



IMPACT OF LEADERSHIP STYLE ON ORGANIZATIONAL COMMITMENT TO EMPLOYEES IN IT COMPANIES - A STUDY WITH REFERENCE TO CHENNAI CITY

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Introduction

Leaders should develop a Leadership Philosophy Statement (LPS) to help guide them as leaders. Deviation from a particular way of leadership coupled with revolutionary changes in decision making needs. The LPS help leaders stay committed to their ethos of leadership and the personal values which inform that leadership (Hegarty, Niall 2015).

Emotional Intelligence is a mediator between leadership styles and leadership effectiveness in the constitution. It is desired that this could contribute significant theoretical and practical application of the area of EI and leadership. The perspective is to provide some insights along the functions of EI as mediator between leadership styles and leadership effectiveness. (Azamudin, Mohamed, Amzairi, Zullina, 2016).

The function of management in organizational learning has been to promote continuity and collective learning and subsequently transform them into desirable behaviors and processes to produce a sustainable competitive advantage. Managers must therefore acknowledge the central role motivation plays in determining the behavior of people and groups in organizational contexts and be conversant with the content and the cognitive, motivational factors that drive employee satisfaction and commitment (Kwasi, Kwesi, 2011)

Review of Literature

The relationship between organizational culture and organizational commitment is not lined, but preferably it is mediated by another variable, the person-environment fit. This means that aspects of organizational culture, such as training, rewards, teamwork and communication, must be aimed at improving overall person-environment fit, and this in turn will lead to higher organizational commitment. (Ahmad, Kamarul Zaman; Veerapandian, Kayathry A-P; Ghee, Wee Yu. 2011)

Engaged Leadership could have done a more honorable job of connecting its components like directional leadership, motivational leadership, organizational leadership, and character core to existing work place. Engaged Leadership does not supply a revolutionary concept. Connecting engaged leadership in a specific case of leadership theory to provide the opportunity and delve into a richer survey of this issue. (Edward, 2011)

Emotional Intelligence adds meaningful value to the existing body of knowledge on JP and JS in public sector systems. An awareness of Emotional Intelligence theory and an intellect of its applications should be promoted among departments concerned with bettering the execution of public sector employees. (Vratskikh, Ivan; Moh'dTaisir; Al-Lozi, Musa; Maqableh, Mahmoud, 2016)

Expanded emphasis on adult training, as part of a lifelong learning philosophy requires additional study of the learning procedure. More adults are enrolled in training courses on a voluntary base and a substantial number are involved in the learning process through mandates from an employer. The end of all these endeavors should be to maximize the learning experience. (Mohammed S. Chowdhury, 2006)

Irrespective of culture, had difficulty reflecting upon life experiences to interpret the core values that provide the basis for business leaders' world views and, thus, their philosophical foundations of leadership. Auxier, William R. (2015)

Comparisons involving other cultural backgrounds may also supply extra information and understanding as to the differences and similarities that exist globally on the topic of leadership and power based on gender. (Phillip A. Stoeberl Ik-Whan G. Kwon Dongchul Han; Bae, Mueun, 1998)

Faculty member and administrative employees, our focus was not placed upon ascertaining any commitment differences between these staff, academics are probably less limited in their capability to move between university employers than administrative staff and this might mean "exit costs" are partly responsible for the commitment (Martinus & Russel, 2010).



The possible connections between emotional intelligence and the abilities required to successfully carry out an organizational learning program. Measure employees' coping strategies in terms of specific workplace change scenarios and analyze how these strategies relate to emotional intelligence (Peter, 2004).

The future educational leadership of learning organizations will be transformational. They will be democratic in their dealings with teachers and pupils, but also know when they must leave their responsibilities to hold a charge (Bernard, 2000).

Human resource management practices do have important effects on personal attitudes towards their commitment within the systems. Moving on to the human resource management practices literature to a fuller understanding of the influence of human resource management practices on commitment among employees in the manufacturing sector. (Peter, Ihionkhan, Eunice, Aigbomian, 2014).

Gaps in the Literature

After reviewing the above mentioned literature, the researcher pre-dominantly identified a gap which is unaddressed

1. What are the different dimensions to leadership style as well as organizational commitment of employees'
2. What sorts of relationship that exist between leadership style and organizational commitment.

This empirical research aims at fulfill the above mentioned gap.

Objectives of the Study

1. To study the factors of Leadership Style existing in the IT Companies
2. To measure the level of commitment of IT Companies
3. To Measure the relationship between Leadership Style and Organizational Commitment of the employees

Hypothesis

There is no significant relationship between leadership styles on organizational commitment of the employees.

Methodology

This research is based on both primary data and secondary data. The primary data are obtained through a structured questionnaire. The secondary data is derived books, magazines and reports.

Sampling

The convenient sampling method is applied to collect 210 responses from Top 5 IT Companies in Chennai. The sampling was verified through the reliability & validity of the variable involved in the research. The crown batch after coefficient for this variable is to find to be 0.757 and the validity based on variable discriminate proved the existence of the heterogeneous group in the sample unit.

Data analysis

The researcher analyzed the primary data using both uni-variant and multi-variant statistical analysis. The researcher exploits factor analysis followed by linear multiple regression analysis to identify the pre-dominant factors of leadership style and organizational commitment. The regression analysis relates the independent leadership Style factor and the dependant organizational commitment factors.

Analysis and Discussion

Factors of Leadership in management

The employees in IT companies, Chennai are requested to express their participation in management through Leadership at the point of inception. Their responses are obtained in Likert's 5 point scale which range from strongly agree to strongly disagree. 10 statements have been posed on them to obtain responses suitable for Leadership. Factor analysis, the principal component method is applied and the following results are obtained.

Table: 1 KMO and Bartlett's Test for Leadership in management

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.806
Bartlett's Test of Sphericity	Approx. Chi-Square	697.830
	df	45
	Sig.	.000

Source: Computed Data

From the above table it is formed that Kaiser – Mayer – Olkin measure of sampling adequacy is .806, Bartlett’s test of sphericity and Chi-Square value is 697.830 are statistically significant. This shows that the employees Leadership in management obtained from samples is significantly explaining the data reduction process through factor analysis. The following table gives the number of factors deduced into 2 predominant factors.

Table: 2 KMO and Bartlett's Test for Leadership in management& Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.988	29.879	29.879	2.988	29.879	29.879	2.276	22.762	22.762
2	1.163	11.628	41.508	1.163	11.628	41.508	1.875	18.746	41.508
3	.915	9.145	50.653	1.012	10.124	51.632	1.156	10.124	51.508
4	.907	9.070	59.723						
5	.808	8.079	67.802						
6	.755	7.551	75.353						
7	.733	7.333	82.687						
8	.678	6.778	89.464						
9	.551	5.508	94.973						
10	.503	5.027	100.000						

Extraction Method: Principal Component Analysis.

Source: Computed data

From the above table it is found that the two Eigen values 2.276 and 1.875, along with individual variances 22.762 and 18.746. The total variance explained by the 10 variables of Leadership in management about Leadership is 41.508 which is statistically significant. The two factors deduced so far are loaded with a certain number of variables as shown in the table below it is found that the first factor consists of 5 variables namely.

I make dynamic decisions in my capacity (.661)
I listen to my subordinates before taking decisions (.624)
I give chances for my subordinates to share their views (.588)
I share my organizational problems with my subordinates / colleagues (.573)
I discuss with employees on job assignments (.551)

Therefore the first factor is named ‘Participative Leadership’.

The second factor consists of 4 variables namely

I help my colleagues to make working on their task more pleasant (.748)
Personal welfare of group members is very important for me (.630)
Efforts are taken by the top level management to create a conducive work environment (.587)
Rational approach is found among the employees (.491)

Therefore the second factor is named ‘Supportive leadership’

It is also found that the third factor comprises four crucial variables with factor loadings

Employees are given schedules to accomplish to the job assigned (.780)
They are able to understand what is realistic in accomplishing the tasks (.692)
The Lifelong learning process supports us to acquire knowledge (.664)
Top level comes down to any level to solve problems (.663)

Now it is suitable to call this factor “Instrumental Leadership”

The employees of the organizations asked about the Leadership in management through the participative leadership to

improve its production. They perceived that the work commitment is the primary aim of employees in the Leadership. The enlightened motivation is increased with the help of dynamic, supportive and instrumental leadership among the employees.

Multiple Regression Analysis of the impact of leadership on organizational commitment

This research aims at sharply estimating the influence of leadership styles' on the factors of organizational commitment. It rigorously analyses the level of impact through various sophisticated mathematical and statistical tools. After a careful examination, the researcher hypothesized that the level of impact of leadership styles depended upon the following:

1. Participative leadership (PL)
2. Instrumental leadership (IL)
3. Supportive leadership (SL)
4. Motivation (MN)
5. Performance (PER)

In this context, multiple regression analysis is applied and the following results have been obtained.

Table: 3: Model Summary for Level of impact of leadership styles on commitment and performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.440(a)	.193	.186	.59826

- a. Predictors: (Constant), PL, IL, SL, PER, MOT
Source: Computed data

From the above table, it is found that R-value is 44%, whereas the variance value is 19.3%. It indicates that the five independent variables, namely PL, IL, SL, PER, MOT, predict the level of IMPACT OF LEADERSHIP derived from employees in IT industry. The significance of regression fit is explained in the following ANOVA table.

Table: 4: ANOVA (b) for leadership styles

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.883	5	9.177	25.639	.000(a)
	Residual	191.483	535	.358		
	Total	237.366	540			

- a. Predictors: (Constant), PL, IL, SL, PER, MOT
b. Dependent Variable: Organizational commitment
Source: Computed data

This clearly indicates the 5 variables PL, IL, SL, PER, and MOT significantly predicts the level of impact derived from leadership styles. The F-value is 25.639 and P-value is 0.000. This implies that the linear regression model is statistically significant at 5 % level. It also opens a fascinating vista to identify amongst these five variables, which predicts sharper impacts on the level of satisfaction derived from leadership.

Table: 5: Individual Coefficients (a) for Leadership Styles

Model		Un standardized Coefficients	Standardized Coefficients		t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	2.192	.195		11.225	.000
	PL	.074	.042	.071	1.759	.079
	IL	2.266	.027	.180	4.309	.000
	SL	.151	.026	.257	5.891	.000
	PER	-.116	.034	-.146	-3.442	.001
	MOT	.181	.038	.194	4.750	.000

- a. Dependent Variable: level of satisfaction
Source: Computed data



From the table, it is revealed that PL ($t = 1.759$), IL ($t = 4.309$), SL ($t = 5.891$), PER ($t = -3.442$) and MOT ($t = 4.750$) are statistically significant at 5% level. The absolute values of t-statistic indicates that the variables PL (Participative Leadership) and PER (Performance) highly influence as well as predict the level of satisfaction derived from Leadership.

The Impact of leadership styles on the effectiveness variables, individual efficiency, organizational efficiency, environmental changes and productivity in IT companies.

Findings and Conclusions

It can be concluded that Leadership styles and organizational commitment have shown that their organizations are good place to work and very much satisfied with their job. Existing Leadership styles and organizational commitment do important work to the organizations and they also recommend to their colleagues to join in a circle of development. Likewise the organizational leadership was enhanced to higher groups and the commitment to the organizations obtained satisfactorily. So the management is encouraging the Circle employees in providing infrastructure facilities for conducting meetings, discussions, presentations

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