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A STUDY ON THE IMPACT OF LEADERSHIP SELECTION PRACTICES AT ASHOK LEYLAND

*Smt. Dr. U. Homiga*¹, *AKASH. G*²

¹ MBA., M.Phil., Phd., CTFC., PGDCBM., NET(Mgmt)

² B.A criminology and police administration, MBA

ABSTRACT:

The leadership selection practices at Ashok Leyland profoundly impact the company's performance, culture, and long-term success. By implementing rigorous processes to identify leaders with the right skills, values, and vision, the company fosters a culture of innovation, efficiency, and accountability. Effective leadership selection aligns with organizational goals, enhances employee engagement, and drives sustainable growth in the competitive automotive industry. Prioritizing strategic thinking, adaptability, and a customer-centric mindset ensures that leaders can navigate complex challenges and drive innovation. Ashok Leyland's commitment to diversity and inclusion further strengthens its organizational culture by embracing diverse perspectives and experiences. This approach enhances creativity and the ability to respond to market trends and customer needs effectively. Through continuous refinement of its leadership selection processes, Ashok Leyland remains resilient, driving long-term success and value creation for stakeholders.

INDUSTRY PROFILE:

The automotive industry has its origins in the late 19th century. It began with the development of the first gasoline-powered internal combustion engine by Karl Benz in 1885. This invention led to the creation of the first automobile, which was patented in 1886. The automotive industry rapidly evolved from there, with various inventors and companies contributing to advancements in automobile design and manufacturing. Henry Ford's introduction of assembly line production techniques in the early 20th century revolutionized the industry, making cars more affordable and accessible to the general public. This marked the beginning of mass production in the automotive sector. The industry's industrial background involves a complex network of manufacturers, suppliers, dealerships, and various related sectors such as research and development, engineering, marketing, and sales. Over the years, technological advancements, safety regulations, and environmental concerns have shaped the industry's direction, leading to innovations like electric and hybrid vehicles, autonomous driving technology, and sustainable manufacturing practices. Today, the automotive industry is a global powerhouse, contributing significantly to economies and providing millions of jobs worldwide. It continues to evolve as new technologies and consumer preferences emerge.

ORGANIZATION PROFILE

Ashok Leyland, flagship of the Hinduja group, is the 2nd largest manufacturer of commercial vehicles in India, the 4th largest manufacturer of buses in the world, and the 19th largest manufacturers of trucks. Headquartered in Chennai, 9 manufacturing plants gives an international footprint. Ashok Leyland has recently been ranked as 34th best brand in India.

VISION:

Be among the top Indian corporations acknowledged nationally and internationally for excellence in quality of its product and excellence in customer focus and service.

MISSION:

A leader in the business of commercial vehicles, excelling in technology, quality and value to the customer fully supported by the customer service of the highest order and meeting the national and international environmental and safety standards.

REVIEW OF LITERATURE:

The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations" by James M. Kouzes and Barry Z. Posner (2012) - Kouzes and Posner introduce the Five Practices of Exemplary Leadership model, which includes inspiring a shared vision, challenging the process, enabling others to act, modeling the way, and encouraging the heart, and offer practical advice and tools for developing these practices.

"Leaders Eat Last: Why Some Teams Pull Together and Others Don't" by Simon Sinek (2014) - Sinek examines the biology of trust and cooperation, drawing on examples from anthropology, biology, and neuroscience to illustrate how effective leaders create a "Circle of Safety" within their organizations, where employees feel valued and supported.

"Leaders: Myth and Reality" by Stanley McChrystal, Jeff Eggers, and Jason Mangone (2018): McChrystal, a former U.S. Army General, along with Eggers and Mangone, explore the myths and realities of leadership through in-depth profiles of thirteen diverse leaders, ranging from historical figures like Albert Einstein and Harriet Tubman to contemporary leaders like Walt Disney and Margaret Thatcher.

"The Future Leader: 9 Skills and Mindsets to Succeed in the Next Decade" by Jacob Morgan (2020): Morgan identifies nine essential skills and mindsets that leaders will need to succeed in the rapidly evolving workplace of the future. From empathy and adaptability to technological literacy and social intelligence, he outlines the competencies that will be critical for leading teams and driving innovation in the digital age.

OBJECTIVES OF THE STUDY

- To examine the impact of leadership style on employees performance.
- To examine whether leadership style can motivate the employees in an organization
- To understand the relationship between leadership selection and long-term organizational sustainability and growth.
- To examine the role of diversity in leadership selection processes and outcomes.
- To investigate the current selection criteria and processes used by organizations for appointing leaders.

HYPOTHESIS OF THE STUDY:

To identify the customers are aware of the Indian Bank CSR initiative activities.

Null hypothesis (H0): There is no significant relationship between gender and the impact of the leader's leadership style on job satisfaction.

Alternative hypothesis (H1): There is a significant relationship between gender and the impact of the leader's leadership style on job satisfaction.

SOURCES OF THE DATA:

The data collected from both primary and secondary data

- **Primary Data:** The questionnaire was prepared, administered among the employees and received response from 100 individuals.
- **Secondary Data:** Collected from websites, online journals and review of literature from published articles.

TOOLS AND TECHNIQUES:

The study utilized a questionnaire as its research instrument for data collection. This questionnaire was designed in alignment with the study's objectives and was administered to consumers to gather their perspectives. The information was collected using a meticulously structured questionnaire.

ANALYSIS TOOLS

PERCENTAGE ANALYSIS: It refers to a special kind of rate, percentage are used in making comparisons between two or more series of data. A percentage is used to determine the relationship between the series.

STATISTICAL TOOLS

CHI-SQUARE: The chi-square test is used to analyses categorical data and determine whether there is a significant association between two categorical variables. It is commonly used to test for independence in contingency tables and to compare observed frequencies with expected frequencies.

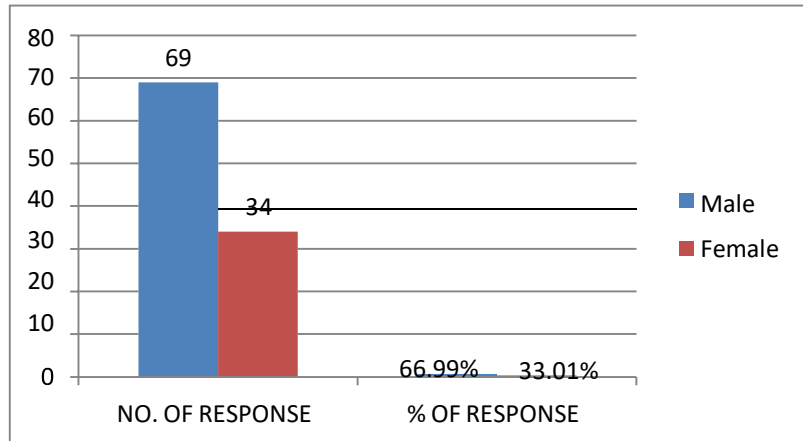
CORRELATION: Correlation tools are used to find relationships between variables. By analyzing correlations, researchers can understand how changes in one variable may affect another. This helps in making informed decisions and predicting outcomes based on data patterns, aiding in strategic decision-making.

ANALYSIS AND INTERPRETATION OF DATA

GENDER OF THE RESPONDETNs

PARTICULARS	NO. OF RESPONSE	% OF RESPONSE
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Male	69	66.99%
Female	34	33.01%

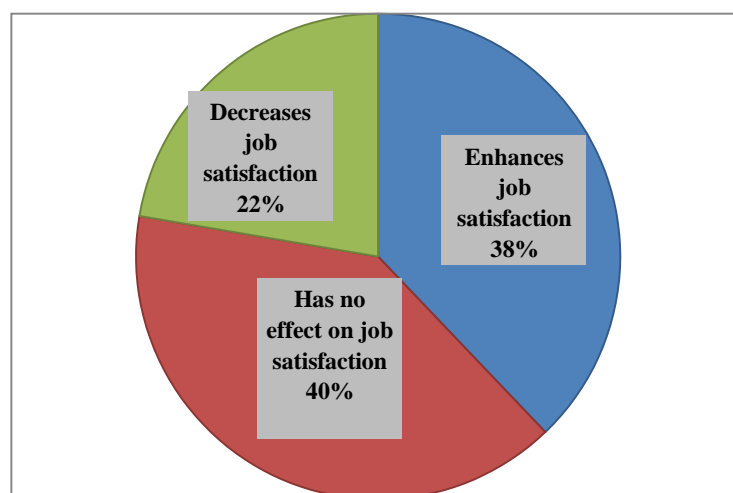


INTERPRETATION:

From the above analysis (69%) of respondents are male and (34%) of respondents are female.

IMPACT OF LEADERSHIP STYLE ON JOB SATISFACTION

PARTICULARS	NO. OF RESPONSE	% OF RESPONSE
Enhances job satisfaction	39	37.86%
Has no effect on job satisfaction	41	39.81%
Decreases job satisfaction	23	22.33%

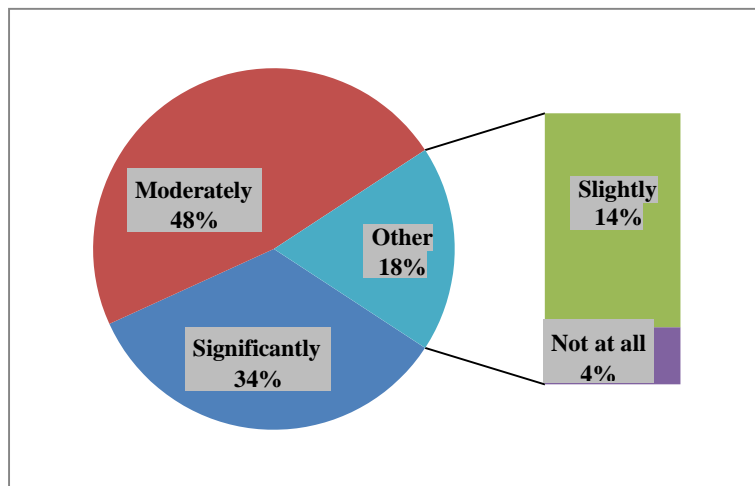


INTERPRETATION:

37.86 % of the people accounting for enhanced job satisfaction and 39.81 % of the people who go with it have no effect on job satisfaction and 22.33 % of the people accept decreased job satisfaction of the total respondents.

ABILITY TO PROVIDE FEEDBACK TOWARDS PERFORMANCE MANAGEMENT

PARTICULARS	NO. OF RESPONSE	% OF RESPONSE
Significantly	35	33.98%
Moderately	49	47.57%
Slightly	15	14.56%
Not at all	4	3.88%

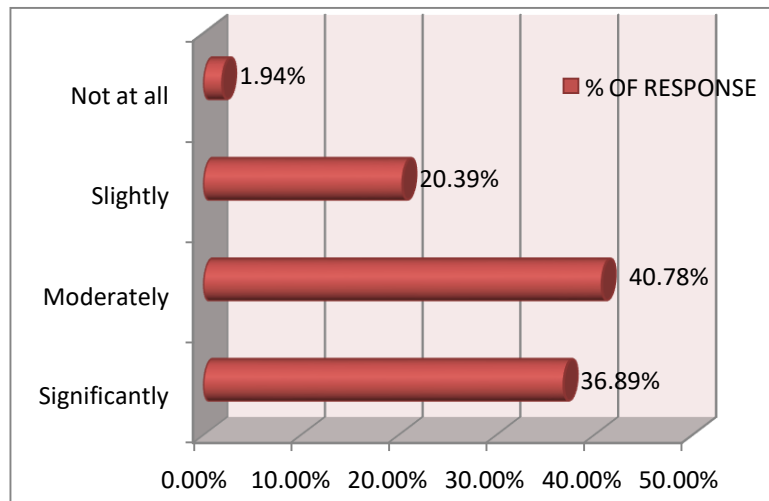


INTERPRETATION:

From the analysis from the above table significantly accounting for 33.98% of the total moderately accounting for 47.57 percentage of the total slightly accounting for 14.56 percentage of the total and not at all accounting for 3.88 percentage of the total.

ABILITY TO PROVIDE CLEAR DIRECTION AND GOALS INFLUENCES THE PERFORMANCE.

PARTICULARS	NO. OF RESPONSE	% OF RESPONSE
Significantly	38	36.89%
Moderately	42	40.78%
Slightly	21	20.39%
Not at all	2	1.94%



INTERPRETATION:

From the above analysis 36.89 % of the people accounting for significantly and 40.78 % of the people go with moderately 20.39 % of the people go with slightly and 1.94 % of the people go with not at all.

CHI – SQUARE TEST

To examine the relationship between how the gender influence and the leader's leadership style and job satisfaction among employees.

Null hypothesis (H0): There is no significant relationship between gender and the impact of the leader's leadership style on job satisfaction.

Alternative hypothesis (H1): There is a significant relationship between gender and the impact of the leader's leadership style on job satisfaction.

PARTICULARS	MALE	FEMALE	TOTAL
Decreases job satisfaction	18	5	23
Enhances job satisfaction	24	15	39
Has no effect on job satisfaction	27	14	41
TOTAL	69	34	103

O	E	O-E	(O-E)²	(O-E)²/E
18	15.41	2.59	6.7081	0.435
5	7.59	-2.59	6.7081	0.884
24	26.13	-2.13	4.5369	0.174
15	12.87	2.13	4.5369	0.353
27	27.47	-0.47	0.2209	0.008
14	13.53	0.47	0.2209	0.016
Calculated value				1.87

Calculated Value: 1.87

DEGREE OF FREEDOM:

$$d.f = (r-1)*(c-1)$$

$$= (3-1)(2-1)$$

$$= 2*1$$

$$= 2$$

Level of Significance: 0.05 Table Value: 5.99

INFERENCE:

Therefore, calculated value is 1.87 is less than the table value 5.99. So, accept H0. There is no significant relationship between gender and the impact of the leader's leadership style on job satisfaction.

CORRELATION

To understand how a leader's ability to provide constructive feedback and clarity in setting goals correlate with each other, in order to determine their combined influence on improving employee performance.

X = ABILITY TO PROVIDE FEEDBACK TOWARDS PERFORMANCE MANAGEMENT

PARTICULARS	NO. OF RESPONDENTS
Moderately	49
Not at all	4

Significantly	35
Slightly	15

Y = ABILITY TO PROVIDE CLEAR DIRECTION AND GOALS INFLUENCES THE PERFORMANCE.

PARTICULARS	NO. OF RESPONDENTS
Moderately	42
Not at all	2
Significantly	38
Slightly	21

X	Y	x^2	y^2	XY
49	42	2401	1764	2058
4	2	16	4	8
35	38	1225	1444	1330
15	21	225	225	315
103	103	3867	3437	3711

$$\begin{aligned}\bar{X} &= \frac{\sum X}{N} \\ &= \frac{103}{4} \\ &= 25.75\end{aligned}$$

$$\bar{Y} = \frac{\sum Y}{N}$$

$$\begin{aligned}&= \frac{103}{4} \\ &= 25.75\end{aligned}$$

STEP 4:

$$\begin{aligned}r &= \frac{N \sum xy - \sum x \sum y}{\sqrt{N \sum x^2 - (\sum x)^2} \sqrt{N \sum y^2 - (\sum y)^2}} \\ r &= \frac{4(3711) - 103(103)}{\sqrt{4(3867) - (103)^2} \sqrt{4(3437) - (103)^2}} \\ r &= \frac{14844 - 10609}{\sqrt{15468 - 10609} \sqrt{13748 - 10609}} = \frac{4235}{\sqrt{4859} \sqrt{3139}} \\ r &= \frac{4235}{69.69 * 56.02} \\ r &= \frac{4235}{3904.03}\end{aligned}$$

$$r = 1.085$$

INFERENCE

1 indicates a perfect positive correlation, (-1) indicates a perfect negative correlation, and 0 indicates no correlation. That is, if the correlation coefficient is greater than zero, it is a positive relationship. Conversely, if the value is less than zero, it is a negative relationship. Therefore, a correlation coefficient of 1.085 indicates a positive correlation between combined influences on improving employee performance.

FINDINGS

- Based on the analysis, it seems that the sample population between males and females, 69% of the males is the majority.
- The majority of the people go with it has no effect on job satisfaction with a total response of 39.81 % of the total.
- The majority of the respondents expressed significantly with 33.9 8%.This indicate that the overall sentiment among the respondents tends to be positive .It suggests. That whatever parameter or topic is being analyzed generally evolves positive reactions from the respondents.
- The majority of the people opt for moderately for 40.78 % of the total respondents. Based on the analysis, it seems that the respondents' perspectives are distributed across different geographical scales

SUGGESTIONS

- Encourage leaders to communicate expectations clearly and regularly to avoid misunderstandings.
- Provide training for leaders on delivering constructive feedback effectively to support employee growth.
- Implement a recognition program to ensure consistent acknowledgment of team contributions by leaders.
- Offer conflict resolution training for leaders to improve team dynamics and performance.
- Provide leadership development programs to enhance leaders' ability to inspire and motivate their teams.

CONCLUSION

The impact of leadership style on employee performance, it's evident that effective leadership plays a crucial role in driving positive outcomes within organizations. Clear communication, constructive feedback, recognition of contributions, and fostering a collaborative and trusting environment are key factors that contribute to employee satisfaction, motivation, and performance improvement. Leaders who can effectively inspire, empower, and provide direction while managing conflicts and challenges positively impact team dynamics and productivity. Additionally, leaders with high emotional intelligence and adaptability tend to have a greater influence on team morale and resilience. Overall, investing in leadership development, promoting a culture of open communication and trust, and providing resources and support for leaders are essential strategies for enhancing employee performance and organizational success.

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