Leadership Styles - That are Effective

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Abstract: *Leadership is crucial aspect of organizations. Effective Leadership is perceived to be the one which brings results, solutions. Different leadership styles are adopted by various organizations. This article attempts to answer the question which leadership style is best on the basis of survey by primary data conducted on NTPC Ltd Middle Level executives and empirical studies, Reviews, Literature available. The findings show that no particular single style of leadership is best, rather it is a combination of more than one or many styles and Leader's flexibility play a role in turning leadership to be effective leadership.* <u>*Purpose:*</u> *To answer the key question which leadership style is best?* <u>*Methodology:*</u> *Primary data obtained by conducting survey on Middle Level executives of NTPC Ltd. NCR India. Survey was conducted on two parts (i) Effectiveness of Leadership (ii) Leadership Styles. Available literature was studied in form of Reviews, articles and* <u>*Findings:*</u> *No single Leadership style is best rather it is combination all styles depending on situation.*

Keywords: (Leadership Styles, Effective Leadership)

1. Introduction

There is global a paradigm shifts in the world of organizations today it is more volatile today, continuous change has taken over stability, empowerment takes over control, humility has taken over heroism or ego centric approach .it is tough to keep workforce motivated and engaged which requires strong leadership. A leader with right attitude and independent thinking who has an integrated approach

2. Review of Literature

2.1 Evolution of Leadership

		Theory	Time /Contributors	Key Elements
		Great Man Theory[1]	Thomas Carlyle (1840-1880)	Leadership is inherent with born internal traits leaders are born leaders are born and possess certain traits and arise when there is great need. Earlier leadership quality was associate with males therefore named as "great man theory"
		Trait Theory[2]	Cowley (1931) Stogdill (1948)	Focused on analysing mental, physical and social characteristics of leaders.
		Behavioural Theories[3](Associated theory The Managerial Grid Model/Leadership Grid)	1940s-1950s Ohio State University (1940s) University of Michigan (1950s)	Focuses on behaviours of leaders unlikely to their physical, mental and social characteristics which would be outcome of right conditioning behavioural theories described leaders in two categories first concerned with task and another concerned with people.
		Contingency theory Associated Theories[4] • Fiedler contingency theory • Hersey-Blanchard situational leadership theory • Path goal theory • Vroom yetton-jago decision making model of leadership • Cognitive resource theory • Strategic contingency theory	1960s	There is no single way of leading and every leadership style should be based on certain situation.
I		Transactional Leadership Theories[5] Associated Theories •Leader member exchange (LMX)	1970s	Transaction between leader and follower. The theory values mutually beneficial relationship (reward and punishment)
II.		Transformational Leadership10 Association Theories[10] •Burns transformational •Bass transformational theory Kouzes and posners Leadership	1970s	Leaders transform their followers through inspiration and charismatic personalities.

[1]Esther Cameron& Mike Green (2017) Essential Leadership:Kogan page publication USA
[2]Andrew J Dubrin (2005) Leadership (fourth edition) Bizantra publication, New Delhi India
[3]Ledlow & Coppola (2014) Leadership (second Edition): Jones & Barlett Learning, USA
[4]Gary Yuki (2002) Leadership in organizations (fifth edition) Pearson Education Pvt Ltd,New Delhi, India
[5-13]Source; Esther Cameron& Mike Green (2017) Essential Leadership:Kogan page publication USA
[14] Source; Daniel. Goleman. (2010) Leadership that Gets Results.: Harvard Business Review, Boston Massachusetts, Boston USA, p 5

	participation inventory		
III.	Strategic leadership[11]	Mintzburg (1987) Schoemak & Krupp (2013)	Leadership of change anticipate, challenge, interpret, decide and learn
IV.	Servant Leadership[12]	Robert Greenleaf (1970) Spears (1998) Bass & Bass (2008)	Putting people team first above, leader assuming of role of stewardship. Developing story collaboration and personal relationship.
V.	Ethical Leadership[13]	Kirkpatrick and Locke (1991) Kouzes & Posner (1993) MC Allister (!993) Dirksand Ferrin (2002) Brown & Trevino (2006) Yuki (2013)	Identified leadership with moral principles like integrity, personally ethical, honesty, dependability fairness, professionally

2.2 Leadership Styles

Leadership style is consistent pattern of behaviours and attitudes that a leader executes with his team.

2.2.1 The coercive style
The coercive style known as '*Autocratic leadership style'* where power of decision making is centralized. Team has to follow the instructions of the leader. Leader does not share his power in decision making, he assumes the full authority and responsibility. This style is not very popular as it fails to motivate employees .it is considered to be Effective during emergency situations.

2.2.2 The Democratic Style
Democratic leaders sharetheir authorityand allows subordinatesto express their viewpoint and participate in decision making however decisions are finally taken by leaders. Leader

2.2.3 Participative style
In this style leader Decentralizes his authority and involve subordinates in decision making and execution of the process. Leader sets the overall goal and gives team freedom to achieve them by their means.

2.2.4 The pacesetting style/Role Model
In this style Leader presents himself as a role model and sets high standards of performance for the team.

2.2.5 The/free-rein or laissez-faire
The/free-rein or laissez-faire, leader has a little role to play, he avoids using of authority, works best in project based tasks where team is self-motivated and highly competent may not work well with those who needs direction.

2.2.6 The coaching style
This style focuses on long term personal development It works on holistic approach. employees who areaware of their weaknesses and want to improve, can be benefitted by this style of leadership.

2.2.7 Impact of Leadership Styles on Drivers of Climate

Flexibility	-.28	.32	.27	.28	-.07	.17
Responsibility	-.37	.21	.16	.23	.04	.08
Standards	.02	.38	.31	.22	-.27	.39
Rewards	-.18	.54	.48	.42	-.29	.43
Clarity	-.11	.44	.37	.38	-.28	.38
Commitment	-.13	.35	.38	.26	-.20	.27
Overall impact on climate	-.26	.54	.46	.43	-.25	.42

Figure 2.2.7: Source Daniel,Goleman(2010):Impact of Leadership Styles on Drivers of Climate, "Leadership that gets results: Harvard Business Review. 2010.p 10

The figure shows the correlation between each leadership style and each aspect of climate. if we look at the climate driver of flexibility, that the coercive style has a - .28 correlation the democratic style has a .28 correlation, the authoritative leadership style, has a .54 correlation with rewards strongly positive and a .21 correlation with responsibility positive, but not as strong. The style's correlation with rewards was more than twice that with responsibility. The authoritative leadership style has the most positive effect on climate, but three others affiliative, democratic and coaching follow close behind. The research indicates that no style should be relied on exclusively, and all have at least short-term uses.

3. Research Methodology
Procedure: Permission was taken from HR Department NTPC LTD, Faridabad Plant to conduct survey**,** who facilitated distribution of questionnaires and meetings an interviews with the executives, which was done in three rounds.
Questionnaire contained of two parts
PART I –was to determine the Effectiveness of Leadership
PART II – To determine the Leadership Style followed at NTPC LTD.

Level of Executives: Middle,

Sample size (50)
Tool: Questionnaire was prepared on three level scale to evaluate the effectiveness of leadership at Middle Level Executives.
LEVEL I: Least Effectiveness
LEVELII: Neutral /Somewhat Effective
LEVEL III: Highest level -Highly Effective Leadership

Data Analysis: Frequency Table was prepared on the basis of responses obtained by the questionnaire.

Data Presentation: The results derived from the table are represented in Bar Graph and Pie Charts

4. Effectiveness of Leadership

Level I	Level II	Level III	Total
Not Effective	Somewhat Effective	Highly Effective	50
10.6	10.8	78.6	100

4.1. Effectiveness of Leadership: Primary data by Survey conducted on NTPC LTD ,2018
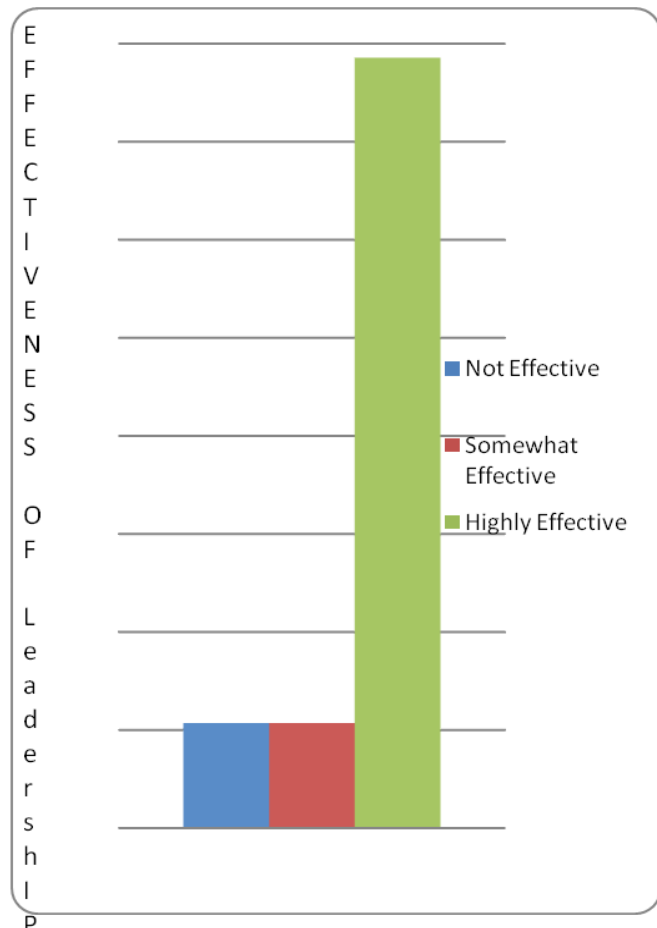
4.2 Primary data by Survey conducted on NTPC LTD, 2018; pie Chart Representation

4.3 Effectiveness of Leadership at Middle Level Executives in NTPC Ltd

Leadership Effectiveness was highly effective at the Middle Level Management as 78.6 Respondents considered Leadership at Middle level to be Significantly Effective, 10.8 respondents were neutral and only 10.6 considered Leadership to be Insignificantly Effective at The Middle Level

5. Leadership styles followed in NTPC LTD

Tool: Questionnaire,
Level ofExecutives: Middle
Sample size (50)

Table 4.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Autocratic	3	6.0	7.1	7.1
	Democratic	5	10.0	11.9	19.0
	Transactional	3	6.0	7.1	26.2
	Transformational	5	10.0	11.9	38.1
	Authentic	2	4.0	4.8	42.9
	Above all	24	48.0	57.1	100.0
	Total	42	84.0	100.0	
Missing	System	8	16.0		
Total		50	100.0		

Source: Primary data researcher.2018, NTPC Ltd.

The above table 4.0 shows that around 57 percent middle level executives assume that ,all kinds of leadership styles are followed in their organization ,while 10 percent assume that Democratic style is followed, at the same time 10 percent believe transformational style is followed .around 7 percent consider Transactional style,6 percent say it is Autocratic ,while 4 percent believe it to be Authentic, it can be concluded that all kinds of Leadership styles are followed in NTPC, not just one kind.

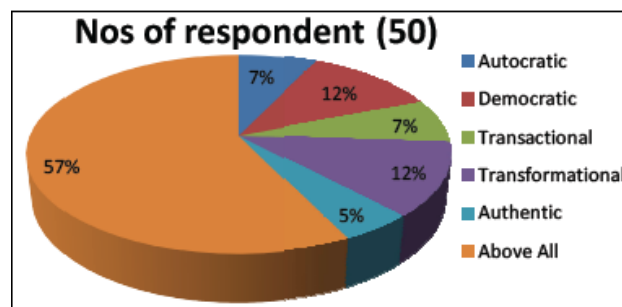### 5.1. Representation of Leadership Styles in Pie. Chart

Figure 4.2: Representation of Leadership in pie chart

6. Findings

Leadership is highly effective at NTPC LTD at Middle Level Executives where 78.6% responded considering it to be Highly Effective. No particular exclusive Leadership style is adopted as 57% executives responded that all kinds of styles namely Autocratic, Democratic, Transactional, Transformational, Authentic are followed. during the discussions it was mentioned by few Executives that Leadership style followed depends on the situation and the style of Leadership varies with it. There is no particular style, which also aligned with the study by' Daniel Goleman'- "Effective leaders use more than one style,combination of many styles depending upon the situation they are not rigid rather flexible in approach smart to quickly analyse the circumstances and accordingly making changes in behaviour and their styles."

7. Conclusion

Leadership in 21st century is challenging and dynamic. Today market is driven by dynamic forces, thus leadership has new responsibilities and roles such as responding to environmental threats, letting go of old mind set, rigid way of working accepting democratization of leadership. Including the passions, skills and preferences of global

workforce being sensitive to global inequalities. Being aware of potential for viral/internet disasters. Individual leaders owing responsibility to their development rather than depending on 'HR' learning No single leadership style is best, it is combination of many styles, or depending on the situation. (Goleman Daniel "Leadership that gets results" Harvard Business Review (2010). No leadership styles are best and applicable in all situations rather studies suggest "the more styles a leader exhibits, the better most effective leaders switch flexibility among the leadership styles as need. Such leaders don't mechanically match their style to fit a situation they are far more fluid. They are sensitive to the impact they are having on others and adjust their styles to get best results.

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