



LEADERSHIP STYLES AND PERCEPTIONS IN NATIONAL THERMAL POWER CORPORATION (NTPC)**Sri.L.Vijayakumar Setty* and Prof.K.Seshaiah****

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ABSTRACT

The leadership styles and perceptions of leaders and sub-ordinates reveal the opinions of the employees in NTPC in terms of their inner feelings about the meaning of leadership, leadership idealism, qualities of leaders which attracted them to recognize their leadership, benefits received from their leadership and the skills they have appreciated. The specific objectives of the study are to examine the relationship between leadership styles of employees in NTPC; and to study the officer's perceptions of leaders and leadership styles in NTPC. The study is mainly based on primary data collected in three phases. In the first phase the purpose and objectives of the schedule are explained to the respondents and requested to go through the schedule thoroughly. In the second phase doubts of the respondents about the contents of the schedule, if any, are clarified. In the third phase the schedules are collected from the respondents and by holding further discussions with them further to elicit additional information from them. This paper concluded that the essentials of leadership are the same to all leaders in all positions. The managers can focus and introspect on shared goals to build meaningful relationships that can then serve to achieve results together. There is a periodic reinforcement required to be mindful that leadership is a give and take and the by-product of a trustworthy relationship for the betterment of a healthier whole. It indicated that transformational leadership behaviour would improve employees' higher loyalty to supervisors and participative interaction.

Keywords: Leadership styles, Perception, National Thermal Power Corporation, Idealism, Qualities**INTRODUCTION**

The role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities. Top quality leadership is essential to achieve the mission and vision along with coping with the changes occurring in the external environment. In current time, many companies are facing problems related to unethical practices, high labor turnover, poor financial performance, etc. This may be due to the lack of effective leadership.

The leadership styles and perceptions of leaders and sub-ordinates reveal the opinions of the employees in NTPC in terms of their inner feelings about the meaning of leadership, leadership idealism, qualities of leaders which attracted them to recognize their leadership, benefits received from their leadership and the skills they have appreciated. The practice of leadership has been understood in many ways. As a result it is viewed from the extremes in different degrees like autocratic and democratic; boss-centered and employee-centered; concern for people and concern for production etc. However, all these behavioural patterns are adjudged keeping in view of the purposes of leadership. Thus the performance of the leaders is the outcome of the approaches they adopt in their jobs which are the resultant effects of their own perceptions about their own leaders. Perception is reality. People in leadership may see a relationship between "leaders in title" and "leaders in action" from their own experiences, but this is not guaranteed. Understanding yourself is imperative. Embracing your strengths and appreciating others' perceptions of you help you to be a better leader. Possessing a keen sense of self will help you to be an authentic leader and provide insights about what makes you stand out to others. While not all leaders possess distinguishable leadership traits or skill sets, certain commonalities are expected from all leaders. Take the time to know yourself by investing in assessments and candid discussions designed to embrace the leader that you are in your heart and mind.

REVIEW OF LITERATURE

Dadhich A, Bhal K.T (2008) in his research paper on "Ethical Leader Behaviour and Leader-Member Exchange as Predictors of Subordinate Behaviour", highlighted the impact of ethical leader behavior and LMX on subordinate outcome which were distinguished in terms of ethics related and work related outcome. Ethics related outcome include behavior related to leaders honesty, willingness to report problems, affective and cognitive trust, idealized behavior. Work related outcomes include behavior related leader effectiveness, satisfaction with the leader and employee's extra effort. This study set the hypotheses that ethics related outcomes was predicted by ethical leadership whereas work related outcome was predicted by LMX. The results showed that leader effectiveness and satisfaction with the leader (feelings for the leader) were influenced not only by on the job interaction with the leader but also by ethical leader behavior. The result also showed that affective trust for the leader was predicted both by ethical leadership as well as by LMX.



Mittal R.K, Khara S.N (2009) in his paper on “An Analysis of Managerial Competencies of Bank Branch Managers in India: A Study of Private and Public Sector Banks”, said that India had large public and private sector banks and there was a common perception that public sector banks were inefficient and ineffective while the privately owned and managed banks provide superior services and were more sustainable. This study aimed to ascertain the skills and competency levels of bank branch managers in India and to determine whether there were any significant differences in competency levels between managers in the different sector banks. This paper concluded that managers in the private sector perceive themselves to be significantly more competent than their public sector in most of the management facets. Public sector bank managers required more training and development efforts to perform their jobs efficiently in the changing banking environment as compare to private sector banks.

Shukla T (2010) in his research on “A Comparative Study of Leadership Styles in Different Organizational Settings”, this paper concluded that NUEPA showed high relationship, low task i.e. participating leadership style exists as dominant in this organization, whereas high task, high relationship i.e. selling leadership style was found as supporting style in the organization. NUEPA was an academic training organization and mainly deals with academic administration that was liberal in approach rather than bureaucratic in nature, hence they were more relationship oriented than task oriented. Hence it was concluded that it was the situation of the working environment only, which determined the particular styles of leadership. As all the four different organizations revealed different styles of leadership, those exhibited different organizational cultures. A particular working condition of an organization makes the particular style of leadership.

Sharma A (2011) this was a very short article that highlighted the fourteen managerial competencies that a manager or a leader must have in order to perform the job efficiently and effectively i.e. Analytical skills, Communication skills, Creativity, Decision-making, Ability to delegate, Flexibility, Initiative, Interpersonal skills, Job knowledge, Leadership, Managerial skills, Ability to motivate, Ability to plan and team management. Job knowledge, Managerial skills, was found to be the most important skills. Other important skills were communication skill, inter-personal skill and team management.

Rizwana Kosar, Sayyed M. & Mehdi Raza Naqvi (2016) in his research paper on ‘Psychological Empowerment and Employee Behaviors: Employee Engagement as Mediator and Leader-Member Exchange as Moderator’ concluded that changes in employee’s behavior can increase operational cost for organizations. It is recommended that managers should increase psychological empowerment of employees. Managers can adapt following steps: First, identify what motivates employees such as an increase in participation in decision making, expansion opportunities, promotion, job autonomy, job control, team participation and to be a successful team member to accomplish a task. Second, determine and explore hurdles that can reduce encouragement of employees such as lack of knowledge, and fear of losing a job. Third, develop an employee motivation program such as better compensation packages, favorable intrinsic and extrinsic rewards, uplifting, compliment and appreciation as employee’s work raise. Fourth add motivation to employee training. Fifth implement procedures for motivating an aging workforce. Managers should provide good supervision to guide and direct activities of employees.

OBJECTIVES OF THE STUDY

The specific objectives of the study are:

- To examine the relationship between leadership styles of employees in NTPC; and
- To study the officers perceptions of leaders and leadership styles in NTPC.

HYPOTHESES

The hypotheses formulated for the study are the following:

- There is no significant relationship among Leadership Styles of employees in NTPC.
- There is no significant difference among different leadership styles in the inter levels of employees in National Thermal Power Corporation Limited as perceived by their sub-ordinates and
- There is no significant difference between the different Leadership Perspectives in the inter levels of employees in NTPC.



RESEARCH METHODOLOGY

Sources of Data

The study is mainly based on primary data collected in three phases. In the first phase the purpose and objectives of the schedule are explained to the respondents and requested to go through the schedule thoroughly. In the second phase doubts of the respondents about the contents of the schedule, if any, are clarified. In the third phase the schedules are collected from the respondents and by holding further discussions with them further to elicit additional information from them.

The opinions of officer employees in NTPC regarding leadership concepts and constructs, ideal leaders and leadership qualities, benefits and skills are taken. The leadership perspectives of the employees of NTPC were measured under two categories, namely, positive leadership style and negative leadership style.

Sample Design

In NTPC the employees are categorized as workers, supervisors and officers. For the present study only the officer employees are taken into consideration. The officers are in several Grades, from Grade-I to Grade-XII in the rising order of seniority in the hierarchy, i.e. from Assistant Engineers to Chairman and Managing Director. However for the present inquiry, officers from Grade-I to Grade-VII only are taken into consideration, their total number being 784. The following are the departments at different levels:

In Grade-XI and Grade-X there are five departments' viz., Production, Research and Development, Marketing, Personnel, and Finance.

From Grade-IX to Grade-I there are Direct and Indirect departments.

The Direct Departments are: Maintenance Department-Electrical and Mechanical, Crawler Tractor Shop, Plate Shop, Excavator Assembly, Heavy Equipment Shop, New Machine Shop, Tool Room, Gear Shop, Old Machine Shop and LW.

The Indirect Departments are: Accounts, Materials Management, Tool Design, Tool Planning, Stores, Quality Engineering, Training Department-Service Training and Marketing, Security, Safety Engineering and Medical Centre. From each grade of officers 50 per cent are drawn as the sample. The number of samples drawn from each grade is listed below. The total sample for the study consists of 399 out of 784 officers.

Table 1: Samples taken for Study in National Thermal Power Corporation, Ramagundam

Sl.No.	Designation	Grade	No.of Officers	Samples drawn
1	Deputy General Manager	VII	16	8
2	Assistant General Manager	VI	31	16
3	Senior Manager	V	47	24
4	Manager	IV	95	48
5	Assistant Manager	III	173	88
6	Engineers	II	232	118
7	Assistant Engineers	I	190	97
Total			784	399

Source: Field Survey

**FIELD STUDY**

The field investigation was conducted for a period of one year during 2018 by adopting the personal interview method. During the investigation, considerable help was received from Officers in different Grades of NTPC. There were, however, problems in collecting the personal data of officers as well as their perception of their superior's style due to certain natural hesitation and awkwardness to express freely one's views about the organization and its members. These problems, of course, could be overcome by developing the acquaintance with the respondents through their friends and relatives.

Table 2: Inter-correlation of Leadership Styles of Assistant General Managers (N=16)

Leadership Styles	Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
Authoritarian		0.342	0.578*	0.387	0.167
Participative			0.831**	0.925**	0.782**
Bureaucratic				0.843**	0.782**
Task-orientation					0.881**
Nurturant					

Source: Compiled from field survey

Table 2 presents the inter-correlations among leadership styles of Assistant General Managers of National Thermal Power Corporation. The 'authoritarian' style was correlated significantly and positively with 'bureaucratic' style ($r=0.578$, $P<0.05$) indicating that 'bureaucratic' style increases with the increase of 'authoritarian' style

The 'participative' style was correlated significantly and positively with 'bureaucratic' style ($r=0.831$, $P<0.01$), 'task-orientation' style ($r=0.925$, $P<0.01$) and with 'nurturant' style ($r=0.782$, $P<0.01$) indicating that 'bureaucratic', 'task-orientation' and 'nurturant' styles increase with the increase of 'participative' style.

The 'bureaucratic' style was correlated significantly and positively with 'task-orientation' style ($r=0.843$, $P<0.01$) and with 'nurturant' style ($r=0.782$, $P<0.01$) indicating that 'task-orientation' and 'nurturant' styles increase with the increase of 'bureaucratic' style.

The 'task-orientation' style was correlated significantly and positively with 'nurturant' style ($r=0.881$, $P<0.01$) indicating that 'nurturant' style increases with the increase of 'task-orientation' style. Hence, the hypotheses of "there is no significant relationship among leadership styles of employees in National Thermal Power Corporation" is rejected in the case of 'authoritarian' vs 'bureaucratic', 'participative vs 'bureaucratic', 'participative' vs 'task-orientation', 'participative' vs 'nurturant', 'bureaucratic' vs 'task-orientation', 'bureaucratic' vs 'nurturant', and 'task-orientation' vs 'nurturant' and is accepted in all other cases.

Table 3: Inter-correlation of Leadership Styles of Senior Managers (N=24)

Leadership Styles	Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
Authoritarian		-0.116	0.053	0.309	0.136
Participative			0.371	0.544*	0.324
Bureaucratic				0.111	0.385



Task-orientation					0.230
Nurturant					

Source: Compiled from field survey

Table 3 presents the inter-correlations among leadership styles of Senior Managers of National Thermal Power Corporation. The 'participative' style was correlated significantly and positively with 'task-orientation' style ($r=0.544$, $P<0.01$) indicating that 'task-orientation' style increases with the increase of 'participative' style.

Hence, the hypotheses of "there is no significant relationship among leadership styles of employees in National Thermal Power Corporation" is rejected in the case of 'participative' vs 'task-orientation' and is accepted in all other cases.

COMPARISON OF ASSISTANT GENERAL MANAGERS AND SENIOR MANAGERS

In Assistant General Managers, 'authoritarian' style was significantly and positively correlated with 'bureaucratic' style whereas in Senior Managers, 'authoritarian' style does not correlate significantly with any leadership styles. In Assistant General Managers, 'participative' style was significantly and positively correlated with 'bureaucratic', 'task-orientation' and 'nurturant' styles whereas in Senior Managers, 'participative' style was significantly and positively correlated with 'task-orientation' style.

In Assistant General Managers, 'bureaucratic' style was significantly and positively correlated with 'task-orientation' and 'nurturant' styles whereas in Senior Managers, 'bureaucratic' style does not correlate significantly with any leadership styles. In Assistant General Managers, 'task-orientation' style was significantly and positively correlated with 'nurturant' style whereas in Senior Managers, 'task-orientation' style does not correlate significantly with 'nurturant' style.

Table 4: Inter-correlation of Leadership Styles of Managers (N=48)

Leadership Styles	Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
Authoritarian		-0.164	-0.057	-0.267	-0.111
Participative			0.558**	0.446*	0.532*
Bureaucratic				0.175	0.299*
Task-orientation					0.697*
Nurturant					

Source: Compiled from field survey

Table 4 presents the inter-correlations among leadership styles of Managers of National Thermal Power Corporation. The 'participative' style was correlated significantly and positively with 'bureaucratic' style ($r=0.558$, $P<0.01$), 'task-orientation' style ($r=0.446$, $P<0.01$) and with 'nurturant' style ($r=0.532$, $P<0.01$) indicating that 'bureaucratic', 'task-orientation' and 'nurturant' styles increases with the increase of 'participative' style. The 'bureaucratic' style was correlated significantly and positively with 'nurturant' style ($r=0.299$, $P<0.05$) indicating that 'nurturant' style increases with the increase of 'bureaucratic' style. The 'task-orientation' style was correlated significantly and positively with 'nurturant' style ($r=0.697$, $P<0.01$) indicating that 'nurturant'



styles increases with the increase of ‘task-orientation’ style. Hence, the hypotheses of “there is no significant relationship among leadership styles of employees in National Thermal Power Corporation” is rejected in the case of ‘participative vs ‘bureaucratic’, ‘participative’ vs ‘task-orientation’, ‘participative’ vs ‘nurturant’, ‘bureaucratic’ vs ‘nurturant’, and ‘task-orientation’ vs ‘nurturant’ and is accepted in all other cases.

COMPARISON OF SENIOR MANAGERS AND MANAGERS

In Senior Managers, ‘participative’ style was significantly and positively correlated with ‘task-orientation’ style whereas in Managers, ‘participative’ style was significantly and positively correlated with ‘bureaucratic’, ‘task-orientation’ and ‘nurturant’ styles. In Senior Managers, ‘bureaucratic’ style do not correlate significantly with any leadership styles whereas in Managers, ‘bureaucratic’ style was significantly and positively correlated with ‘nurturant’ style. In Senior Managers, ‘task-orientation’ style does not correlate significantly with ‘nurturant’ style whereas in Managers, ‘task-orientation’ style was significantly and positively correlated with ‘nurturant’ style.

Table 5: Inter-correlation of Leadership Styles of Assistant Managers (N=88)

Leadership Styles	Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
Authoritarian		-0.303**	0.080	-0.287**	-0.280*
Participative			0.564* *	0.787	0.834**
Bureaucratic				0.559	0.563
Task-orientation					0.860**
Nurturant					

Source: Compiled from field survey

Table 5 presents the inter-correlations among leadership styles of Assistant Managers of National Thermal Power Corporation. The ‘authoritarian’ style was correlated significantly but negatively with ‘participative’ style($r = -0.303, P < 0.01$) ‘task-orientation’ style($r = -0.287, P < 0.01$) and ‘nurturant’ style($r = -0.280, P < 0.05$) indicating that ‘participative’, ‘task-orientation’ and ‘nurturant’ styles decreases with the increase of ‘authoritarian’ style. The ‘participative’ style was correlated significantly and positively with ‘bureaucratic’ style($r = 0.564, P < 0.01$), ‘task-orientation’ style($r = 0.787, P < 0.01$) and with ‘nurturant’ style($r = 0.834, P < 0.01$) indicating that ‘bureaucratic’, ‘task-orientation’ and ‘nurturant’ styles increases with the increase of ‘participative’ style.

The ‘bureaucratic’ style was correlated significantly and positively with ‘task-orientation’ style($r = 0.559, P < 0.01$) and with ‘nurturant’ style($r = 0.563, P < 0.01$) indicating that ‘task-orientation’ and ‘nurturant’ styles increases with the increase of ‘bureaucratic’ style. The ‘task-orientation’ style was correlated significantly and positively with ‘nurturant’ style($r = 0.860, P < 0.01$) indicating that ‘nurturant’ style increases with the increase of ‘task-orientation’ style. Hence, the hypotheses of “there is no significant relationship among leadership styles of employees in National Thermal Power Corporation” is rejected in the case of ‘authoritarian’ vs ‘participative’, ‘authoritarian’ vs ‘task-orientation’, ‘authoritarian’ vs ‘nurturant’, ‘participative vs ‘bureaucratic’, ‘participative’ vs ‘task-orientation’, ‘participative’ vs ‘nurturant’, ‘bureaucratic’ vs ‘task-orientation’, ‘bureaucratic’ vs ‘nurturant’, and ‘task-orientation’ vs ‘nurturant’ and is accepted in all other cases.

COMPARISON OF MANAGERS AND ASSISTANT MANAGERS

In Managers, ‘authoritarian’ style does not correlate significantly with any leadership styles whereas in Assistant Managers, ‘authoritarian’ was significantly but negatively correlated with ‘participative’, ‘task-orientation’ and ‘nurturant’ styles. In both Managers and Assistant Managers ‘participative’ style was significantly and positively correlated with ‘bureaucratic’, ‘task-orientation’ and ‘nurturant’ styles. In Managers ‘bureaucratic’ style was significantly and positively correlated with ‘nurturant’ style whereas in Assistant Managers ‘bureaucratic’ style was significantly and positively correlated with ‘task-orientation’ and ‘nurturant’ styles. In both Managers and Assistant Managers ‘task-orientation’ style was significantly and positively correlated with ‘nurturant’ style.

**Table 6: Inter-correlation of Leadership Styles of Engineers (N=118)**

Leadership Styles	Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
Authoritarian		-0.154	0.081	-0.007	-0.376**
Participative			0.167	0.374**	0.717**
Bureaucratic				0.207	0.153
Task-orientation					0.346**
Nurturant					

Source: Compiled from field survey

Table 6 presents the inter-correlations among leadership styles of Engineers of National Thermal Power Corporation. The 'authoritarian' style was correlated significantly but negatively with 'nurturant' style ($r=-0.376$, $P<0.01$) indicating that 'nurturant' styles decreases with the increase of 'authoritarian' style. The 'participative' style was correlated significantly and positively with 'task-orientation' style ($r=0.374$, $P<0.01$) and with 'nurturant' style ($r=0.717$, $P<0.01$) indicating that 'task-orientation' and 'nurturant' styles increases with the increase of 'participative' style.

The 'bureaucratic' style was correlated significantly and positively with 'task-orientation' style ($r=0.207$, $P<0.05$) indicating that 'task-orientation' style increases with the increase of 'bureaucratic' style. The 'task-orientation' style was correlated significantly and positively with 'nurturant' style ($r=0.346$, $P<0.01$) indicating that 'nurturant' style increases with the increase of 'task-orientation' style. Hence, the hypotheses of "there is no significant relationship among leadership styles of employees in National Thermal Power Corporation" is rejected in the case of 'authoritarian' vs 'nurturant', 'participative' vs 'task-orientation', 'participative' vs 'nurturant', 'bureaucratic' vs 'task-orientation' and 'task-orientation' vs 'nurturant' and is accepted in all other cases.

CONCLUSION

It is concluded that the due to the changing environment of leaders in different roles in different functions in different settings starting from leadership of the family to the top positions in multinational organizations. However, the essentials of leadership are the same to all leaders in all positions. People in leadership may see a relationship between "leaders in title" and "leaders in action" from their own experiences, but this is not guaranteed. Understanding yourself is imperative. While not all leaders possess distinguishable leadership traits or skill sets, certain commonalities are expected from all leaders. The managers can focus and introspect on shared goals to build meaningful relationships that can then serve to achieve results together. There is a periodic reinforcement required to be mindful that leadership is a give and take and the by-product of a trustworthy relationship for the betterment of a healthier whole. It indicated that transformational leadership behaviour would improve employees' higher loyalty to supervisors and participative interaction.

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