

A Study on Effectiveness of Leadership Styles Among Employees Shoeline Private Limited

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Abstract- This study has been enriched in SHOELINE PRIVATE LIMITED to Leadership style refers to the approach or manner in which a leader interacts with and influences their team or followers to achieve organizational goalsted at various stages to ensure that the final product meets industry and safety standards. The main objectives is to the study the employee motivation with reference to SHOELINE PRIVATE LIMITED The secondary objectives of the study is to identify the kind of relationship exists between leaders team members. It encompasses the leader's behaviours, communication, decision-making processes, and overall philosophy of leadership. The leader is a force of the organization that designs, executes, coordinates and controls all the functions of an organization, i.e. planning, executing, organizing, directing and controlling. This study shows that the democratic leadership styles to job satisfaction to open share decision making employee and so suggesting this leadership styles provide by the SHOELINE PRIVATE LIMITED in autocratic leadership. Because this leadership styles to increase productivity and efficiency and also main the discipline employee at working environment.

The overall concluded this study the type of leadership followed in Shoeline Private Ltd is Democratic leadership. Because the employees can able to share their opinion during the decision making and the leaders are allowing to communicate openly. Democratic type of leadership followed in the organization by the leaders.

Keywords- Leadership styles, employee motivation, Democratic leadership, Autocratic leadership, Organisational goals.

I. INTRODUCTION

Leadership is an abstract quality in organization depends on the diligent, loyal and concerned managers and employees. Leadership is required in every organization at every level, the success or failure of an organization depends on the quality of leadership particularly on the part of top management. In this competitive era where world has become a global village, firms are considered to be competitive on the

basis of competence of their human resource. Management of employees mostly depends on the quality of leadership organization have (Albioon&Gagliardi, 2007). Concept of leadership is not a new concept in the field of social science studies. In the recent years, the area of leadership has been widely studied more than any other aspect of human resource management.

There are many types of leadership styles

Autocratic Leadership:

Autocratic leaders make decisions unilaterally, with minimal input from team members. They often provide clear instructions and expect strict adherence to their directives. This style is most effective in crisis situations or when quick decisions are necessary but can stifle creativity and collaboration.

Democratic Leadership:

Democratic leaders involve team members in the decision-making process. They value input, seek consensus, and encourage open communication. This style fosters a sense of ownership and engagement among team members.

Laissez-Faire Leadership:

Laissez-faire leaders take a hands-off approach, allowing team members a high degree of autonomy. They provide minimal guidance and trust their team's abilities to make decisions independently. While it can promote creativity, it may lead to issues with accountability.

Transformational Leadership:

Transformational leaders inspire and motivate their team by sharing a compelling vision and setting high expectations. They lead by example and emphasize personal growth, often creating highly motivated and committed teams.

Transactional Leadership:

Transactional leaders use a system of rewards and punishments to motivate team members. They establish clear expectations, set performance goals, and provide incentives for meeting targets.

Servant Leadership:

Servant leaders prioritize the needs of their team members above their own. They focus on supporting and serving their team's development and well-being, which can create a positive and loyal work environment.

II. NEED FOR THE STUDY

Leadership style concepts may be valuable in identifying strengths & weakness of current and future leadership style inventories & assessments are available. They can also be used to identify what kind of leader is needed for a particular organization at a particular time & assist in choosing someone who has the desired leadership approach. Finally, they can be useful in increasing a leader's selfawareness of his or her own leadership preferences & approaches for the purpose of self-development.

III. OBJECTIVES OF THE STUDY

- To analyze the perception of the team members about their team leader.
- To identify the kind of relationship exists between leaders team members. To find out what kind of leadership styles are existed in the teams of organization

IV. SCOPE OF THE STUDY

The study analyses the type of leadership style adopted by the top level management for the functioning of the organization. As there are various types of styles adopted by different leaders in various organization. The study covers the effectiveness leadership styles in Shoeline Private Limited & its impact on the effective functioning of the organization. It could include examining various leadership approaches such as democratic, autocratic, transformational, and laissez-faire styles.

V. LITERATURE REVIEW

Boyett (2023), mentioned the role of leaders is crucial in gaining the trust of their subordinates and stimulate their commitment towards the successful fulfillment of the undertaken project. described the influence of leaders in the following manner. Firstly, the leaders should have idealized

influence, in other words, they have to be charismatic. Leaders can execute the confidence and competence. Secondly, leaders should be able to inspire their followers; this is mainly attributed to their role of inspirational motivation. It is important for the leaders to be able to take each separately while dealing with them. Each person is different from the others regarding their characteristics; needs, wants and attitude towards specific tasks. Therefore, leaders should have the individual consideration to each team member.

Lewin and White (2023), Identified three major leadership styles, namely, democratic, autocratic and laissez-faire styles as leadership style is considered being the most important determinant to increase employee motivation. In Organizations, leadership styles can affect the employees positively (reward) and negatively (punishment) and also has its own consequences on the employee behavior with respect to attitude, motivation, which in turn impacts the organizational performance.

R. Krishnan (2023), Studied the relationship between transformational leadership, leader's expectation from followers (pygmalion effect) & the follower's readiness for promotion using a sample of 101 managers from two organizations in India. Respondents answered question on their readiness from promotions & on their superior's transformational leadership & expectations.

David. M. Harold and Dona (2022), This study, investigated the effect of transformational & change leadership on employee's commitment to a change. The effects of transformational leadership on the outcomes of specific change initiatives are not well understood.

Patel and desai(2022) Conducted a study on the influence of democratic leadership on employee engagement in India manufacturing industries, revealing its correlation with higher productivity and lower turnover rates.

Elance & Aggarwal (2021), Investigated the leadership behavior taking different variables affecting the leadership style along with delegation of authority of 123 executives from public & private sector. They found that 67% executives in private sector & 57% in public sector units have employed democratic decision style or leadership.manufacturing companies. Their research found that transformational leadership significantly positively influenced employee motivation, job satisfaction, and overall organizational effectiveness.

Reddy and Singh (2020) Conducted research on the influence of transactional leadership on employee

performance in Indian It companies Their findings indicted that transactional leadership behaviours, such as contingent rewards and active management-by-exception, were positively associated with employee productivity and job satisfaction . Gupta et al. (2019) Investigated the role of servant leadership in enhancing team effectiveness in indian healthcare settings, emphasizing its importance in fostering employee empowerment and job satisfaction.

Locke (2019), This Drive, self-confidence, cognitive ability, honesty, and integrity are considered to be the most commonly observed traits of successful leaders. Recently, knowledge of context and desire to lead were added to the list of successful leadership traits. Norman (2019), The women Locke women in leadership position were found by Norman to be women of high intelligence, confidence, composed, preserving, experimenting, liberal, socially precise, self-motivated

VI. RESEARCH METHODOLOGY

Meaning of Research:

Systematic investigative process employed to increase or revise current knowledge by discovering new facts. It is divided into two general categories: Basic research is inquiry aimed at increasing scientific knowledge, and applied research is effort aimed at using basic research for solving problems or developing new processes, products, or techniques.

Research refers to a search for knowledge. It can also be given as a scientific and systematic search for pertinent information on a specific topic. In fact research is an art of scientific investigation. The Advanced Learner's Dictionary of current English lays down the meaning of research as "a careful investigation or inquiry especially through search for new facts in any branch of knowledge." Some people consider research as a movement from the known to the unknown. It is actually a voyage of discovery.

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In this study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind him.

Research Design:

Research Design is defined as the "arrangement of conditions for collection and analysis of data in a manner that

aims to combine relevance to the research purpose with economy in procedure".

Type of research design:

- Exploratory research design
- Descriptive and diagnostic research design
- Experimental/causal research design

Research Methodology:

The research design followed for the study is descriptive type of research. It is typically concerned with determining the frequency with which something occurs or how two variables vary together. Descriptive research studies are those studies which are concerned with the characteristics of a particular individual, or of a group.

Sampling:

Sampling is a process used in statistical analysis in which a pre-determined number of observation are taken from a larger population.

Sampling design:

A sample design is a finite plan for obtaining a sample from a given population.

Population:

The Employees of "SHOELINE PRIVATE LIMITED" Chennai constitute the work place of the study. The employees of the company are 360, and it forms the work place for the present study.

Sample size:

Number of the sampling units selected from the population is called the size of the sample. Sample of 200 respondents were obtained from the population.

Sampling Techniques:

- Probability Sampling
- Non-Probability Sampling

The techniques adopted in the present study is probability sampling, which is also known as chance sampling. Under this sampling design, every item of the frame has an equal chance of inclusion in the sample. Under probability sampling, stratified random sampling is used for this study.

Hypothesis:

It is a statement about the population parameter. In other words, a hypothesis is a conclusion which is tentatively drawn on logical basis.

H0: There is no significant difference between two attributes (NULL HYPOTHESIS).

H1: There is a significant difference between two attributes (ALTERNATE HYPOTHESIS)

Data collection:

The researcher makes sincere attempts to overall meet the respondents individually, the researcher explained each question to overall facilitate good understanding and genuine responses. They feel free in answering the questionnaire and lot of the respondents showed keen interest to overall answer their views about the organization.

Sources of data collection:

The data can be collected through two methods. They are:

- 1) PRIMARY DATA
- 2) SECONDARY DATA

Primary data:

The data which is collected for the first time is called as primary data. The various sources for collecting primary data are questionnaire, observation, interview, consumer panels etc. the primary source used for this study is questionnaire. Primary data are collected from the employees of “SHOELINE PRIVATE LIMITED” by circulating a structured questionnaire among them.

Secondary data:

The records and documents pertaining to the overall details of the organization and employees constitute the secondary sources such as books, journals and newspapers. The various sources of secondary data are Books, magazines, statistical data sources etc. Secondary data are obtained from company profile, internet, various other documents, scope need and other reports of the company.

STATISTICAL TOOLS:

SPSS (STATISTICAL PACKAGE FOR SOCIAL SCIENCE):

Statistical package for social sciences (SPSS) is mean for statistical analysis of data. It has got tools to obtain accurate result. SPSS is a computer program used for survey authoring and deployment, data mining, text analytics, statistical analysis, and collaboration & deployment.

The following statistical tools were used in this study:

- Simple Percentage
- Chi-square
- Correlation
- Regression
- ANOVA

Percentage analysis:

In case Percentage refers to a special kind of ratio. Percentage is used in making comparison between two or more series of data. In this study, the number of people who responded in a particular manner is interpreted in the form of percentages. Percentage = (No of respondents/Total no of respondents)*100

Chi-square Test:

The chi – square test is also known as non-parametric test or distribution free test is used when it is impossible to make any assumptions about population or when the researcher is unable to estimate the population's parameters. The main advantages of using non parametric test is that, the researcher can analyse qualitative data. It is used to determine whether the two variables are associated with each other or not. It helps in finding the association between two or more attributes.

It has been worked out as follows:

$$\chi^2 = \sum \left[\frac{(O - E)^2}{E} \right]$$

Where, O = Observed frequencies

E = Expected frequencies

The calculated value of X2 is compared with the table value, for given degree of freedom at a specified level of significance (5% and 10%). If the calculated value of X2 is more than the table value, then difference between the variables is considered to be significant or otherwise insignificant.

Correlation:

Correlation analysis is made to determine the degree of relationship between two or more variables. It does not tell about cause and effect relationship. The values of coefficient of correlation lie between +1 to -1. When $r = +1$, it means there is a perfect positive correlation between the variables. When $r = -1$, it means there is a perfect negative correlation between the variables. When $r = 0$, it means no relationship

$$r = \frac{\sum xy}{N\sigma_x\sigma_y}$$

between the two variables.

Where, $x = (X - \bar{X})$; $y = (Y - \bar{Y})$

Regression: Linear regression is a statistical procedure for calculating the value of a dependent variable from an independent variable. Linear regression measures the association between two variables. It is a modeling technique where a dependent variable is predicted based on one or more independent variables. Linear regression analysis is the most widely used of all statistical techniques.

ANOVA: Analysis of Variance (ANOVA), ONE-WAY AND TWO-WAY Analysis of variance (ANOVA) has been carried out to compare more than two means at a time. One-way analysis of variance involves only one categorical variable or a single factor, whereas in two-way analysis of variance, two factors on the dependent variable are studied.

VII. LIMITATIONS OF THE STUDY

- 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.
- It is difficult to conclude whether the employees genuinely answered all the questions without any fear

2.1 DATA ANALYSIS AND INTERPRETATION PERCENTAGE ANALYSIS

Table-2.1 Table showing Age of the respondents

Sl.no	Age of the respondents	No. of respondents	% of respondents
1	Below 25	50	25
2	25-40	87	43.5
3	40-55	48	24
4	Above 55	15	7.5
	Total	200	100%

Interpretation: It can be observed of 100 respondents, 30% are between 25 to 30 years, 27% are between 30 to 35 years, 25% are above 35 years, 18% are between 20 to 25 years.

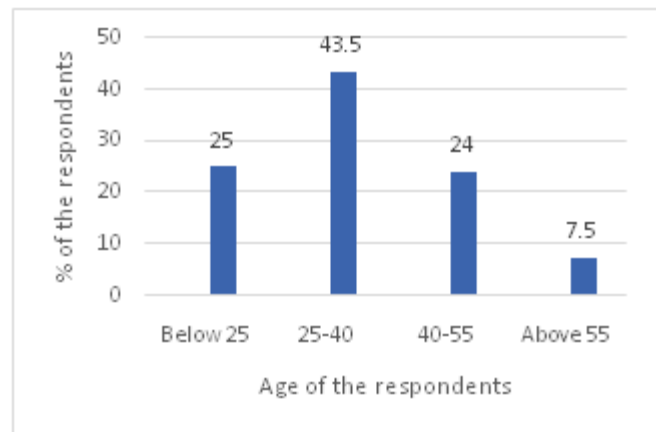


Chart No:2.1(a) Chart showing Age of the respondent

Table-2.2 Table showing Gender of the respondents

Sl.no	Gender of the respondents	No. of respondents	Percentage of respondents
1	Male	80	40%
2	Female	120	60%
	Total	200	100%

Interpretation: It is observed from the above table that 60% are female respondents and 40% are male respondents.

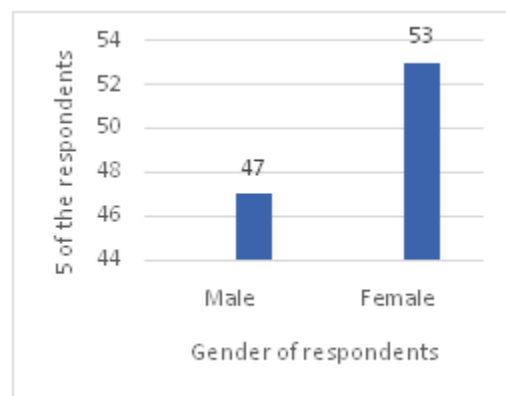
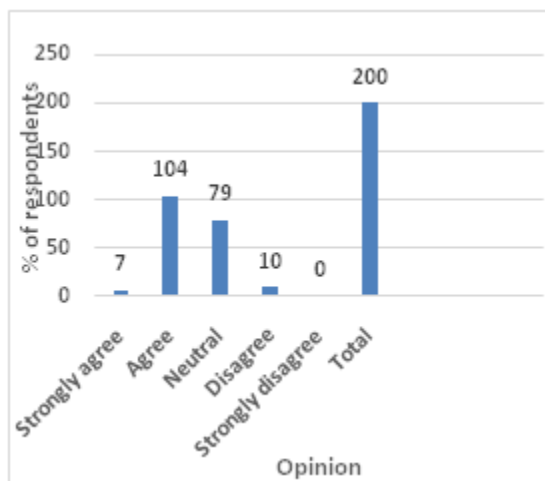


Chart No:2.2(a) Chart showing Gender of the respondents

Table-2.3 Table showing Confidence in applying learned leadership concepts daily varies

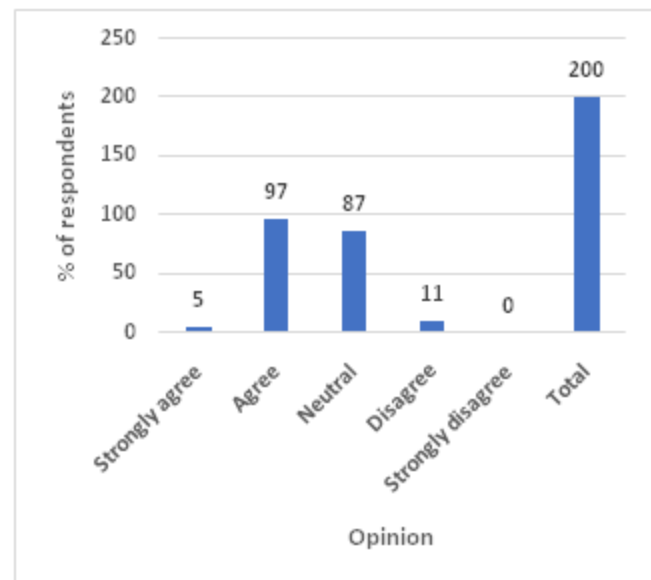
Sl.no	Opinion	No. Of respondents	% of respondents
1	Strongly agree	7	3.5
2	Agree	104	51.5
3	Neutral	79	39
4	Disagree	10	5.8
5	Strongly disagree	0	0
	Total	200	100%

Interpretation It can be inferred from the above table 51.5% of respondents have agree, 39% of respondents have neutral, 5.8% of respondents have disagree, 3.5% of respondents have strongly agree.

**Chart No 2.3(a) Chart showing Confidence in applying learned leadership concepts daily variety****Table-2.4 Table showing Leadership development significantly enhances work culture**

Sl.no	Opinion	No. of respondents	% of respondents
1	Strongly agree	5	2.5
2	Agree	97	47.3
3	Neutral	87	43.3
4	Disagree	11	6.5
5	Strongly disagree	0	0
	Total	200	100%

Interpretation: It can be inferred from the above table 47.3% of respondents have agree, 43.3% of respondents have neutral, 6.5% of respondents have disagree, 2.5 of respondents have strongly agree.

**Chart No 2.4(a) Chart showing Leadership development significantly enhances work culture****Table-2.5 Table showing Experience of the respondents**

Sl.no	Experience of the respondents	No. of respondents	Percentage of respondents
1	0-5 years	40	20%
2	5-10 years	134	67%
3	10-15 years	20	10%
4	Above 15 years	6	3%
	Total	200	100%

Interpretation: It can be observed from the above table that 67% of respondents have 5 to 10 years of experience, 20% of respondents have 0 to 5 years of experience, 10% of respondents have 10-15 years of experience, and 3% of respondents have above 15 years of experience.

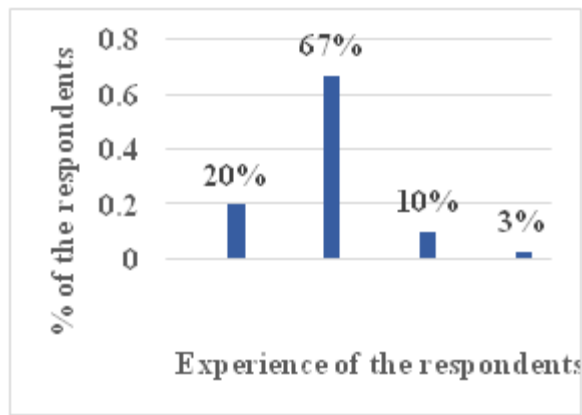


Chart No:2.5(a) Chart showing Experience of the respondents

Table- 2.6 Table shows that leader believes in letting the team find its own solutions

Si.n o	Opinio n	No of responde nts	Percentag e of responde nts
1	Strongl y Agree	34	17%
2	Agree	22	11%
3	Neutra l	108	54%
4	Disagr ee	20	10%
5	Strongl y Disagr ee	16	8%
	Total	200	100%

Interpretation: It can be observed from the above table that 54% of respondents are neutral about that leader believes in letting the team find its own solutions, 17% of respondents are strongly agree, 11% of respondents are agree, 10% of respondents are disagree and 8% of respondents are strongly disagree about the leader believes in letting the team find its own solutions

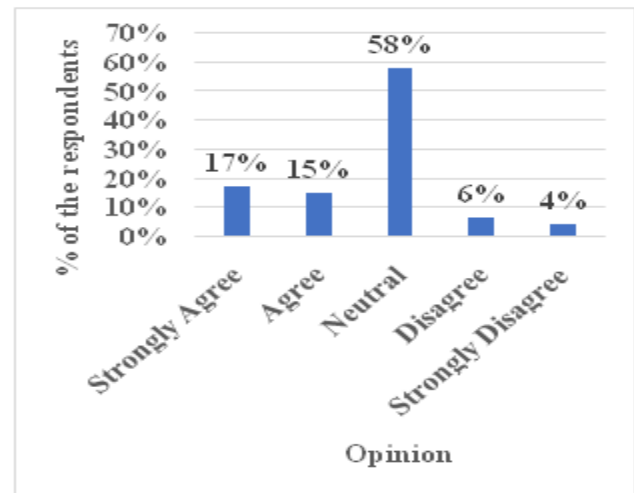


Chart No:2.6(a) Chart showing that leader believes in letting the team find its own solutions

CHI-SQUARE DIFFERENCE BETWEEN AGE OF THE RESPONDENTS AND LEADER ENSURES EFFICIENT TASK MANAGEMENT

NULL HYPOTHESIS

There is no significant difference between age of the respondents and Leader ensures efficient task management.

ALTERNATIVE HYPOTHESIS(H1):

There is significant difference between age of the respondents and Leader ensures efficient task management.

STATISTICAL TEST

Chi-square was used the above hypothesis.

CHI-SQUARE

Age of the respondents			
	Observed N	Expected N	Residual
20-25	37	50.0	-13.0
25-30	74	50.0	24.0
30-35	39	50.0	-11.0
Above 35	50	50.0	.0
Total	200		

leader manages tasks efficiently and ensures proper procedures			
	Observed N	Expected N	Residual
Strongly agree	101	40.0	61.0
Agree	34	40.0	-6.0
Neutral	36	40.0	-4.0
Disagree	24	40.0	-16.0
Strongly disagree	5	40.0	-35.0
Total	200		

TABLE NO:2.26

Test statistics		
	Age of the respondents	Leader manages tasks efficiently and ensures proper procedures
Chi-square	17.320a	131.350b
df	3	4
Asym.Sig.	.001	.000

- a. 0 cells (.0%) have expected frequencies less than 5.
The minimum expected cell frequency is 50.0.
- b. 0 cells 9.0%) have expected frequencies less than 5.
The minimum expected cell frequency is 40.0.

INTERPRETATION:

Here the significance was occurs and has a value 0.001 is less than 0.01. hence H₀ is accepted, that H₀ is a null hypothesis accepted (i.e) H₁ alternative hypothesis is rejected.

RESULT:

There is no significant difference between age of the respondents and leader manages tasks efficiently management towards Age doesn't impact how people view leadership efficiency in task.

CORRELATION BETWEEN LEADER'S OPTIMISM AND CONFIDENCE BOOST TEAM MORALE AND TEAM MEMBER TO PARTICIPATE IN DECISION MAKING

NULL HYPOTHESIS(H₀):

There is no significant difference between leader optimism and confidence boost team morale and Team member to participate in decision making.

ALTERNATIVE HYPOTHESIS(H₁):

There is significant difference between leader optimism and confidence boost team morale and Team member to participate in decision making.

STATISTICAL TEST

Correlation was used the above hypothesis.

CORRELATION

TABLE NO: 2.27

Leaders optimism and confidence boost team morale	Leaders optimism and confidence boost team morale	Leaders set deadline expecting teams to meet them promptly	
	Pearson Correlation	1	.047
	Sig. (2-tailed)		.511
	N	200	199
Leaders set deadline expecting teams to meet them promptly	Pearson Correlation	.047	1
	Sig. (2-tailed)	.511	
	N	199	199

INTERPRATION:

Hence the significant occurs 0.01 so H₀ is accepted. (i.e) There is no significant difference between Leaders optimism and confidence boost team morale and Leaders set deadline expecting teams to meet them promptly.

RESULTS:

The above table there is a pearson correlation value is 1. So it is a perfect positive correlation

VIII. FINDINGS

- Majority 30% of the employees are ranged between 25-30 years.
- Majority 60% of the employees are female respondents.

- Majority 39% of the employees are educational qualification in diploma.
- Majority 58% of the employees are married status.
- Majority 67% of the employees are 5-10years of experience in their career.
- 55% of the respondents are strongly agree with the setting up of high standards of performance by leader.
- 62% of the respondents are strongly agree with the leaders are focusing on the wellbeing and growth of team members.
- 35% of the respondents are agree with that the leader provides a high degree of autonomy in the task.
- 45% of the respondents are strongly agree with the leader's optimism and confidence positively impact team morale.
- 58% of the respondents strongly agree that the leader encourages team members to participate in decision making.
- If the p-value is less than or equal to the alpha error rate (0.05), the null hypothesis H_0 is accepted and we reject the alternative hypothesis H_1 . There is a association between age of the respondents and Leader ensures efficient task management in the chi-square study.
- If the significant value is 0.01, this indicates a statistically significant result at the 0.05 level, Consequently, you would reject alternative hypothesis , indicating there a no significant correlation . there is a pearson correlation value is 1. So it is a positive correlation.

IX. SUGGESTIONS

The organization may follow autocratic type of leadership in order to increase more productivity and efficiency. Some times it is essential to be authoritative with the employees which helps them to maintain discipline in the working environment. Because the organization tends to be leather shoe manufacturing industry, therefore it is crucial to maintain strict adherence to protocols and safety procedures. Yet, it is equally important for an organization and leaders to recognize when to employ democratic or participative leadership style and autocratic leadership that encourages employee input, collaboration, and shared decision-making. Striking the right balance between autocratic and democratic leadership can lead to optimal results and adaptability in today's dynamic business environment.

X. CONCLUSION

The type of leadership followed in Shoeline Private Ltd is Democratic leadership. Because the employees can able to share their opinion during the decision making and the

leaders are allowing to communicate openly. Therefore the employees are satisfied with the democratic type of leadership followed in the organization by the leaders. To enhance team performance democratic leadership styles while maintaining avenues for employee input. Balancing discipline with employee well-being and growth of the organization success in shoeline industry.

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