto car Auto Awards 2007: **'Best value-for-money car'**

Hyundai Getz is the **CNBC Auto car Car of the Year 2005**

Hyundai Elantra – **Best Value for Money Car** of the Year 2005

Company – Awards – CNBC Auto car India – Hyundai has been the manufacturer of the year for two years in row.

'Performance Car of the Year' 2007 - Hyundai Verna 1.5 CRDi.

Hyundai Getz is **BS Motoring's 'Car of the Year'** 2005

BS Motoring – BS 1000 – Company of the year 2005 – Hyundai Motor India Limited

Hyundai Santro is **BS Motoring's 'Car of the Year'** for 1999

EEPC Award

'Hyundai Motor India Received Engineering Export Promotion Council (EEPC)**'Top exporter of the year'** Award for 2005-06 on June 1, 2007

Tucson - **'SUV of the year'** by NDTV Profit/Car & Bike Awards 2006

PM Presents "**Star Company**" Award to Hyundai Motor India

TNS TCSS 2005

Accent Petrol - **'No 1 Entry Midsize Car'**

TNS TCSS 2005

Accent CRDi - **'No 1 Midsize Diesel Car'**

Hyundai Santro has topped the **JD Power Asia Pacific Intial Quality Study (IQS)** that measures product quality for three years in a row (Years 2000, 2001 and 2002)

Hyundai Santro has topped the **JD Power Asia Pacific APEAL** study that measures customer satisfaction for three years in a row (Years 2000, 2001 and 2002)

Hyundai Accent has topped the **JD Power Asia Pacific IQS** for 2002 and the APEAL study for 2001 and 2002.

Hyundai Motor India was adjudged the 'Car Maker of the year' at the **ICICI Bank – Overdrive** awards 2003

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Environment:

Hyundai Motor India has been awarded the benchmark ISO 14001 certification for its sustainable environment management practices. Living up to its commitment of providing global standards of quality and process management in India, Hyundai had put in place an Environment Management System (EMS)at its manufacturing plant in Chennai right from its project stage. The certification process was completed in a record time of 10 months with 'Zero NCRs'. The assessment was done by TUV SUDDEUTSCHLAND and covered areas like Awareness Training, Technology Up gradation, Recycling, Waste Management and fulfilling Government Regulations.

HMI is also working on a backward integration strategy that will support vendors of the company in implementing EMS.

Hyundai Motor Company, S.Korea, the parent of HMI, has been doing considerable work on sustainable Environment Management.

The company has a well defined framework in place for developing products that reduce pollutant emissions and processes for preservation of natural resources and energy along all the stages of the product lifecycle from production, sales, use to disposal.

The company has also been in the forefront of development of environment friendly technologies like Hybrid Electric Vehicles (HEVs), and Fuel Cell Electric Vehicles (FCEVs) and has been awarded the ISO 14001 certification for all its three major plants in Ulsan, Asan and Jeonju in S.Korea.

The production management processes at Hyundai Motor India are overlaid with an organization-wide implementation of manufacturing best practices like Just-in-time inventory management, Kaizen, TPM and TQM, that help us in making the world's best cars, right here in India.

PRODUCTION:

1. The Press Shop

A computer controlled line that converts sheet metal to body panels of high dimensional accuracy and consistency.

2. The Body Shop

A hi-tech line that builds full body shells from panels. Automated robotic arms are used for intricate welding operations that ensure superior and consistent build quality.

3.The Paint Shop

This is one of the most modern paint shops in the country and uses the environment friendly water based process for superior and lasting exteriors. A unique process management system followed here helps us deliver the most extensive colour range, independent of minimum batch requirements, helping customers get their preferred colour anytime.

The Aluminum Fondry Forges the engine cylinder blocks for our cars to exacting design specifications.

4. The Engine and Transmission Shop

One of the biggest engine shops in the country, this unit is equipped with the most modern tooling and testing facilities to make a wide range of engines in house.   The Plastic Extrusion Unit Moulds the dashes, bumpers and other plastic components to perfect fit and finish

5. The Plastic Paint Shop

One of the very few manufacturing units in India to have this facility in-house, Hyundai's plastic paint shop delivers a high grade finish on exterior plastic components.

6 .The Test Track

With comprehensive performance testing facilities like rattle testing and ABS brake testing; this track is designed to meet pre-delivery (PDI) certification standards to exacting Euro specifications.

PRODUCTS:

HMIL presently markets over 30 variants of passenger cars across six models, the Santro and Getz in the B segment, the Accent in the C segment, the Elantra in the D segment, the Sonata in the E segment and the Tucson in the SUV segment.
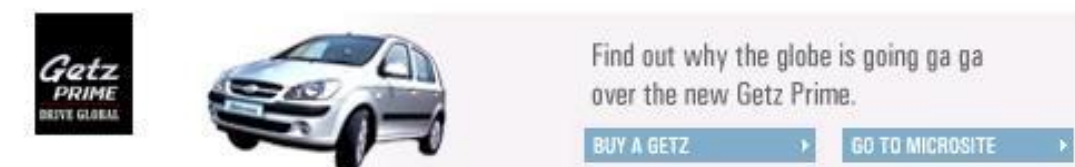
The new Santro Xing is the only compact car in India to offer the world class Antilock Braking System as an option on all variants.

BUY A SANTRO ▶   GO TO MICROSITE ▶

Elegant outside and versatile inside the i10 boasts of high-end features that are usually found in luxury sedans.

GO TO MICROSITE ▶

Find out why the globe is going ga ga over the new Getz Prime.

BUY A GETZ ▶   GO TO MICROSITE ▶

Hyundai Accent has been designed keeping in mind your expectations from a true luxury sedan.

BUY AN ACCENT ▶   GO TO MICROSITE ▶

The clean, modern styling of the Verna immediately identifies itself as a high quality product.

BUY A VERNA ▶   GO TO MICROSITE ▶

Elantra
Performance Luxury Sedan

An aerodynamical marvel the Elantra has a distinct European exterior styling and body design.

BUY A ELANTRA ▶   GO TO MICROSITE ▶

TUCSON

Sitting down inside of a Tucson, the driver and passengers will feel more spacious legroom than in the competition vehicle.

BUY A TUCSON ▶   GO TO MICROSITE ▶

SONATA
EMBERA
UNDOUBTEDLY DISTINGUISHED

The refreshingly new car with cutting – edge contemporary and style is here to make its mark.

BUY A SONATA ▶   GO TO MICROSITE ▶

CHAPTER – IV
DATA ANALYSIS & INTERPRETATION

Q1) What is your gender?

TABLE 1: RESPONDENTS BASED ON THEIR GENDER

S. no	Gender	No. of Respondents	Percentage
1	Male	33	66
2	Female	17	34
	Total	50	100

CHART 1: PERCENTAGE OF RESPONDENTS BASED ON GENDER
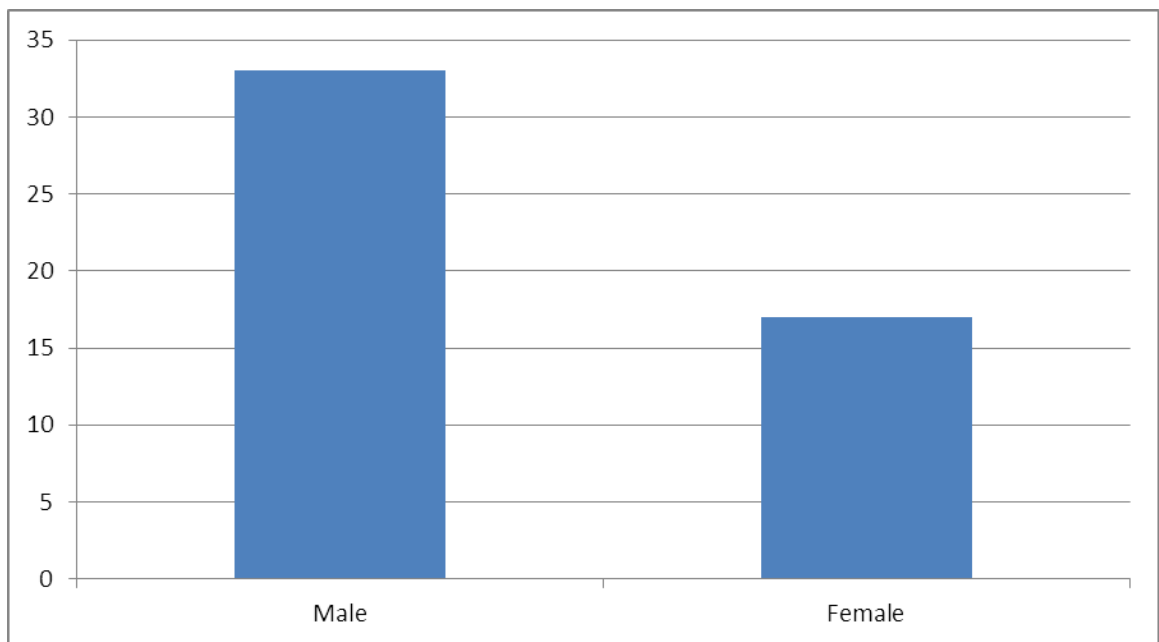
ANALYSIS:

The above table shows that 66% of the respondents are male and 34% of the respondents are female.

INTERPRETATION:

Majority of the respondents are male.

Q2) What is your age group?

TABLE 2: RESPONDENTS BASED ON THEIR AGE GROUP

S. no	Age group	No. of Respondents	Percentage
1	18-25	12	24
2	26-35	18	36
3	36-45	13	26
4	46-55	07	14
	Total	50	100

CHART 2: PERCENTAGE OF RESPONDENTS BASED ON AGE GROUP
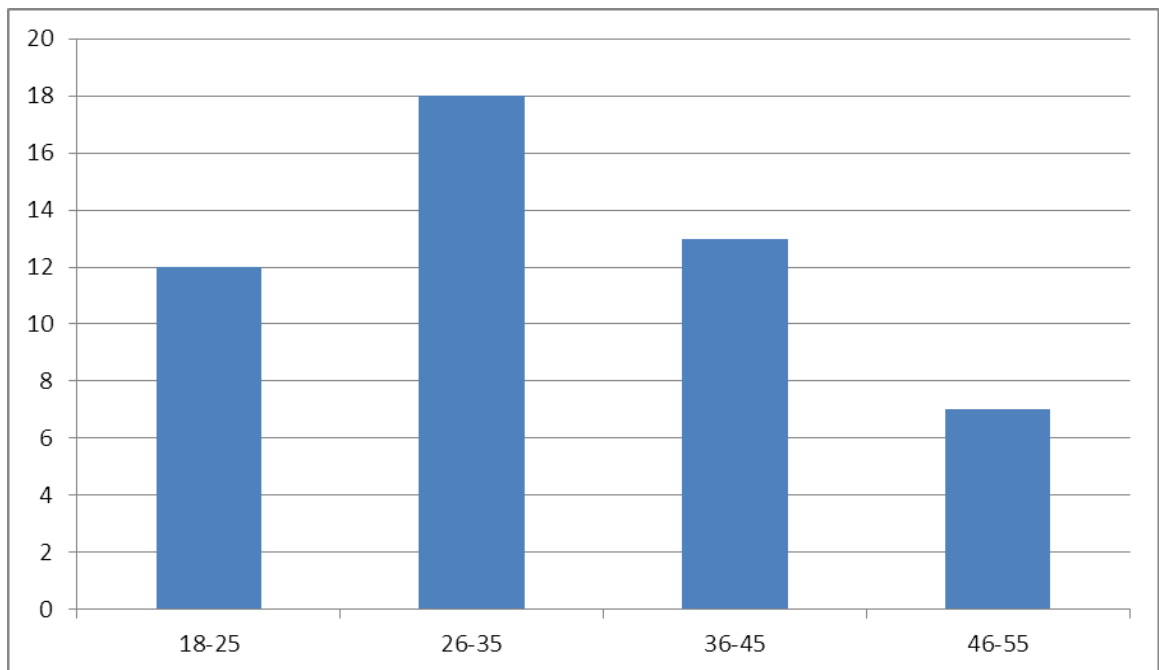
ANALYSIS:

The above table shows that 24% of respondents are of 18-25 age groups, 36% of respondents are of 26-35 age groups, 26% of respondents are of 36-45 and 14% of respondents are of 46-55 age groups.

INTERPRETATION:

Majority of the respondents belong to the age group of 26-35.

Q3) What is your educational qualification?

TABLE 3: RESPONDENTS BASED ON THEIR EDUCATIONAL QUALIFICATION

S. no	Educational qualification	No. of Respondents	Percentage
1	SSC	06	12
2	Bachelor Degree	14	28
3	Master Degree	21	42
4	Diploma	09	18
5	If other please specify	-	0
	Total	50	100

CHART 3: PERCENTAGES OF RESPONDENTS BASED ON EDUCATIONAL QUALIFICATION
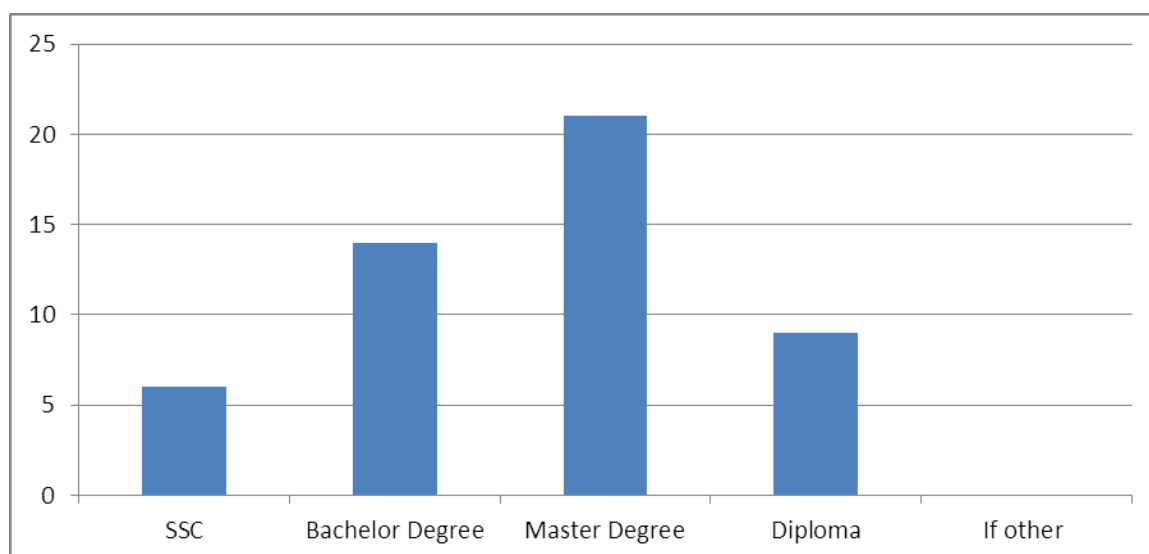
ANALYSIS:

The above table shows that 12% of respondents are of SSC, 28% of respondents are of Bachelor Degree, 42% of respondents are of Master Degree, 18% of respondents are of Diploma and 0% of respondents are of other qualification.

INTERPRETATION:

Majority of the respondent's educational qualification is master degree.

Q4) What is the length of your service in the organization?

TABLE 4: RESPONDENTS BASED ON THEIR LENGTH OF SERVICE IN THE ORGANIZATION

S. no	Length of service	No. of Respondents	Percentage
1	Below 2 years	14	28
2	3-5 years	23	46
3	Above 5 years	13	26
	Total	50	100

CHART 4: PERCENTAGE OF RESPONDENTS BASED ON LENGTH OF SERVICE IN THE ORGANIZATION
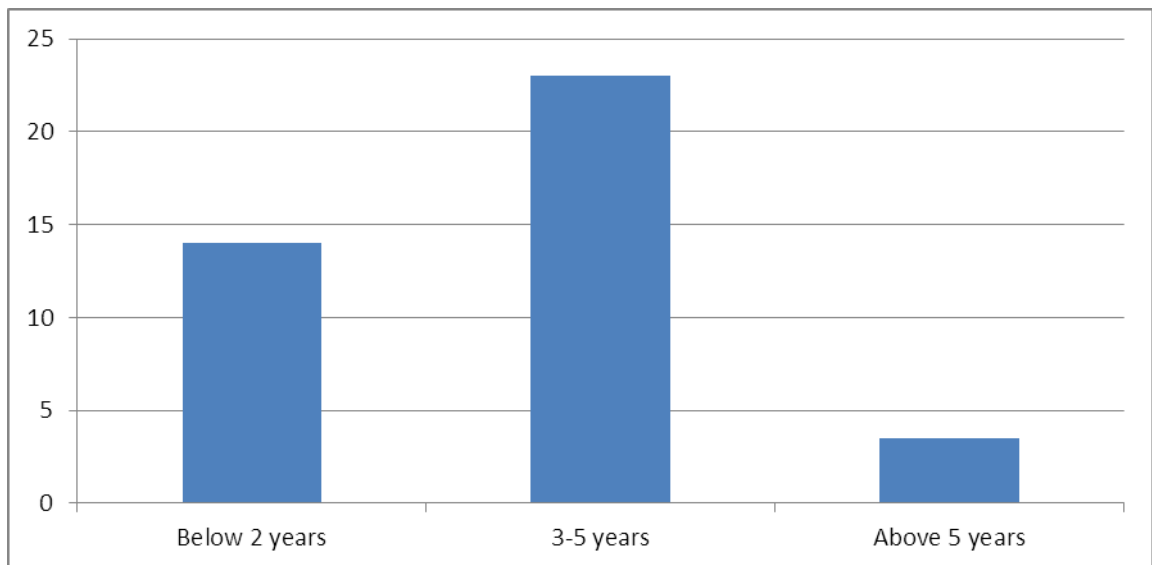
ANALYSIS:

The above table shows that 28% of respondents are of below 2 years, 46% of respondents are of 3-5 years and 26% of respondents are of above 5 years of service in the organization.

INTERPRETATION:

Majority of the respondent's length of service is 3-5 years.

Q5) In complex situations, leaders should let subordinates work problems out on their own.

TABLE 5: RESPONDENTS BASED ON SUBORDINATES WORK PROBLEMS OUT ON THEIR OWN

S. no	Subordinates wok problems on their own	No. of Respondents	Percentage
1	Yes	32	64
2	No	18	36
	Total	50	100

CHART 5: PERCENTAGE OF RESPONDENTS BASED ON SUBORDINATES WORK PROBLEMS ON THEIR OWN
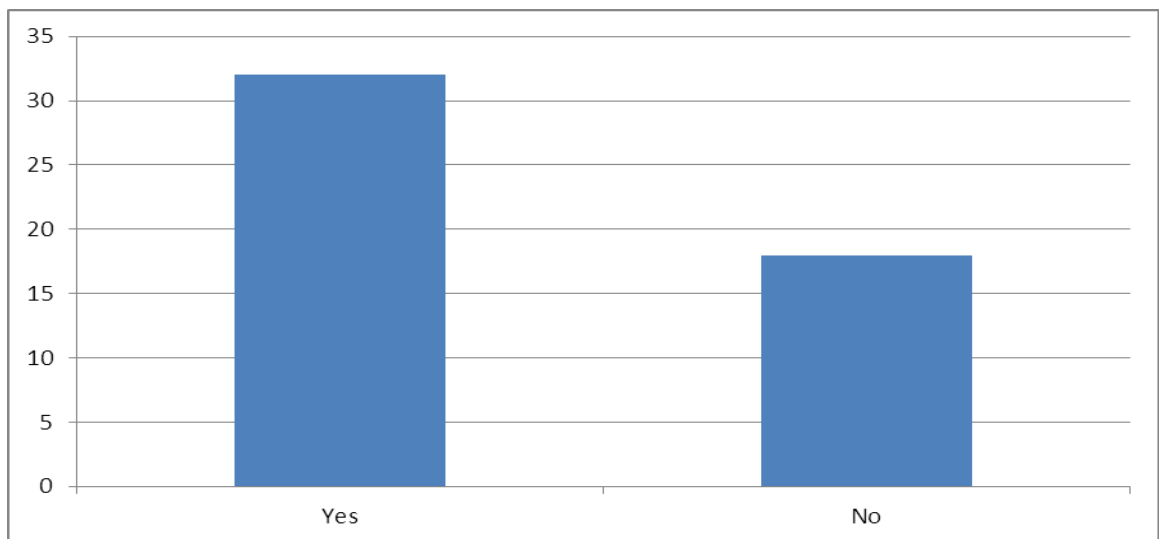
ANALYSIS:

The above table shows that 64% of respondents are saying yes and 36% of respondents are saying no.

INTERPRETATION:

Majority of the respondents' are saying yes. Most of the respondents are suggesting that leaders should motivate the employee by allowing them to work on problems on their own.

Q6) Providing guidance without pressure is the key to being a good leader.

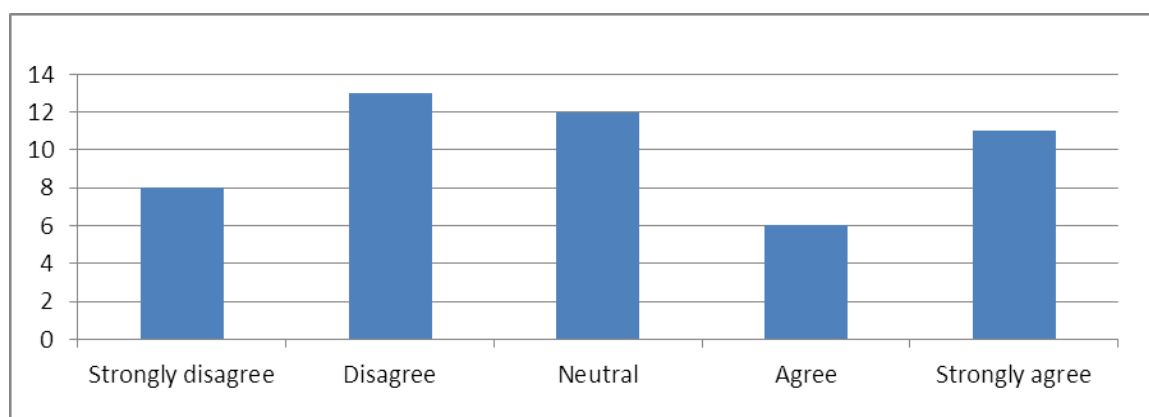**TABLE 6: RESPONDENTS BASED ON PROVIDING GUIDANCE WITHOUT PRESSURE**

S. no	Providing guidance without pressure	No. of Respondents	Percentage
1	Strongly disagree	8	16
2	Disagree	13	26
3	Neutral	12	24
4	Agree	6	12
5	Strongly agree	11	22
	Total	50	100

CHART 6: PERCENTAGE OF RESPONDENTS BASED ON PROVIDING GUIDANCE WITHOUT PRESSURE

ANALYSIS:

The above table shows that 16% of respondents strongly disagree, 26% of respondents disagree, 24% of respondents neutral, 12% of respondents agree and 22% of respondents strongly agree.

INTERPRETATION:

Majority of the respondents disagree. The leaders can overcome this problem through maintaining good relation with the subordinates.

Q7) Leadership requires staying out of the way of subordinates as they do their work.

TABLE 7: RESPONDENTS BASED ON LEADER REQUIRES TO STAY AWAY FROM SUBORDINATES AS THE DO THEIR WORK

S. no	Leader requires to stay away from subordinates	No. of Respondents	Percentage
1	Strongly disagree	12	24
2	Disagree	10	20
3	Neutral	8	16
4	Agree	13	26
5	Strongly agree	7	14
	Total	50	100

CHART 7: PERCENTAGE OF RESPONDENTS BASED ON LEADER REQUIRES STAYING AWAY FROM SUBORDINATES

ANALYSIS:

The above table shows that 24% of respondents strongly disagree, 20% of respondents disagree, 16% of respondents neutral, 26% of respondents agree and 14% of respondents strongly agree.
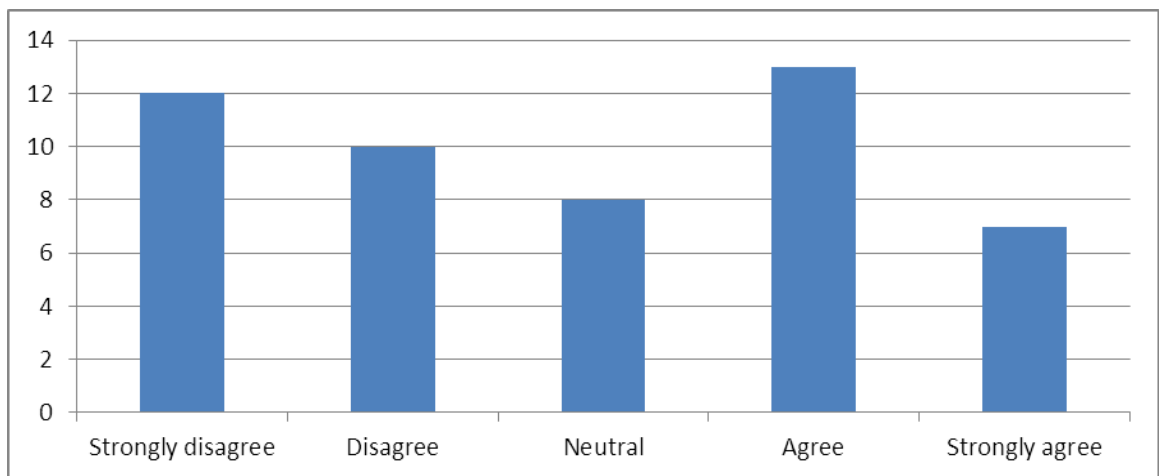
INTERPRETATION:

Majority of the respondents agree that leaders should stay out of the way of subordinates as they do their work. This will give subordinates freedom and flexibility in their work.

Q8) Most workers want frequent and supportive communication from their leaders.

TABLE 8: RESPONDENTS BASED ON WORKERS WANT FREQUENT AND SUPPORTIVE COMMUNICATION FROM LEADERS

Frequent and supportive communication from leaders	No. of Respondents	Percentage
1	8	16
2	6	12
3	11	22
4	13	26
5	12	24
Total	50	100

CHART 8: PERCENTAGE OF RESPONDENTS BASED ON FREQUENT AND SUPPORTIVE COMMUNICATION FROM LEADERS
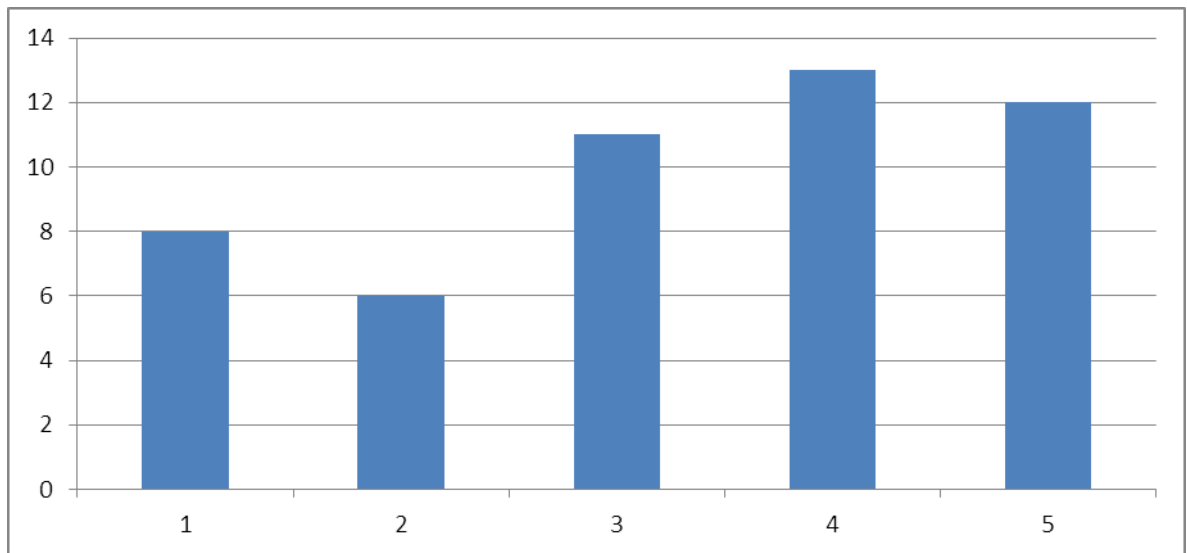
ANALYSIS:

The above table shows that 16% of respondents are rating 1, 12% of respondents are rating 2, 22% of respondents are rating 3, 26% of respondents are rating 4 and 24% of respondents are rating 5.

INTERPRETATION:

Majority of them respondents are rating it in between 4 to5. Leaders should communicate with the subordinates frequently.

Q9) Are you satisfied with your leaders?

TABLE 9: RESPONDENTS BASED ON SATISFIED WITH THE LEADERS

S. no	Satisfied with the leaders	No. of Respondents	Percentage
1	Yes	14	28
2	No	36	72
	Total	50	100

CHART 9: PERCENTAGE OF RESPONDENTS BASED ON SATISFIED WITH THE LEADERS
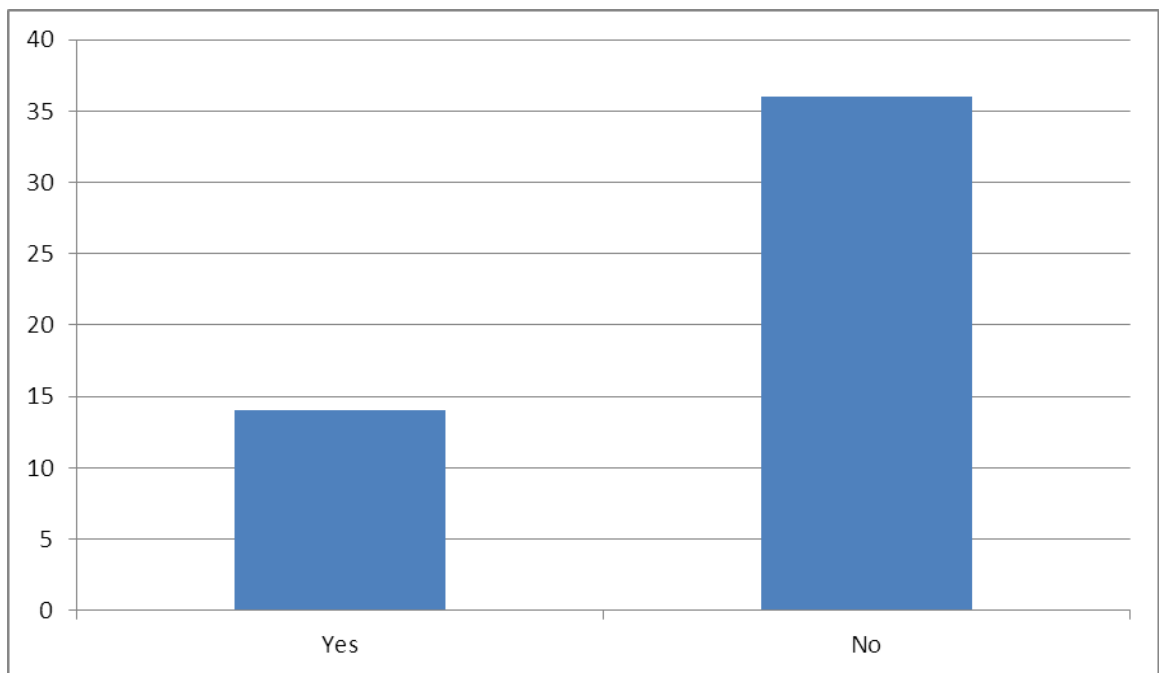
ANALYSIS:

The above table shows that 28% of respondents are saying yes and 72% of respondents are saying no.

INTERPRETATION:

Majority of the respondents are saying no. Leaders should have all leadership qualities.

Q10) Most employees feel insecure about their work and need direction.

TABLE 10: RESPONDENTS BASED ON EMPLOYEES INSECURE ABOUT THEIR WORK AND NEED DIRECTION

S. no	Feeling insecure about their work and need direction	No. of Respondents	Percentage
1	Yes	36	72
2	No	14	28
	Total	50	100

CHART 10: PERCENTAGES OF RESPONDENTS BASED ON INSECURE ABOUT THEIR WORK AND NEED DIRECTION

ANALYSIS:

The above table shows that 72% of respondents are saying yes and 28% of respondents are saying no.

INTERPRETATION:

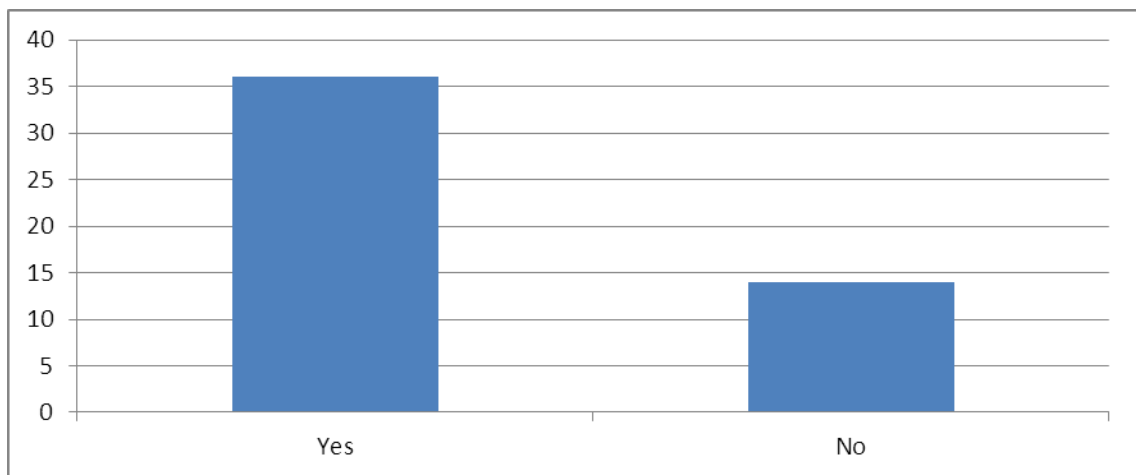Majority of the respondents are saying yes. The leaders must guide the team members properly.

Q11)   Leaders need to help subordinates accept responsibility for completing their work.

TABLE 11: RESPONDENTS BASED ON LEADERS NEED TO HELP SUBORDINATES TO ACCEPT RESPONSIBILITY

S. no	Leaders need to help subordinates accept responsibility	No. of Respondents	Percentage
1	Agree	33	66
2	Disagree	17	34
	Total	50	100

CHART 11: LEADERS NEED TO HELP SUBORDINATES TO ACCEPT RESPONSIBILITY
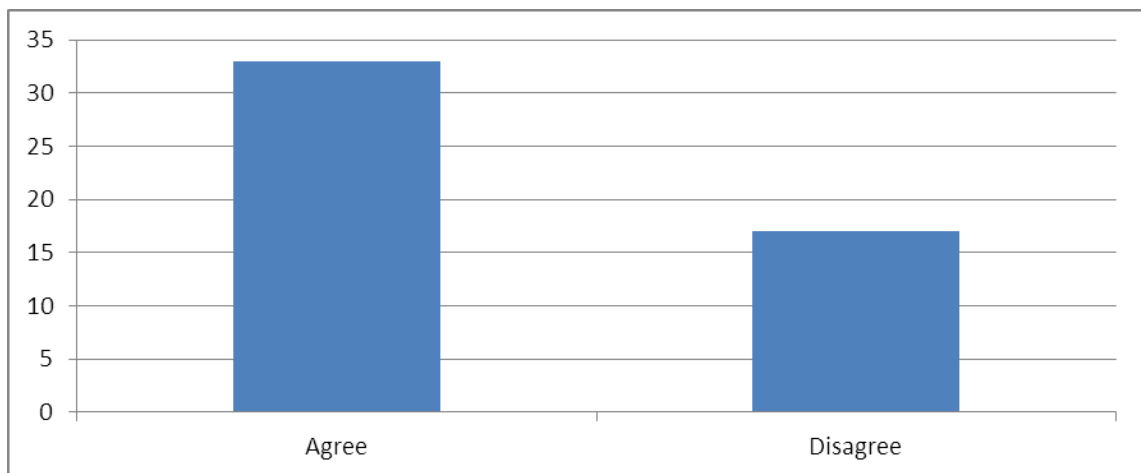
ANALYSIS:

The above table shows that 66% of respondents are agreeing and 34% of respondents are disagreeing.
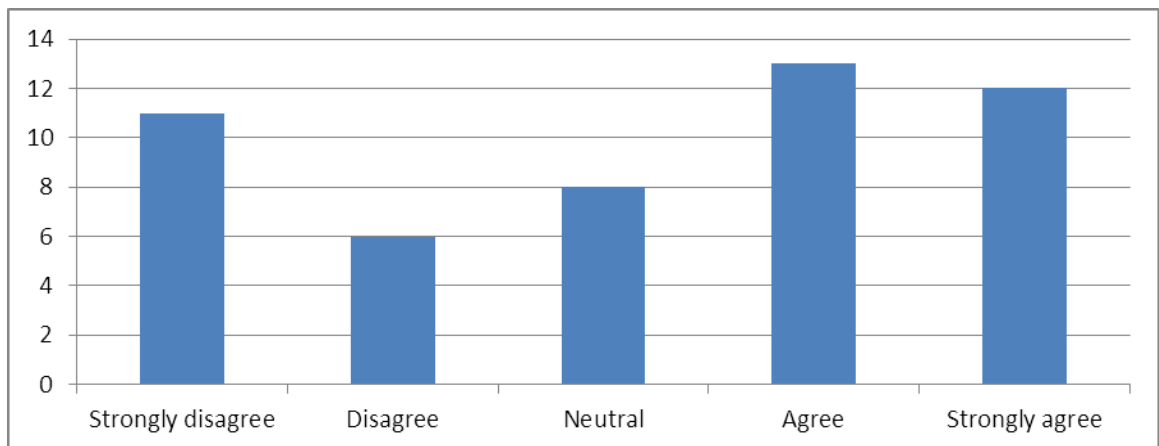
INTERPRETATION:

Majority of the respondents are agreeing. The leaders should help the subordinates to accept responsibility.

Q12) Leaders should give subordinates complete freedom to solve problem on their own.

TABLE 12: RESPONDENTS BASED ON LEADERS SHOULD GIVE SUBORDINATES FREEDOM TO SOLVE PROBLEM

S. no	Leaders should give subordinates freedom to solve problems	No. of Respondents	Percentage
1	Strongly disagree	11	22
2	Disagree	6	12
3	Neutral	8	16
4	Agree	13	26
5	Strongly agree	12	24
	Total	50	100

CHART 12: PERCENTAGE OF RESPONDENTS BASED ON LEADERS SHOULD GIVE SUBORDINATES FREEDOM TO SOLVE PROBLEM ON THEIR OWN

ANALYSIS:

The above table shows that 22% of respondents strongly disagree, 12% of respondents disagree, 16% of respondents neutral, 26% of respondents agree and 24% of respondents strongly agree.

INTERPRETATION:

Majority of the respondents are agreeing and strongly agreeing. The leaders should give full freedom to their subordinates.

Q13) Whether the leaders are giving opportunities according to your choice?

TABLE 13: RESPONDENTS BASED ON LEADERS ARE GIVING OPPORTUNITIES ACCORDING TO YOUR CHOICE

S. no	Leaders are giving opportunities according to your choice	No. of Respondents	Percentage
1	Yes	15	30
2	No	35	70
	Total	50	100

CHART 13: PERCENTAGE OF RESPONDENTS BASED ON LEADERS ARE GIVING OPPORTUNITIES ACCORDING TO YOUR CHOICE
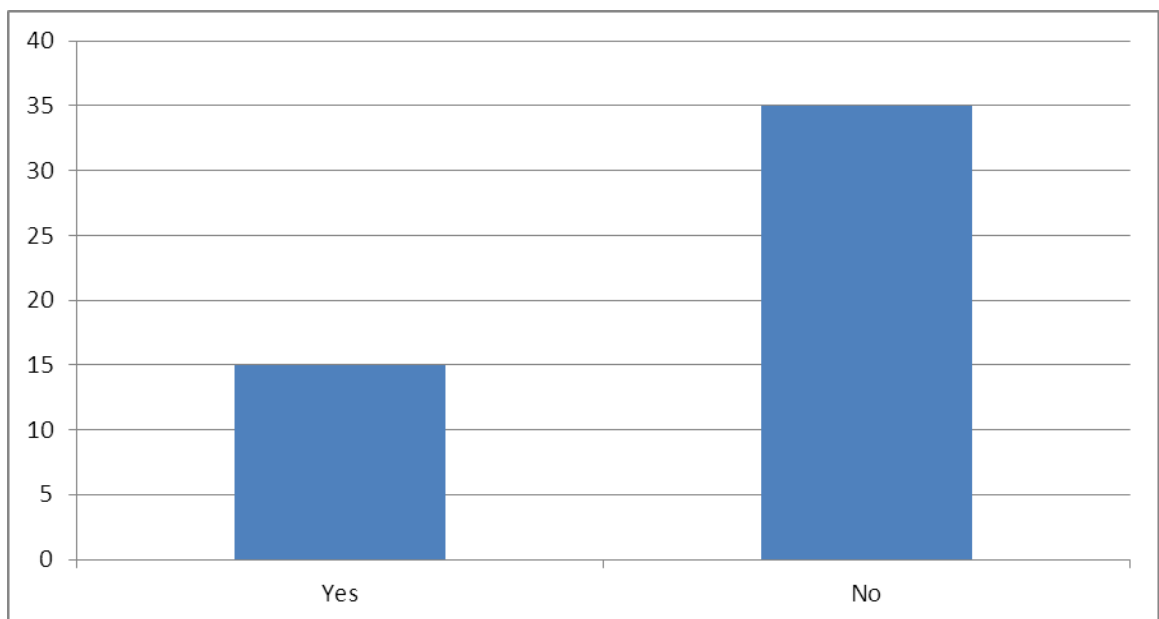
ANALYSIS:

The above table shows that 30% of respondents are saying yes and 70% of respondents are saying no.

INTERPRETATION:

Majority of the respondents are saying no. The leaders should give the opportunities to the subordinates according to their choice.

Q14) The leaders are the chief judge of the achievements of the members of the group.

TABLE 14: RESPONDENTS BASED ON LEADERS ARE THE CHIEF JUDGE OF THE ACHIEVEMENT OF THE MEMBERS OF THE GROUP

Leaders are the chief judge of the achievement of the members of the group	No. of Respondents	Percentage
1	6	12
2	8	16
3	11	22
4	12	24
5	13	26
Total	50	100

CHART 14: PERCENTAGE OF RESPONDENTS BASED ON LEADERS ARE THE CHIEF JUDG OF THE ACHIEVEMENT OF THE MEMBERS OF THE GROUP

ANALYSIS:

The above table shows that 12% of respondents are rating 1, 16% of respondents are rating 2, 22% of respondents are rating 3, 24% of respondents are rating 4 and 26% of respondents are rating 5.

INTERPRETATION:

Majority of the respondents are rating it in between 4to5. Leaders are the main reason for the achievement of the group.

Q15) It is the leader's job to help subordinates find their "passion".

TABLE 15: RESPONDENTS BASED ON THE LEADERS JOB TO HELP SUBORDINATES FIND THEIR "PASSION"

S. no	Leaders job to help subordinates to find their "passion"	No. of Respondents	Percentage
1	Yes	28	56
2	No	22	44
	Total	50	100

CHART 15: PERCENTAGE OF RESPONDENTS BASED ON LEADERS JOB TO HELP SUBORDINATES TO FIND THEIR "PASSION"
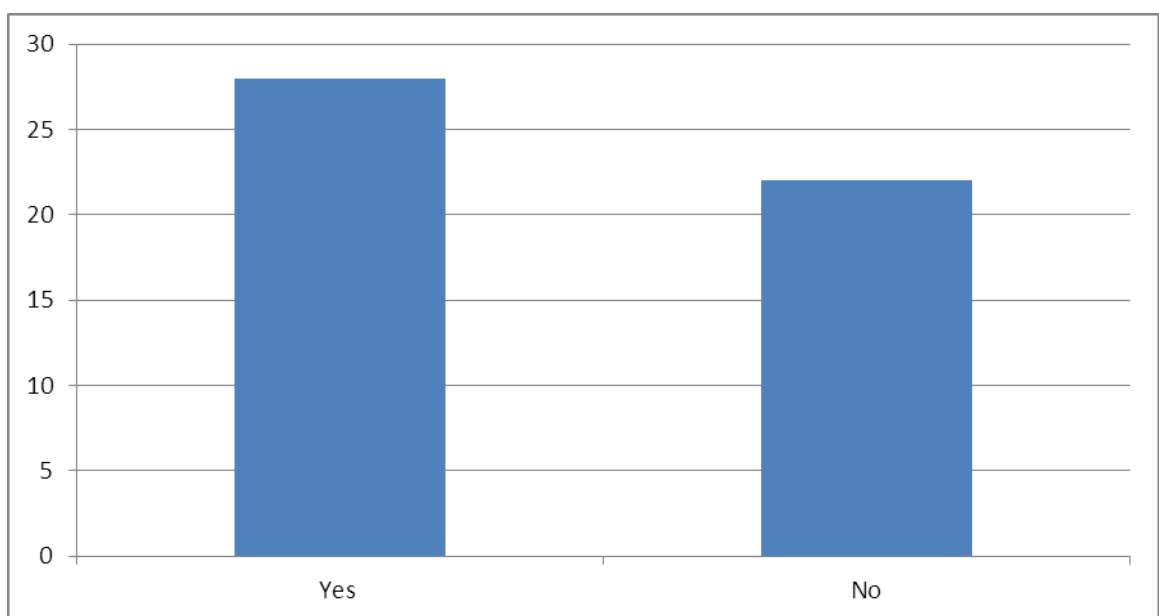
ANALYSIS:

The above table shows that 56% of respondents are saying yes and 44% of respondents are saying no.

INTERPRETATION:

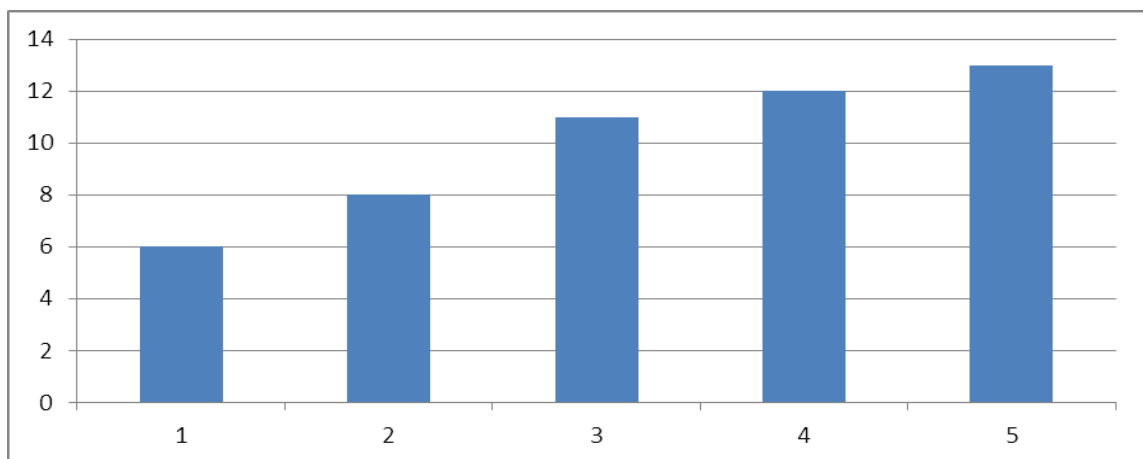Majority of the respondents are saying yes. The leaders should find the "passion" of the subordinates.

Q16) In most situations, workers prefer little input from the leader.

TABLE 16: RESPONDENTS BASED ON WORKER PREFER LITTLE INPUT FROM THE LEADER

S. no	Worker prefer little input from the leader	No. of Respondents	Percentage
1	Agree	34	68
2	Disagree	16	32
	Total	50	100

CHART 16: PERCENTAGE OF RESPONDENTS BASED ON WORKER PREFER LITTLE INPUT FROM THE LEADERS
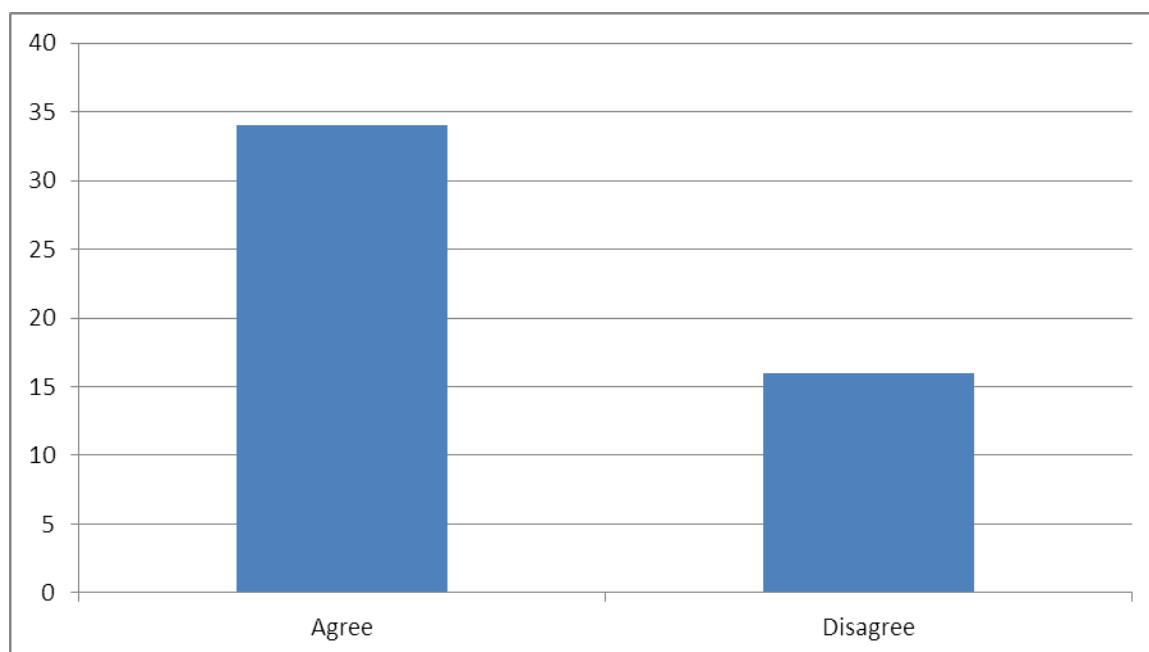
ANALYSIS:

The above table shows that 68% of respondents are agreeing and 32% of respondents are disagreeing.

INTERPRETATION:

Majority of the respondents agree. The leaders should give inputs to the subordinates.

Q17) Effective leaders give orders and clarify procedures.

TABLE 17: RESPONDENTS BASED ON EFFECTIVE LEADERS GIVE ORDERS AND CLARIFY PROCEDURES

S. no	Leaders gives orders and clarify procedures	No. of Respondents	Percentage
1	Strongly disagree	8	16
2	Disagree	7	14
3	Neutral	12	24
4	Agree	10	20
5	Strongly agree	13	26
	Total	50	100

CHART 17: PERCENTAGE OF RESPONDENTS BASED ON EFFECTIVE LEADERS GIVE ORDERS AND CLARIFY PROCEDURES

ANALYSIS:

The above table shows that 16% of respondents strongly disagree, 14% of respondents disagree, 24% of respondents neutral, 20% of respondents agree and 26% of respondents strongly agree.

INTERPRETATION:

Majority of the respondents strongly agree. The effective leaders give orders and clarify procedures.

Q18) Are your leaders are showing any partiality?

TABLE 18: RESPONDENTS BASED ON LEADERS ARE SHOWING ANY PARTIALITY

S. no	Leaders are showing any partiality	No. of Respondents	Percentage
1	Agree	32	64
2	Disagree	18	36
	Total	50	100

CHART 18: PERCENTAGES OF RESPONDENTS BASED ON LEADERS ARE SHOWING ANY PARTIALITY
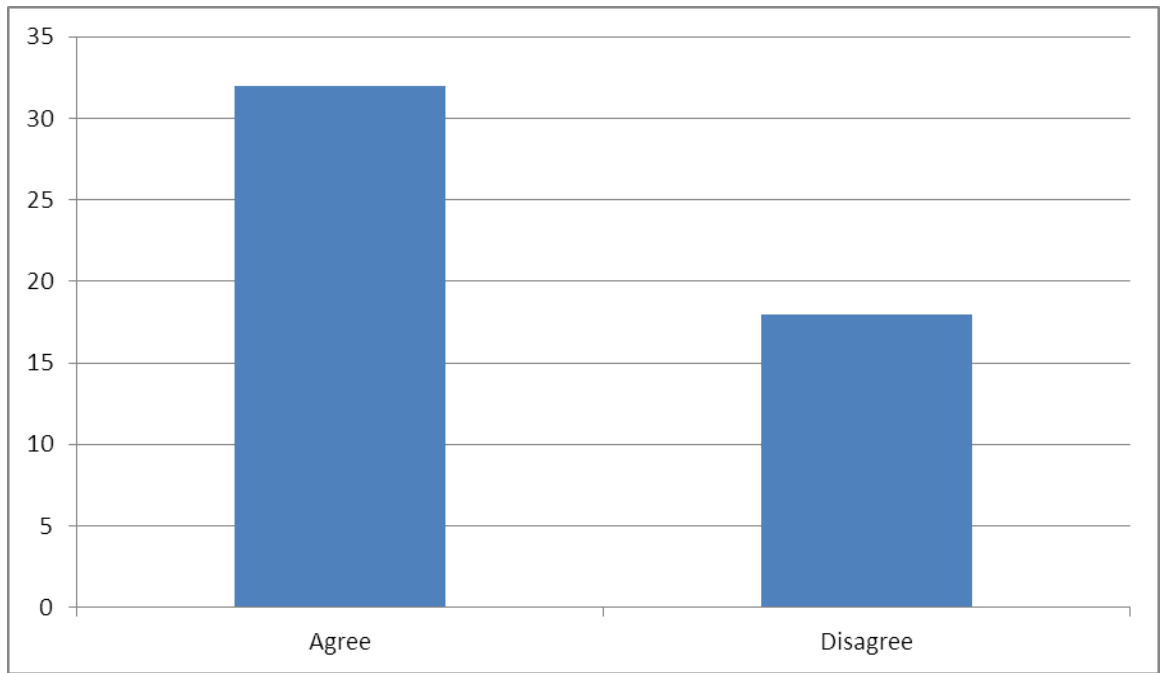
ANALYSIS:

The above table shows that 64% of respondents are agreeing and 36% of respondents are disagreeing.

INTERPRETATION:

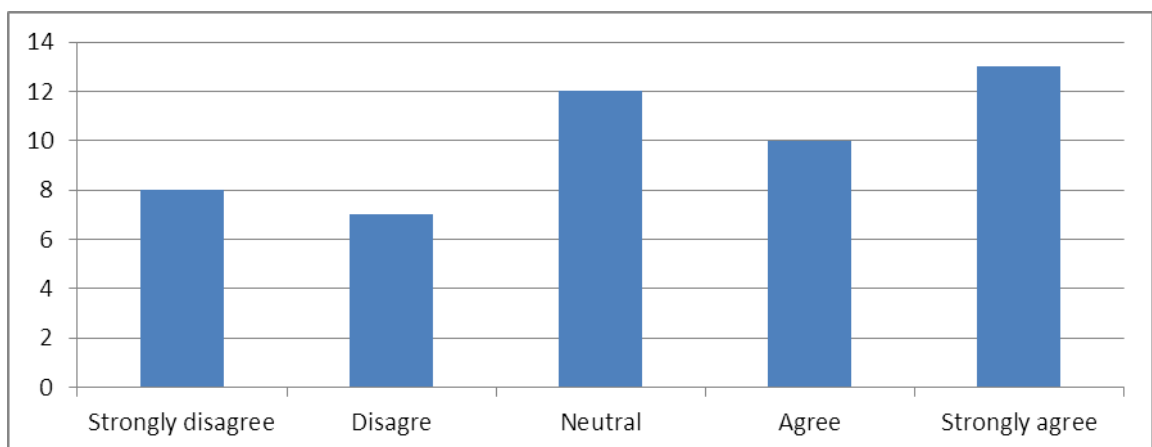Majority of the respondents agree. Leaders should treat the subordinates equally.

Q19) Are you feeling any inferiority complex in the organization?

TABLE 19: RESPONDENTS BASED ON FEELING ANY INFERIORITY COMPLEX IN THE ORGANIZATION

S. no	Feeling any inferiority complex in the organization	No. of Respondents	Percentage
1	Yes	28	56
2	No	22	44
	Total	50	100

CHART 19: PERCENTAGE OF RESPONDENTS BASED ON FEELING ANY INFERIORITY COMPLEX IN THE ORGANIZATION

ANALYSIS:

The above table shows that 56% of respondents are saying yes and 44% of respondents are saying no.

INTERPRETATION:

Majority of the respondents are saying yes. The leaders should try to solve the inferiority complex in the organization.

Q20) Are you working as a team in the organization?

TABLE 20: RESPONDENTS BASED ON WORKING AS A TEAM IN THE ORGANIZATION

S. no	Working as a team in the organization	No. of Respondents	Percentage
1	Agree	20	40
2	Disagree	30	60
	Total	50	100

CHART 20: PERCENTAGES OF RESPONDENTS BASED ON WORKING AS A TEAM IN THE ORGANIZATION

ANALYSIS:

The above table shows that 40% of respondents are agreeing and 60% of respondents are disagreeing.
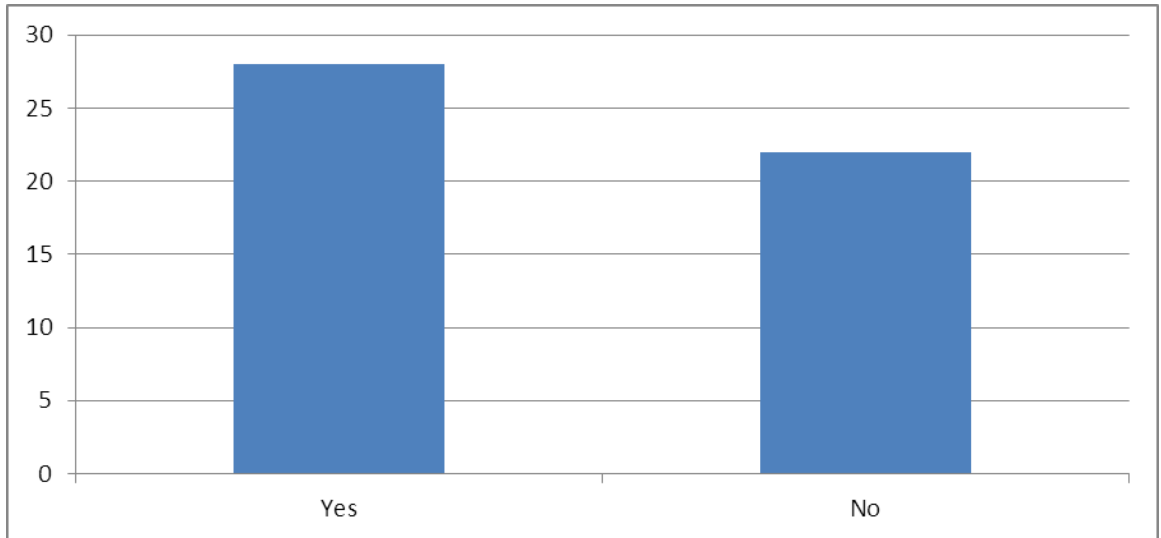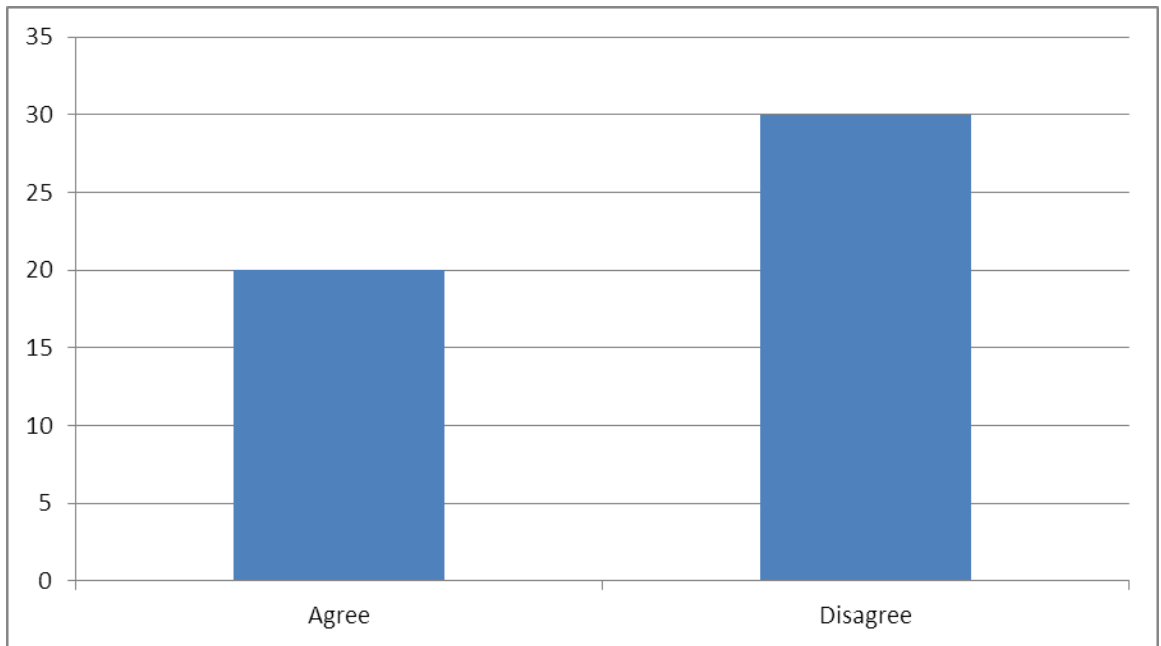
INTERPRETATION:

Majority of the respondents disagree. Leaders should organize some program to improve the coordination.

CHAPTER – V

FINDINGS, SUGGESTIONS & CONCLUSION

FINDINGS

- More that 64% of respondents are saying yes in complex situation leaders should allow the subordinates to work the problems on their own and it is agreed by most of the respondents.

- More than 50% respondents disagree that providing guidance without pressure is the key to being good leaders.

- More than 50% of the respondents are saying that they what frequent and supportive communication from their leaders.

- 72% of the respondents in the organization are not satisfied with the team leaders.

- Most of the employees feel insecure about their work and need direction.

- 66% of the respondents are saying that leaders should help subordinates to accept responsibility.

- More than 50% of the respondents are not agreeing that leaders should give complete freedom to subordinates.

- More than 70% of respondents are saying that leaders are not giving the opportunities according to the subordinate's choice.

- More than 50% of them agree that the leaders are the chief judge of the achievement of the members of the group.

- More than 50% of them agree that leaders should help subordinates to find their "passion".

- 68% of respondents agree that workers prefer little input from the leaders.

- More than 50% agree that effective leaders give orders and clarify procedures.

- 64% respondents are agreeing that leader is showing partiality.

- 56% of respondents are feeling inferiority complex in the organization.

- 60% respondents disagree that the organization is working as a team.

SUGGESTIONS

- The organization should conduct some program to improve coordination among the subordinate and leaders.

- The organization should try to spot the partiality shown by the leaders to the subordinate.

- The leaders of the team must make subordinates to work together as a team in an organization.

- The leaders should communicate effectively to the employees.

- The leaders must trust the team members and meetings can run swiftly.

- Great leaders indeed, great people are constantly learning and always trying to improve.

CONCLUSION

There is a common belief that leadership is vital for effective organizational and societal functioning and success Leaders create commitment and enthusiasm amongst followers to achieve goals. Leadership is achieved through interaction between leader, follower and environment. Leadership is both a research area and a practical skill encompassing the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations.

Leadership is the ability of a company's management to set and achieve challenging goals, take swift and decisive action, outperform the competition, and inspire others to perform well. It is tough to place a value on leadership or other qualitative aspects of a company, compared to quantitative metrics that are commonly tracked and much easier to compare between companies.

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BIBLIOGRAPHY

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QUESTIONNAIRE

A STUDY ON LEADERSHIP EFFECTIVENESS ON EMPLOYEES PERFORMANCE

1) Name:-

2) Gender:-

  (a) Male   (b) Female

3) Age Group:-

  (a) 18-25   (b) 26-35

  (c) 36-45   (d) 46-55

4) What is your educational qualification?

  (a) SSC   (b) Bachelor Degree

  (c) Master Degree   (d) Diploma

  (e) If other please specify_____

5) What is the length of your service in the organization?

  (a) Below 2 years   (b) 3-5 years

  (c) Above 5 years

6) In complex situations, leaders should let subordinates work problems out on their own.

 (a) Yes   (b) No

7) Providing guidance without pressure is the key to being a good leader.

(a) Strongly disagree   (b) Disagree

(c) Neutral   (d) Agree

(e) Strongly agree

8) Leadership requires staying out of the way of subordinates as they do their work.

(a) Strongly disagree   (b) Disagree

(c) Neutral   (d) Agree

(e) Strongly agree

9) Most workers want frequent and supportive communication from their leaders.

1	2	3	4	5

10) Are you satisfied with your leader?

   (a) Yes   (b) No

11) Most employees feel insecure about their work and need direction.

   (a) Yes   (b) No

12) Leaders need to help subordinates accept responsibility for completing their work.

   (a) Agree   (b) Disagree

13) Leaders should give subordinates complete freedom to solve problems on their own.

(a) Strongly disagree   (b) Disagree

(c) Neutral   (d) Agree

(e) Strongly agree

14) Whether the leaders are giving opportunities according to your choice?

   (a)Yes   (b) No

15) The leaders are the chief judge of the achievements of the members of the group.

1	2	3	4	5

16) It is the leader's job to help subordinates find their "passion".

   (a) Yes   (b) No

17) In most situations, workers prefer little input from the leader.

   (a) Agree   (b) Disagree

18) Effective leaders give orders and clarify procedures.

(a) Strongly disagree   (b) Disagree

(c) Neutral   (d) Agree

(e) Strongly agree

19) Are your leaders are showing any partiality?

  (a) Agree   (b) Disagree

20) Are you feeling any inferiority complex in the organization?

  (a) Yes   (b) No

21) Are you working as a team in the organization?

  (a) Agree   (b) Disagree