



AN STUDY ON LEADERSHIP IN PERFORMANCE MANAGEMENT SYSTEM WITH REFERENCE TO GOVERNMENT ORGANISATIONS

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Abstract

This research paper discusses about “the role of leadership management” in Performance Management System. This major objective of the research is to analyze the benefits of leadership management for organizational effectiveness. The primary objectives of this research is to find out whether leadership management accelerate individual performance and also to arrive at the benefits of Leadership Management for an organization. Statistical Analysis has been performed based on the opinions from employees working in various Government Organizations. Based on the analyzed data, a few factors have been arrived at on Leadership Management. This paper also emphasizes arriving at the purpose of leadership management which leads to organizational success. This research is descriptive and analytical in nature. Study mainly depends on primary data which has been derived from interviews and questionnaires. However, some secondary sources of data were also used. Sampling is done by “Convenient Sampling Method”.

Keywords:Leadership, Performance, Performance Management System.

Introduction

Leadership Management is an important aspect of Human Resource Management.Performance Management System becomes effective with the support of Leadership Management. Leaders inspire the work force to achieve assigned goals. Leaders look for long-term management. They double the strength of other by sharing and caring. In today's competitive world, organisations need Leadership Managers who will have effective leadership as well as management skills for organizational effectiveness.

The Primary role of leadership management is achieving organizational goals with the support of available resources through, planning, recruiting, training, organizing, guiding, mentoring, developing, maintaining, allocating, reallocating and controlling human resources. Any workforce has a capability to perform the assigned job. Only leaders influence them to perform better.

In daily routine life, being any work, from personal to organizational, Supervision/Leadership Management is mandatory, when a given assignment is to be accomplished by a group/team within the stipulated time.Thus, Leadership Management is an integral part of life, to sort out the hurdles, facilitating for successful accomplishment. Managers and Leaders are different but both the skill put together become Leadership Manager, who will use the skills of management andlead, will be able to plan, execute and focus on the right direction effectively.

This research study utilized a combination of primary and secondary sources of data in order to arrive at benefits of Leadership Management in Performance Management System for organizational effectiveness. A sampling method is adopted for this study and total number of samples taken is 151. Simple statistical tools have been used to analyze the information and based on this; the interpretation have been drawn. The analysis has been done by segregating the responses received as percentages for different questions in the questionnaire.

Objectives of The Study

The primary objective of this research is to find out

- Whether the “leadership management” accelerate individual performance?
- Whether leadership management benefits anorganisation?
- Whether leadership management is a vital link between organization &employees?

The major objective of this research is to analyse the benefits of Leadership Management for organizational effectiveness.

Statement of Hypothesis

The following hypotheses were tested:

H 01: There is no significant relationship between Leadership Management and employee commitment

H 02: There is no significant relationship between Leadership Management and employee motivation

H 03: There is no significant relationship between Leadership Management and employee development

H 04: There is no significant relationship between Leadership Management and employee satisfaction

H 05: There is no significant relationship between Leadership Management and Performance Improvement



H 06: There is no significant relationship between Leadership Management and Organisational Development

IV Review of Related Studies

Leadership is a process by whereby an individual influences a group of individuals to achieve a common goal. Leadership examines the role of management in creating values and developing an appropriate management system to make them a reality. Successful organisations have leaders who set high standards and goals across the entire spectrum, such as strategies, market leadership, plans, meetings and presentations, productivity, quality and reliability

According to Eleanor Roosevelt, “A good leader inspires people to have confidence in the leader; a great leader inspires people to have confidence in themselves”. A leader can have traits like understanding and listening to its subordinates, emotional capabilities, openness and assertive and determined leadership skills. The demand for these traits can vary depending on the situation, in what field the company is and who the subordinates are. So, a great leader has the ability to convince the followers and create a friendly environment in the work place. Leadership methods, for instance using persuasive and democratic style in leading and the agreeableness are the ones that define a combination of a great leadership.

A leader plays an important role in the front of the organization. The leader has to be charismatic and emotionally intelligent in order to lead the subordinates. A great leader has to have intuition and the ability to convince the employees, without motivation and any commitment to the company, the subordinates would not dedicate themselves to the organizational values and would not want to reach the set goals.

Management is a process that is used to accomplish organizational goals, that is, a process that is used to achieve what an organization wants to achieve.

In “New Leadership” approach, leaders are seen as managers of meaning, rather than, in terms of simply an influence process. However, over the last few years, arguably fueled by increased fanaticism, the rapid changes in the global world such as rapidly-evolving technologies and political and social factors have also called for the development of effective leadership skills. Consequently, leadership development programmes have become an increasing priority for government organisations.

The concept of leadership is defining “as the process of influencing the activities of an individual or a group in efforts towards goal accomplishment”. There are six main communication skill for a Leader (i) verbal (ii) aggressiveness (iii) expressiveness (iv) preciseness (v) assuredness (vi) supportiveness and augmentiveness.

There are three main styles for a Leader (i) Laissez-faire style (ii) transactional style (iii) transformational style.

Laissez-faire style (non-leadership), An avoidant leader may either not intervene in the work of affairs of subordinates or may completely avoid responsibilities as a superior and is unlikely to put in effort to build a relationship with them.

Transactional style (which hinges on reward system and punishments). Transactional leaders focus mainly on the physical and the security needs of the subordinates.

Transformational style (which is based on inspiration and behavioural charisma): Transformational leaders encourage subordinates to put in extra effort and to go beyond what they expected before. The subordinates of transformational leaders feel trust, admiration, loyalty and respect toward leaders and are motivated to perform extra-role behaviours

The leaders must drive performance excellence by [4]

Role Model: The cross-functional and project nature of the work required to achieve performance excellence, provide a natural stepping stone to display leadership as well as be a teacher and model within organization.

Even with the entire organization subscribing to a system perspective: the individual leader can provide leadership by using the performance excellence framework within his or her functional area.

Active in Strategic Planning: Every leader is obliged to take an active role in the leadership and strategic planning functions within organization. Systems and technology are an intrinsic component of success of today’s organisations and any systems and technology strategy must be closely aligned with the business strategy.

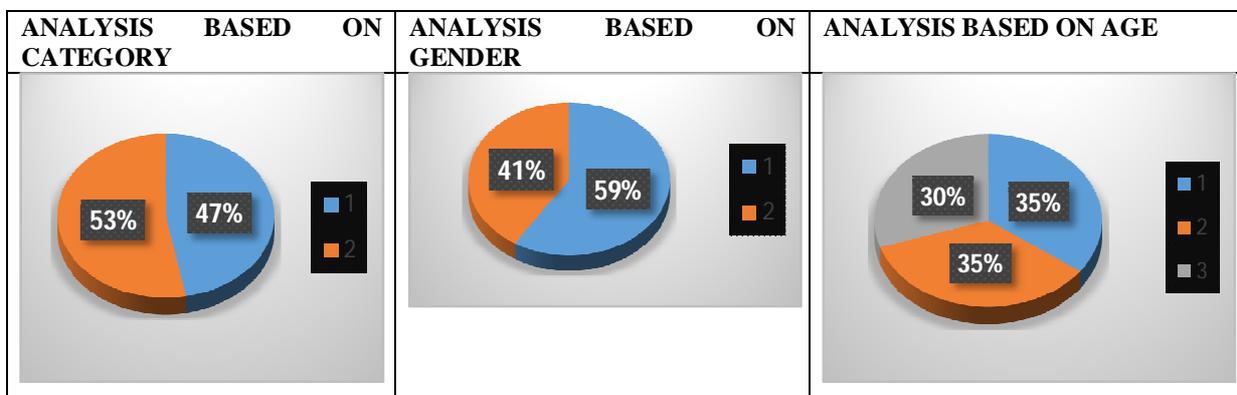
Leadership of performance: The leader must drive understanding and evolution of Performance Management and Process Management systems

The most frequently leveraged sources of power of Leadership Management are (i) the power of expertise (ii) the power of information (iii) the power of relationships (iv) the power of relationships (v) the power to reward (vi) The power of punishment.

Methodology of This Study

This research used sample of 151 employees of various government organisations. The population was divided into two clusters (a) technical and (b) non-technical. Different level of officials from Managers to workers were selected randomly. Male and Female officials were selected randomly based on their age to make this analysis fitting to socio-demographic factors.

S.NO	DETAILS	CRITERIA 1	CRITERIA 2	CRITERIA 3
1.	AGE	LESS THAN 30 YEARS (35%)	ABOVE 30 YEARS LESS THAN 50 YEARS (35%)	ABOVE 50 YEARS (30%)
2.	GENDER	MALE (59%)	FEMALE (41%)	
3.	CATEGORY	TECHNICAL (47%)	NON-TECHNICAL (53%)	



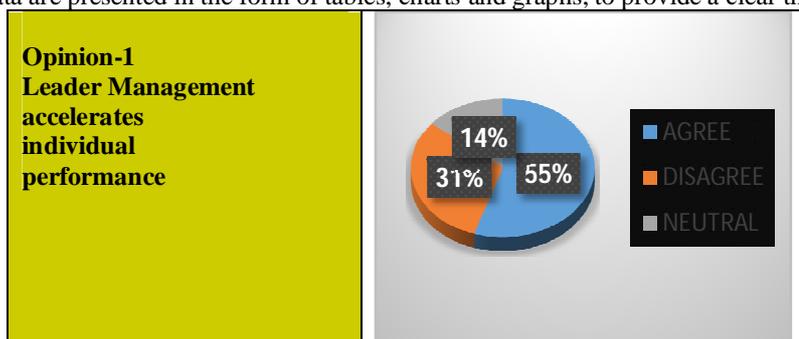
Sources of Data

Primary data: The primary data has been collected from the respondents by the use of questionnaire.

Secondary data: The secondary data has been collected from various websites, literatures and articles. This was helpful in knowing the status of Leadership Management.

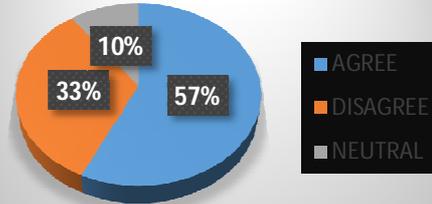
Data Analysis and Interpretation

The collected data are presented in the form of tables, charts and graphs, to provide a clear thought of the information.



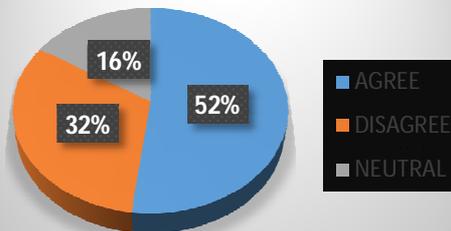
It was established that 55% of the population agreed and 14% neither agreed nor disagreed with and 31% disagreed that the Leadership Management accelerates individual performance.

Opinion-2
Leadership management is a benefit for an organisation



It was established that 57% of the population agreed and 10% neither agreed nor disagreed with and 33% disagreed that the Leadership Management is a benefit for an organization.

Opinion-3
Leadership Management is a vital link between organization and employees



It was established from the study that 52% of the population agreed and 16% neither agreed nor disagreed with and 32% disagreed that the Leadership Management is a vital link between organization and employees.

Findings

This study reveals that there is a positive relationship between Leadership Management and Employee Commitment. Leadership management helps in motivating employees, employee satisfaction and performance improvement. Leadership Management helps in Employee as well as Organisational Development. Thus, it is proved that Leadership Management accelerates individual performance by the way of vital link between organization and employees, benefits for an organization for Organisational Development and Effectiveness.

Through literature studies and articles, an arbitrary value was given for each dimension with options/opinion for additional dimensions. From questionnaire survey, based on the suggestions given and weightage provided for each dimension, a chart has been prepared and shown below, highlighting each dimension with estimated mean values in a descending order.

Conclusions

There is a positive relationship between Leadership Management and Individual performance for Organisational effectiveness.

The research outcomes and considerations indicate that Leadership Management is very effective in improving the performance of an individual, team and organization.

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