



A Study on Impact of Leadership on Employees Productivity at Winner Overseas Pvt. Ltd.

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ABSTRACT

The footwear industry has a rich history dating back to ancient times, evolving from simple foot coverings to sophisticated fashion statements. While basic shoe shapes have endured over millennia, modern footwear reflects a fusion of tradition and innovation, driven by cultural influences and technological advancements.

India stands as the world's second-largest footwear producer, with a diverse market catering predominantly to men but experiencing rapid growth in women's footwear. The industry comprises over 4,000 manufacturing units, with a significant presence of traditional craftsmanship producing distinctive regional styles. Contemporary challenges in the industry include addressing sustainability concerns and adapting to changing consumer preferences. However, India's artisanal expertise and growing market demand position it favourably on the global stage.

INTRODUCTION

Leadership, by definition, involves the ability to influence and guide individuals or groups towards the achievement of goals. Different leadership styles, such as transformational, transactional, and servant leadership, have been studied extensively, each demonstrating unique effects on employee behaviour and organizational outcomes. Transformational leaders, for instance, inspire and motivate employees through vision and personal influence, fostering an environment of innovation and commitment. Conversely, transactional leaders focus on structured tasks and rewards, ensuring that employees meet specific performance criteria.

Employee productivity, defined as the efficiency with which employees perform their tasks and contribute to organizational goals, is a crucial metric for assessing organizational performance. Productivity is influenced by numerous factors, including employee skills, workplace environment, and the quality of leadership. Leaders who effectively communicate, provide constructive feedback, and recognize employee contributions can significantly enhance productivity levels.

REVIWE OF LITERATURE

Awani (2015) The Democratic Leadership Style gives more emphasize on including and increasing the participation of the employees by having them participate in setting goals, solving-problems, and creating teams. This style believes in the significance of the participation as it views the employees as a direct participant in the functions and operations of the organization and can give effective feedback to make improvements. As for decision-making, it is very flexible which contributes in increasing the productivity of the employees due to their feeling of motivation, responsibility, commitment, and satisfaction. Also, punishment is avoided in this type.

(Rajaei & Arghavani, 2016) The Transactional Leadership Style is built around the concept of transaction, which means rendering services for remuneration. This style motivates the employees for the purpose of increasing their productivity by announcing several incentives and by satisfying their needs. So, the employees can get the incentive if they are working on the right path and as required. On the other hand, if employees failed to work as required, the leader will take a disciplinary action. Furthermore, this style ensures providing the employees with continues guidance, and it believes in the importance of announcing incentives or punishments as a way to motivate the employees.

Al-Omari & Okashe (2017) The Laissez-faire Leadership Style takes the freedom of employees as the main way to deal with them. This style gives the total freedom to employees to take decisions and establish objectives. Also, this style has to deal with receiving feedback from the employees. However, employees have varied levels of intelligence, abilities, education, and competence therefore not all of decisions would be appropriate to the condition. As a result, this would negatively impact the productivity of the employees due to wrong decision. Moreover, this type of leadership style could harm the organization and puts its survival in danger.

OBJECTIVES OF THE STUDY

Primary Objective:

To investigate the relationship between leadership styles and employee productivity within footwear industry.

Secondary Objectives:

1. To identify and analyse different leadership styles prevalent within the organization.
2. To measure the current level of employee productivity using relevant metrics or KPIs.
3. To assess employee perceptions of leadership effectiveness through surveys or interviews.
4. To examine how different leadership styles influence employee.

LIMITATIONS OF THE STUDY

- The study covers a wide range of topics without delving deeply into any specific aspect. This lack of focus may result in superficial insights and make it difficult to draw meaningful conclusions.
- The statements themselves may reflect biases or assumptions about gender differences, employee preferences, and organizational practices. Without empirical evidence or objective measures, these statements may not accurately reflect reality.
- There is no information provided about the research methodology used to gather the data. Without details on sampling methods, data collection procedures, and analysis techniques, it's challenging to evaluate the validity and reliability of the findings.
- There's no information about the characteristics of the sample population, such as demographics, job roles, or tenure. Without a representative sample, the study's findings may not be generalizable to the broader population.
- Many statements appear to be based on subjective interpretations or opinions rather than objective measures. This subjectivity introduces the potential for response bias and may limit the validity of the findings.

RESEARCH METHODOLOGY

➤ Research Design

Research design is the basic frame works which provide guidelines for the rest of research process. The research design specializes the method for data collection and analyse. It specializes the pinpoint to carry out research property. The research design used in this study is descriptive.

➤ Techniques of data collection

Primary data is collected through questionnaire which is suitable for study and secondary data are collected from articles, websites etc.

DATA ANALYSIS AND INTERPRETATION

GENDER

S.NO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	MALE	62	60.8%
2	FEMALE	40	39.2%

The ministry of works adequately supports and enhance the quality of employee output.

S.NO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	Yes, definitely	21	20.6%
2	Yes, to some extent	47	46.1%
3	No, not really	20	19.6%
4	No, not at all	14	13.7%

Increasing employee commitment to Achieving organizational goals.

S.NO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	Significantly	13	12.7%
2	Moderately	23	22.5%
3	Slightly	54	52.9%
4	Not at all	12	11.8%

Supervisors and management in fostering to employee commitment to goal realization.

S.NO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	Very Important	18	17.6%
2	Important	17	16.7%
3	Neutral	52	51%
4	Not Important	15	14.7%

Quality of employer output within the Anambra state Ministry of workers.

S.NO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	1 - Very Ineffective	12	11.8%
2	2 – Ineffective	16	15.7%
3	3 – Neutral	17	16.7%
4	4 – Effective	45	44.1%
5	5 - Very Effective	12	11.8%

Quality of employee output that impact significantly

S.NO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	Clarity of instructions and expectations	10	9.8%
2	Availability of support and guidance from supervisors	13	12.7%
3	Regular feedback and performance evaluations	47	46.1%
4	Opportunities for skill development and training	22	21.6%
5	Other (please specify)	10	9.8%

CHI-SQUARE ANALYSIS**HYPOTHESIS 1:**

Null Hypothesis (H₀): Gender has no significant impact on the level of support and enhancement provided by the Ministry of Works to improve the quality of employee output.

Alternative Hypothesis (H₁): Gender influences the level of support and enhancement provided by the Ministry of Works, resulting in differences in the quality of employee output.

OBSERVED VALUE

GENDER	YES, DEFINITELY	YES, TO SOME EXTENT	NO, NOT REALLY	NO, NOT AT ALL	TOTAL
MALE	15	33	9	5	62
FEMALE	6	14	11	9	40
TOTAL	21	47	20	14	102

EXPECTED VALUE

8.23	18.43	7.84	5.49
12.76	28.56	12.15	8.50

O	E	O-E	(O-E) ²	(O-E) ² /E
6	8.23	-2.23	4.97	0.60
15	12.76	2.24	5.01	0.39
14	18.43	-4.43	19.62	1.06
33	28.56	4.44	19.71	0.69
11	7.84	3.16	9.98	1.27
9	12.15	-3.15	9.92	0.81
9	5.49	3.51	12.32	2.24
5	8.50	-3.5	12.25	1.44
				8.5

DEGREE OF FREEDOM:

$$(C-1) (r-1)$$

$$(4-1) (2-1)$$

$$= 3 * 1 = 3. [7.815]$$

Calculated value is greater than table value H1 Accepted.

INTERPRETATION:

Observed Values: These are the actual counts of responses for each combination of gender and level of support provided. For example, among males, 15 respondents said "Yes, definitely," 33 said "Yes, to some extent," 9 said "No, not really," and 5 said "No, not at all." Expected Values: These are the counts we would expect in each cell of the table if there were no association between gender and the level of support provided. They are calculated based on the marginal totals and the assumption of independence between the variables. Calculation of (O-E): This column represents the observed count minus the expected count in each cell. Calculation of (O-E)² and (O-E)²/E: These columns represent the squared differences between observed and expected values, and then dividing by the expected value, respectively. These calculations are used to obtain the chi-square statistic. Degree of Freedom (d f): This is calculated as the product of the number of categories minus 1 for each variable. In this case, since there are 4 categories for one variable (gender) and 2 categories for the other (level of support), the d f is (4-1) *(2-1) = 3. Calculated Value and Table Value: The calculated chi-square value is compared to a critical value from the chi-square distribution table at a specified significance level (usually 0.05). If the calculated value is greater than the table value, it suggests that there is a significant association between the variables.

CORRELATION ANALYSIS:**Correlations**

		1) To what extent do you believe that motivational packages contribute to increasing employee commitment to achieving organizational goals?	2) How important do you consider recognition and appreciation from supervisors and management in fostering employee commitment to goal realization?
Spearman's rho	Correlation Coefficient	1.000	0.97
	Sig. (2-tailed)	.	.010
	N	102	102
	Correlation Coefficient	0.97	1.000
		2) How important do you consider recognition and appreciation from supervisors and management in fostering employee commitment to goal realization?	
	Sig. (2-tailed)	.010	.
	N	102	102

*. Correlation is significant at the 0.05 level (2-tailed).

INTERPRETATION:

There is a strong positive correlation between the belief in the effectiveness of motivational packages and employee commitment to achieving organizational goals, with a correlation coefficient of 0.97. This correlation is statistically significant at the 0.05 level (2-tailed), indicating that the relationship between believing in the efficacy of motivational packages and employee commitment is unlikely to have occurred by chance. The sample size for this analysis is 102 participants.

CORRELATION ANALYSIS:

Correlations

		1) On a scale of 1 to 5, how would you rate the effectiveness of supervision in improving the quality of employee output within the Anambra State Ministry of Works?	2) What aspects of supervision do you believe have the most significant impact on the quality of employee output?
Spearman's rho	Correlation Coefficient	1.000	0.17
	Sig. (2-tailed)	.	.010
	N	102	102
	Correlation Coefficient	0.17	1.000
		2) What aspects of supervision do you believe have the most significant impact on the quality of employee output?	
	Sig. (2-tailed)	.010	.

impact on the quality of employee output? N	102	102
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*. Correlation is significant at the 0.05 level (2-tailed).

INTERPRETATION:

There is a weak positive correlation (correlation coefficient of 0.17) between the ratings of the effectiveness of supervision and its impact on improving the quality of employee output within the Anambra State Ministry of Works. This correlation is statistically significant at the 0.05 level (2-tailed), indicating that the relationship between the effectiveness of supervision and its impact on employee output quality is unlikely to have occurred by chance. The sample size for this analysis is 102 participants.

CONCLUSION

In conclusion, effective leadership plays a crucial role in enhancing employee productivity within an organization. By establishing clear communication, providing necessary resources and training, setting realistic goals, and promoting a positive work environment, leaders can empower their teams to excel. Encouraging autonomy, offering regular feedback, and prioritizing work-life balance are key factors in driving productivity and motivation. Additionally, promoting professional development opportunities and utilizing technology wisely contribute to employee growth and efficiency. As leaders lead by example and foster a culture of collaboration and recognition, they pave the way for increased productivity, job satisfaction, and overall success. Through these strategies, organizations can create a dynamic and thriving workplace where employees are motivated to achieve their best, leading to improved performance and organizational growth.

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