

# STYLES OF LEADERSHIP AND THE INFLUENCE IT HAS ON EFFECTIVENESS OF TEAMS IN THE IT INDUSTRY

*by Avni Chopra*

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# **“STYLES OF LEADERSHIP AND THE INFLUENCE IT HAS ON EFFECTIVENESS OF TEAMS IN THE IT INDUSTRY“**

**By**

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# **CHAPTER 1**

## **INTRODUCTION**

## INTRODUCION TO LEADERSHIP

Leadership can be understood <sup>1</sup> as a method of social effect in which an individual can provide the support and backing for others in achieving a specific task. The style of administration can be understood to be an approach to make plans in line with the situational needs and then to guide people to execute. The quality of administration changes from one individual to another. Different situations and circumstances require different styles of leadership and initiatives. Various characteristics like vision, charisma, value, communication and interactions differentiate leaders.

Style of Leadership can be understood as the way in which a leader provides direction to execute the strategy whilst inspiring the team. Leadership is not just a science but also an art that varies from one leader to another. Also, different situations require different styles of leadership.

While there can be various styles of leadership, 3 prominent ones are:

- Authoritative styles of leadership
- Participative or Democratic styles of leadership
- Delegative styles of leadership

While every individual uses all these three styles depending on the circumstances, most end up using one style in most cases, thereby making it their dominant leadership style. Some leaders are task-focused; they solely focus on making things happen. Others give priority to people and want to make people happy. And there are few leaders who are a mix between the two. If one prefers to set goals, lists down tasks and expects the teams to follow her/ his direction, she/ he is more task focused. If one tries to cater to the needs of his team and makes it a priority, then she/ he is people oriented. Some form of association styles are explained as follows:



## **1.2 IMPORTANCE OF STYLES OF LEADERSHIP**

Very few leaders fully understand the impact of their leadership style on the execution of the strategy and motivation and satisfaction of their teams. Leaders have the ability to influence their teams in several manners, that include effectiveness of execution, the perspective of his team towards the project or overall strategy, their levels of commitment, the clarity with which they approach their work, the standards they set for themselves, the responsibility they take for the overall delivery of the project or task, the flexibility with which they adapt to ever-changing needs of the business and the rewards.

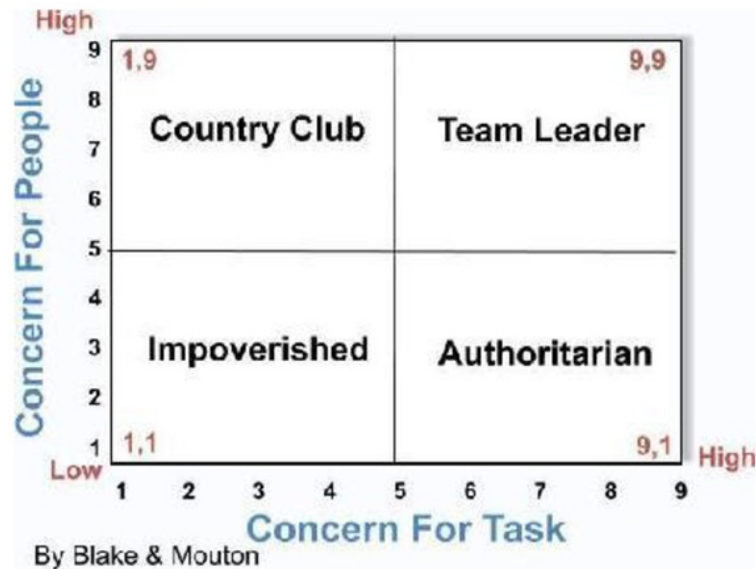
Leaders can impact the way their teams view themselves, self-worth of individuals and leveraging the strengths and potential of teams in a positive manner or questioning the weaknesses of team members thereby adversely affecting the motivation levels. Similarly, leaders can also affect the mental health of the employees by providing a conducive environment for work or can cause stress in the employees by not providing the necessary support and building trust among team members due to their leadership styles. The effect of leadership styles gains more importance as it not just affects the individuals but also the collective execution by the team. Certainly, there are other variables as well, in addition to the style of leadership that has an impact on the execution of the strategy and motivation of the employees. However, the impact that leadership style has on the effectiveness of the teams cannot be underestimated.

## **1.3 LEADERSHIP THEORY**

### **The Managerial Grid**

Blake and Mouton pointed out 2 separate dimensions, one being task-orientation or concern for the task and the other being people-orientation or concern for the people. The left-right axis is a measure of task orientation while the up-down axis measures the focus on people. The left most side indicates low focus on getting the task done while the right most side indicates very high focus on the task. Similarly, the lower most part indicates low concern towards the opinions of people while the topmost part indicates high focus on people. The bottom-right corner is a hard task-master, the bottom-left corner is a Do-Nothing Leader with minimal focus on task and people, the top left corner is a people-pleaser and the top right corner is a team builder that delivers results.

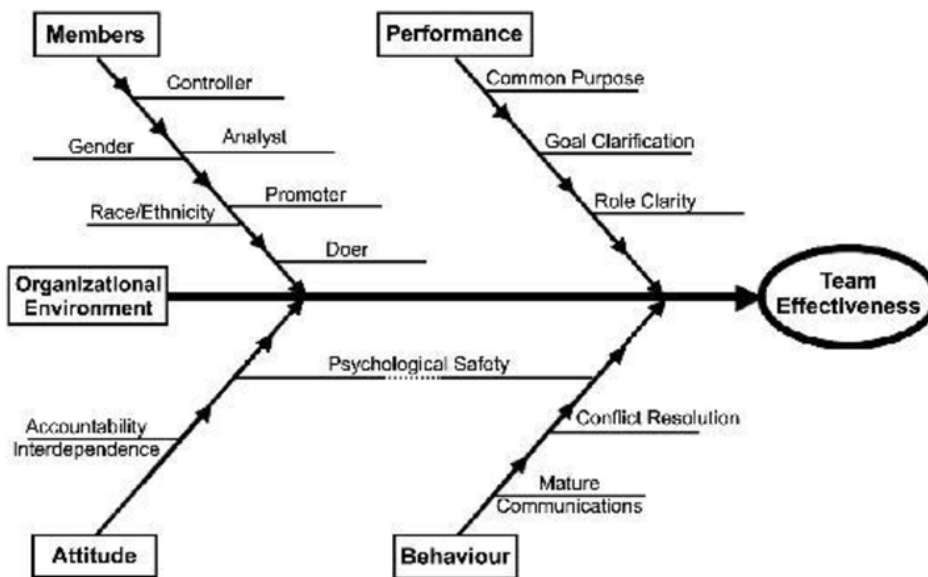
This assessment is more qualitative as a leader can demonstrate multiple behaviors simultaneously.



#### 1.4 EFFECTIVENESS OF THE TEAM

According to the effectiveness of the team model, the following are the factors that affect effectiveness of the team:

- Clarity of Goals: it is important for the team to be clear on what it wants to accomplish
- Clarity of Roles and responsibilities: each team member must understand their individual role and responsibility in accomplishing the larger objectives and goals of the team
- Well defined procedures: There is a clear governance mechanism and the methods are well laid out that enable the team to work cohesively to deliver the goals. There are well established communication channels for the teams to express their ideas and concerns
- Inter-personal relationships: the manner in which team members support each other, build a level of trust and collaborate with one another.
- Leadership: the role of the leader in terms of driving execution and motivating the team to accomplish the goals



Source: The Human Side of Enterprise, by Douglas Macgregor

## 1.6 BACKGROUND, OBJECTIVE OF THE STUDY

To understand various the styles of leadership in the IT sector and whether they have an impact on the effectiveness of teams. And if there is an impact, to understand the impact of each style on the effectiveness of the team. This would also help to provide the empirical data so professionals can better understand whether effectiveness of the team is dependent on styles of leadership, if so then how to use the management interventions and alternative strategies that makes the team leader to adopt use best styles of leadership to get the desired results

## 1.7 NEED AND RATIONALE OF THE STUDY

The study can help individuals/ leaders take necessary measures to improve effectiveness of the team and to choose to adopt leadership styles depending on circumstances and understand which leadership style has most impact on the effectiveness of the team. The crucial factors are considered as the variables and the variations can throw light on the relationships of the factors under study.

**CHAPTER 2**  
**INDUSTRY OVERVIEW**

## 2.1 OVERVIEW OF IT INDUSTRY

Information Technology or IT sector in India comprises of two broad components: IT services and the business process outsourcing (BPO). In terms of its contribution to the GDP of India, The IT sector's share has increased from just over 1% in 1998 to just under 8% in 2017. Over 75% of the revenues generated by the IT sector are from exports, predominantly to the US (about two-third) The sector is witnessing robust growths of over 10%. The following cities account for about 90% of IT sector exports from India: Hyderabad, Bangalore, Chennai, Trivandrum in the South, Noida in the north, Mumbai and Pune in the West and Kolkata in the east. The top 5 Indian IT Service Providers are TCS or Tata Consultancy Services, Infosys, Cognizant, Wipro and HCL Technologies.

This sector has been instrumental to transform the way India is perceived on the global platform in terms of our intellect, technology and know-how. The IT sector has also been a key enabler to drive economic growth and employment opportunities. By employing almost 10 million people, this sector has contributed immensely to uplift the social and economic conditions of India. A key enabler for the domestic growth of this sector is that IT service providers help streamline business processes and makes them more efficient, which is a key requirement of all domestic firms across all sectors. In terms of IT spending amongst various industrial sectors, the manufacturing sector leads the way, followed by closely by the automotive, chemicals and consumer product sectors.

## 2.2 FACTORS OF GROWTH

- Much lower cost compared to other countries
- Tax structures and policies that allow for low entry barrier and better operating margins, such as special economic zones
- Education system that imparts necessary skills, thereby allowing for adequate availability of trained resources
- High adoption rates by big industrial sectors as well as by sectors that are growing fast
- Continued rise of demand from other countries due to increased adoption rates in ne sectors like media, public sector and utilities.
- Rapid emergence of new and affordable technologies

## **2.5 CHALLENGES**

Increased preference by customers for service providers that are near customer base, thereby reducing the dependence on offshore support from India

- Other countries are able to drive cost competitiveness, thereby improving their share to ~20% of the Global IT exports
- Reduced availability of talent coupled with competition from global players that have opened their own centers in India who fight for the same talent or resource pool
- Growth of IT sector has been restricted to the key major cities and poor rate of expansion to tier II and III cities
- Non availability of adequate funding to overhaul the IT infrastructure.

## **2.6 CONCLUSION**

IT sector continues to be one of the leading sectors in terms of revenues and growth and is expected to continue to play a pivotal role in its contribution to India's GDP growth, both due to its strong presence in terms of exports and the rapid growth in domestic demand. However, with rapidly changing needs of the market and the IT landscape, it is extremely crucial for the Indian IT sector to adapt itself to remain relevant, both as a major and leading global player, as well to support the growth of Indian firms across all sectors by providing state-of-the-art technologies and solution.

14

## **CHAPTER 3**

# **LITERATURE REVIEW**

### 3.1 INTRODUCTION

Review of literature is done to compare the results obtained in standard research journals and publications.

### 3.2 LEADERSHIP

As indicated in “Building Force”, a research paper of 2011 by Philip, initiative style and group viability were the factors that were studied for new leaders who were undergoing a shift in their roles. Their styles of Leadership were studied by three factors (a) transformational authority, (b) value-based administration, and (c) laissez-faire initiative; and their impact was understood by a variable called group viability. To obtain quantitative information, the Multifactor Leadership Questionnaire (MLQ) was used to gather data on leadership style and the Team Diagnostic Survey (TDS) was used to quantify group viability. It was concluded that a transformational ability of the new leader plays a key role in the formation of a more powerful group. Hence, it was suggested that leaders should take improvement of their abilities in transformational authority in a formal manner that would help them minimize their effort as they take over the new role.

Research by Roy p. Fune in 2013 on styles of leadership among the Project Managers in the IT sector again reiterates that it would be immensely helpful for managers in the IT sector to work on their Transactional and Transformational styles of leadership to help them deliver better results.

Research by Méndez, Rafaela Martínez on the styles of leadership in the IT sector in Mexico in 2013 pick styles of leadership and hierarchical effectiveness in little development organizations as their variables. For the accumulation of information, a poll was utilized to focus the style of leadership. To examine the relationships of effectiveness and leadership variables, Pearson relationship coefficient was used. The after-effects of this study indicated a strong relationship between effectiveness, and majority rule leadership.

Research by Stefanoruggieri focuses on Leadership as a group feature that directly impacts on team identification. Leaders are particularly equipped for encouraging gathering cohesiveness and advancing adequacy in objective accomplishment. The relationship of leadership styles somewhere between value-based and transformational were evaluated. The representatives reported their level of team distinguishing proof and leader generosity. Results demonstrate how,



in either the value-based or transformational leadership condition, levels of leadership and selflessness were identified with team identity, and the connection impact between value-based leadership level and leader benevolence.

### 3.3 EFFECTIVENESS OF THE TEAM

Research in 2013 by Mahembe and Engelbrech, on the title: <sup>11</sup> 'The relationship between servant leadership, effective team commitment and effectiveness of the team' validated a hypothetical model elucidating the structural relationships between hiring leadership, full of feeling team responsibility and effectiveness of the team. Abnormal amounts of dependability were discovered. Solid match with the information was found for the estimation models through affirming variable examinations. Positive correlations were observed amongst worker leadership, effectiveness of the team and team identity. It was also demonstrated that emotional team identity impacted the <sup>11</sup> relationship between worker leadership and effectiveness of the team. If the team is focused on their work with a sense of identity, it enhances the effectiveness of the team.

Paper by Oostenveld in 2009 on leading Military Teams (Effectiveness of the team) <sup>10</sup> to Think and Feel: Investigating the Relations between Leadership, Soldiers' Cognitive and Affective methodologies, and Effectiveness of the team. The paper analyzed the relationships in the middle of leadership and military teams' emotional and cognitive courses of action and the ensuing connections between these methodologies and effectiveness of the team. Warriors (N= 148) from 32 teams finished surveys surveying these variables. Various leveled direct displaying was utilized to dissect the information. Transformational leadership was decidedly connected with cognitive and full of feeling procedures, however just dynamic administration by-special case leadership was identified with negative impact. Not one or the other type of administration by-special case leadership identified with cognitive procedures. Constructive outcome, negative impact, and cognitive techniques were all identified with team feasibility.

17

# CHAPTER 4

## RESEARCH METHODOLOGY

## 4.1 INTRODUCTION

This chapter helps to clearly define the problem statement, articulate the approach that would be taken for this research and what all data would be relevant for this research.

## 4.2 PROBLEM STATEMENT

Understand whether leadership styles have any impact on the effectiveness of teams and then to study the impact that each leadership style has on the effectiveness of team. Finally arrive at the leadership styles that would be best suited to achieve the desired team effectiveness.

## 4.3 DEFINITIONS AND CONCEPTS

### 4.3.1 LEADERSHIP STYLE

The way in which a leader provides direction, helps the team implement strategy and various tasks, and motivates people would be considered as Leadership Style. The three predominant styles of leadership are

1. Authoritative or autocratic Style of Leadership,
2. Participative or democratic Style of Leadership and
3. Free reign or laissez faire Style of Leadership.

Leadership styles can also be classified based on extent to which the leader is task-oriented or people-oriented, as was done by Blake & Mouton in their Leadership Grid. 5 different styles can be classified based on these criteria

- **Do-Nothing:** the leader hardly makes any effort to understand and meet the needs of the people or to get the task done. The leader can be seen to be not demonstrate any care towards people or dedication and commitment towards the task
- **People-pleaser:** The leader is focused on making her/ his people happy, even if it at the cost of accomplishing the task at hand. He understands well the needs of his/ her team and strives hard to achieve them. His focus is to form healthy relationships by not challenging his/ her team members, agreeing to their demands and needs and avoid any conflicts to maintain harmony in the group.

- **Politician:** This leader is focused on maintain status quo, in terms of the task or the people around. This leader would focus on the task to the extent that it does not adversely affect the work culture or create conflicts within the team. He is willing to compromise the task or the needs of people depending upon the situation
- **Authoritarian:** The leader focused solely on the task and strives to get it done. This leader views people just as resources at his disposal to get the task done. Since task takes highest priority, other things like communication, conflict resolution and needs of the team are ignored. This leader can be extremely demanding and can demonstrate high level of control over his team to get the desires results.
- **Team Builder:** The leader focuses on achieving results through his/ her people by fulfilling their basic needs. This leader is flexible and open minded, encourages involvement of team members, and a good degree of participation that motivates and inspires the team to deliver the desired results.

#### **4.3.2 EFFECTIVENESS OF THE TEAM**

Effectiveness of the team can be defined as a group of people who work efficiently individually as well as together to achieve a common larger goal. The concept behind this is that the whole team works far more effectively to deliver the desired results than the sum of parts, i.e. when each member works as an individual.

#### 4.4 VARIABLES

- **Dependent Variable:** Effectiveness of the team
- **Independent Variables:** Style of leadership.
- **Demographic Variables:** Age ,Gender and relevant experience in the prevalent firm

#### 4.5 Study OBJECTIVES

1. Correctly capture the style of leadership used by various Managers.
2. Gauge the impact of style of leadership used by various managers on the effectiveness of their teams by measuring their performance
3. Capture how different team members perceive style of leadership used by the manager and the effectiveness of their team

#### 4.6 HYPOTHESIS STATEMENT

<sup>4</sup>  
**H0:** There is no significant difference in the two variables- Styles of leadership and its impact on the effectiveness of teams. <sup>3</sup>

<sup>4</sup>  
**H1:** There is significant difference in the the two variables- Styles of leadership and its impact on the effectiveness of teams. <sup>3</sup>

#### POPULATION

The large, mid-scale IT sector employees from the National Capital Region of India constitute the population for the study. Only those employees who have an experience of over 1 year with the prevalent firm have been approached for this study.

#### 4.8 STUDY SAMPLE

The sample size is 138 employees and 21 leaders from different IT companies of the NCR. The employees were asked to provide their responses based on a given set of questions through means of standard questionnaires.

#### 4.10 QUESTIONNAIRES

Two separate standard questionnaires, having good reliability, were used to understand the styles of leadership and the effectiveness of teams.

The questionnaire used to understand the style of leadership was developed by Clark, D.R. in 2004. It has detailed questions about how the task is achieved by deploying what style of leadership and is filled by the leader. It has questions to gauge the task-orientation that is captured on the horizontal axis and people-orientation that is captured on the vertical axis. Based on the intersection point on the grid, the leadership style is arrived.

The questionnaire used to understand Effectiveness of teams was developed by Mind Tools in 1996. It has detailed questions to understand different characteristics of team effectiveness and is filled by team members.

#### 4.11 STATISTICAL TECHNIQUES AND ANALYSIS

- **Descriptive Statistics:** It is a univariate analysis that helps in know the deviation of the data from the mean and thereby gather information on the variable preferences of the employees
- **Correlation Analysis:** This is done to know how strongly or weakly is the dependent variable correlated with the independent variable. It also checks for the direction of correlation (positive or negative)
- **Chi-square (Non-parametric test):** This is to know if the difference in data is by chance and used in testing of hypothesis.
- **ANOVA:** One-way ANOVA is used to test for differences between groups in the sample. If there is 1 dependent variable that is continuous and 1 independent variable that is categorical, one can use One-way ANOVA (analysis of variance)

**CHAPTER V**  
**DATA INTERPRETATION**  
**AND ANALYSIS**

## INTRODUCTION

Here we will see, once we have all the data, how to derive results from it and interpret them. Data Analysis would cover identifying and plotting trends in the data set. We will also see how to debrief the trends in the Data Interpretation section.

The questionnaire was shared with employees of multiple departments in various IT firms in the NCR region of India. The participants were reached out via mails and personal visits were made in offices for collecting the data. 138 responses, in total, were received from team members and 21 team leaders, therefore got the data of 21 teams.

For data collection, a set of questions was developed which encompasses all aspects of Leadership Styles and Team Effectiveness. The responses were collected through a five point Likert type scale. To find out Leadership styles a questionnaire having 18 items, a Likert scale with five points ('1' for 'Never' and '5' for 'always') was used.

### 5.1: Reliability –Leadership Styles

Alpha	Value of Alpha	Items (#)
.811	.825	18

Effectiveness of Team for 15 items was measured through a scale with 5 points ranging from '1' for 'completely disagree' and '5' for 'completely agree'. The set of items was found to be very reliable with a value of 0.707, which also was an indication of a fairly good consistency under the Indian context.



## 5.2: Question set for Reliability –Team Effectiveness

Alpha	Value of Alpha	Items (#)
.690	0.707	15

## 5.2 RESPONDENT PROFILE

A randomly picked data set was taken across multiple IT firms in NCR Region which have been listed in the third chapter of this report. Post the data collection, the data was scored and numeric codes were assigned to convert response for some nominal data.

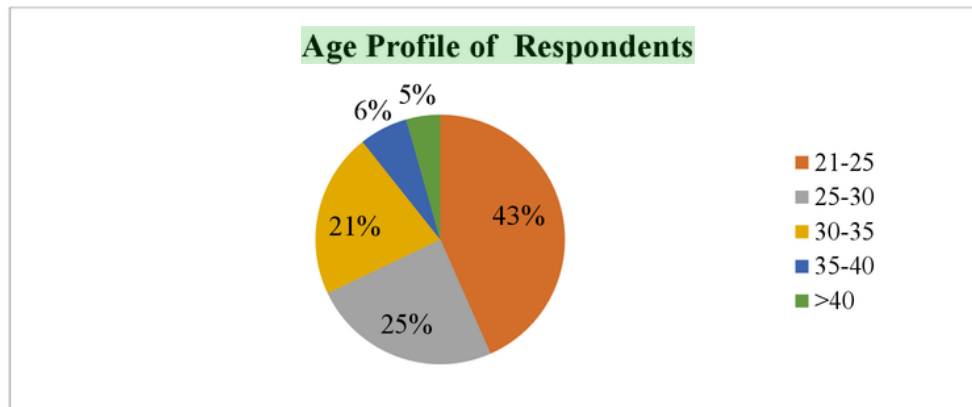
A cross-section of 159 employees were taken for the study were from diverse functions across the IT industry. The following charts show the detailed distribution of the demographics of the respondents.

- 5 Age Profile of the Respondents

Table 5.3: Age profile of respondents

Age Range	Frequency
21-25	69
25-30	39
30-35	34
35-40	10
More than 40	7
<b>Total</b>	<b>159</b>

Fig 5.1: Age Profile of Respondents



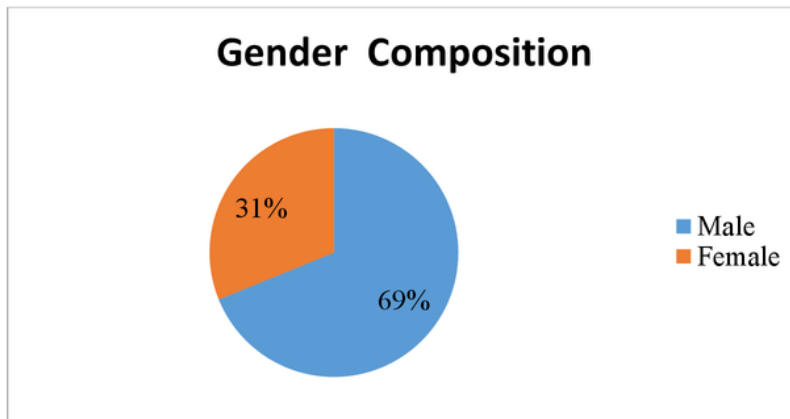
### Inference

Majority of respondents are of age group 21-25 and 25-30. The study is specifically for low and mid level managers and based on leadership styles of management in large and mid-sized IT Companies.

Table 5.4 Gender Composition

Gender	Frequency
Male	114
Female	45
<b>Total</b>	<b>159</b>

Fig 5.2: Gender Composition



**Inference**

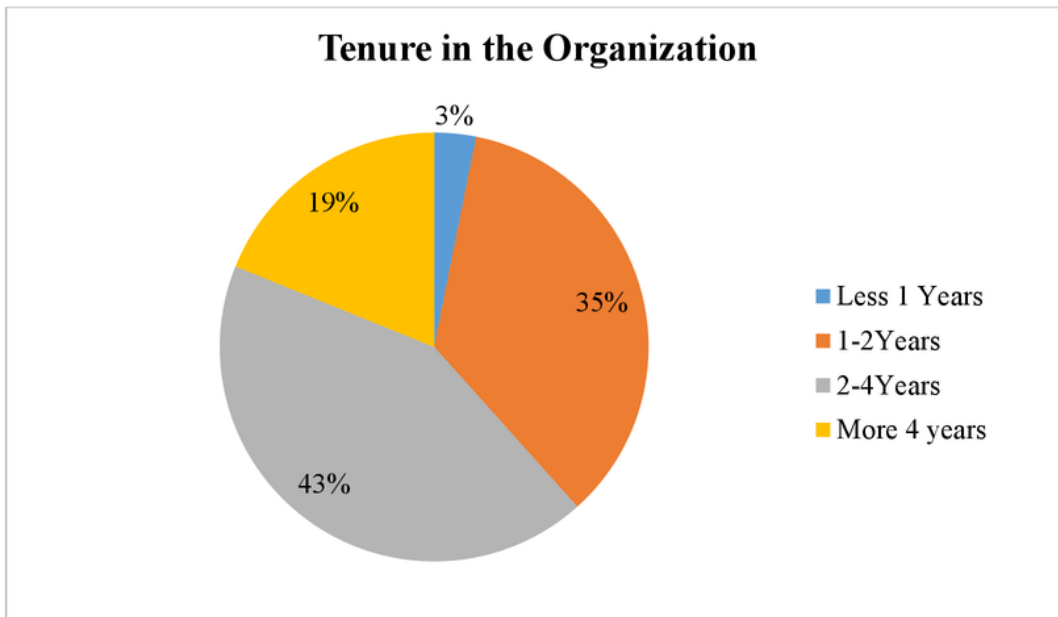
The majority portion of the responses consists of male respondents which is 69% and 31% of female respondent.

- Years of Experience in the company

Table:-5.5 Tenure in the organization

Tenure	Frequency
Less than 1 Year	5
1-2 Year	56
2-4 Year	68
More than 4Year	30
<b>Total</b>	<b>159</b>

Fig 5.3: Tenure in Organization



**Inference**

Most of the participants had an overall experience of greater than 2 years. Only 37% have experience of less than 2 years.

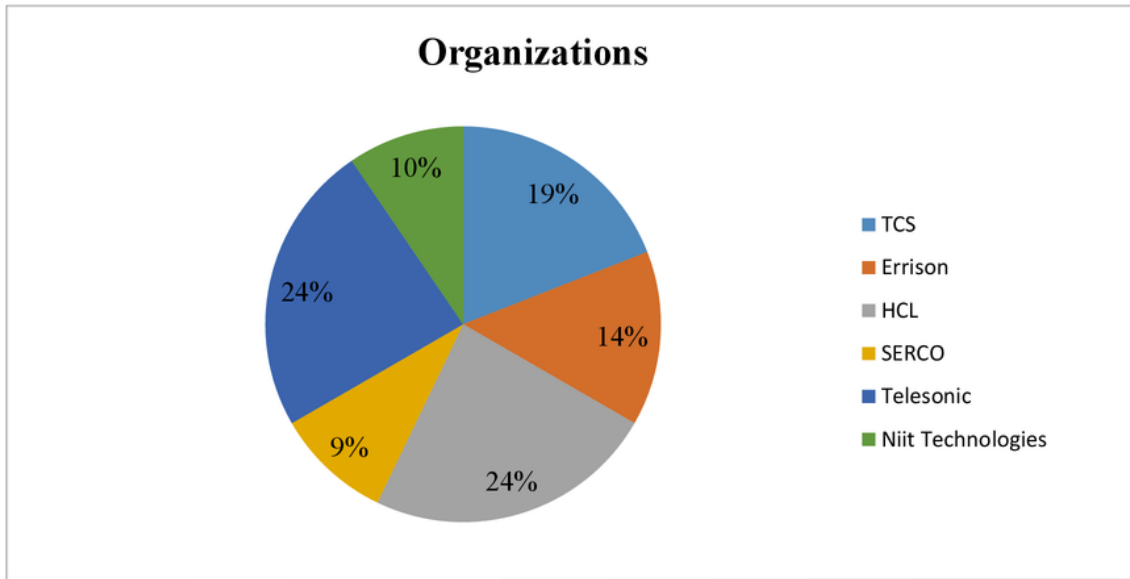
- Organizations

Table:-5.6 Organization

Organization	Number of Teams
TCS	4
Ericson	3
HCL Technologies	5
SERCO	2
Telesonic	5
NIIT Technologies	2
<b>Total</b>	<b>21</b>

Fig 5.4: Organizations

### Organizations

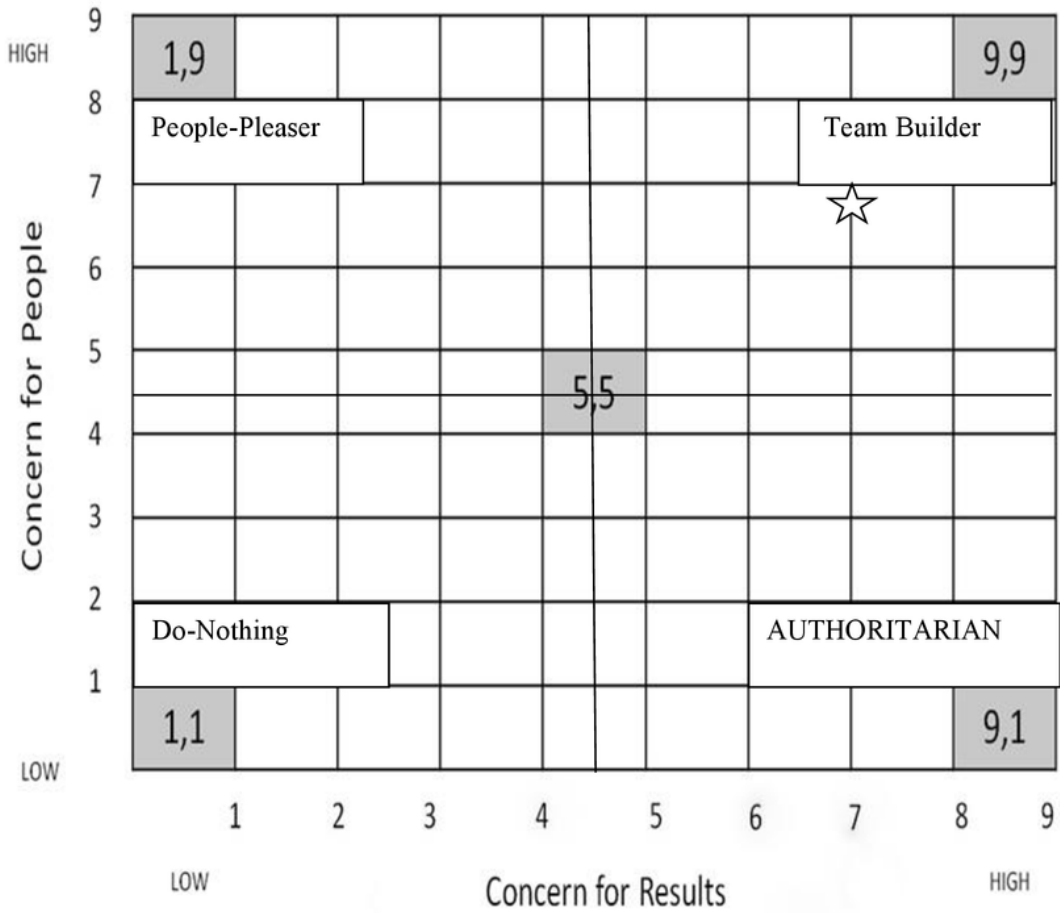


#### Inference

Majority of the respondents are from Telesonic (24%) and HCL Technologies (24%) and very less respondents are from Serco (9%).

The responses of the team leader will be assessed as per the Leadership Grid for Managerial analysis as shown below:

Fig 5.5: Blake and Mounton Managerial Grid



## Team 1

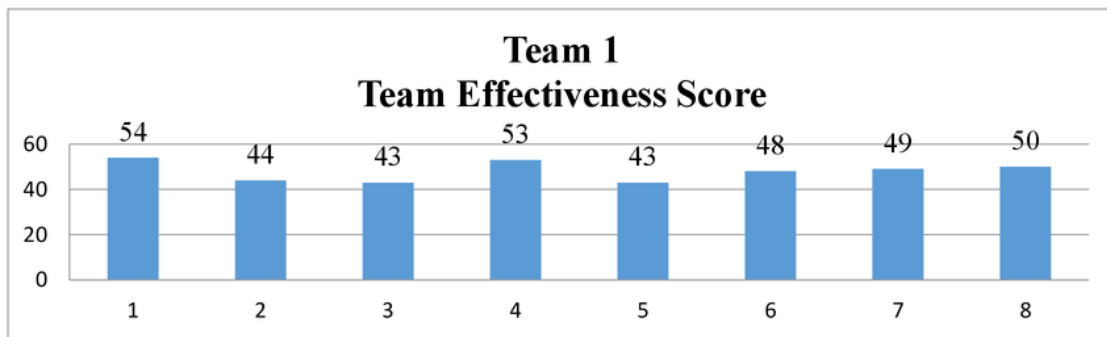


Fig 5.6: Team Effectiveness Score for Team 1

**The mean Team Effectiveness Score is: 3.2**

**The leadership style score of the leader (People, Results): (6.6, 7)**

### Legal Department Team

8 members of team filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Team Builder** Leadership Style.

Since this is a legal team, they have to prepare lot of agreements, deeds, contracts etc, thus there should be continuance flow of information within the team and with management. According to requirements he has to be high on both, people as well as task. As a result of which he is following Team Leadership style.

## Team 2

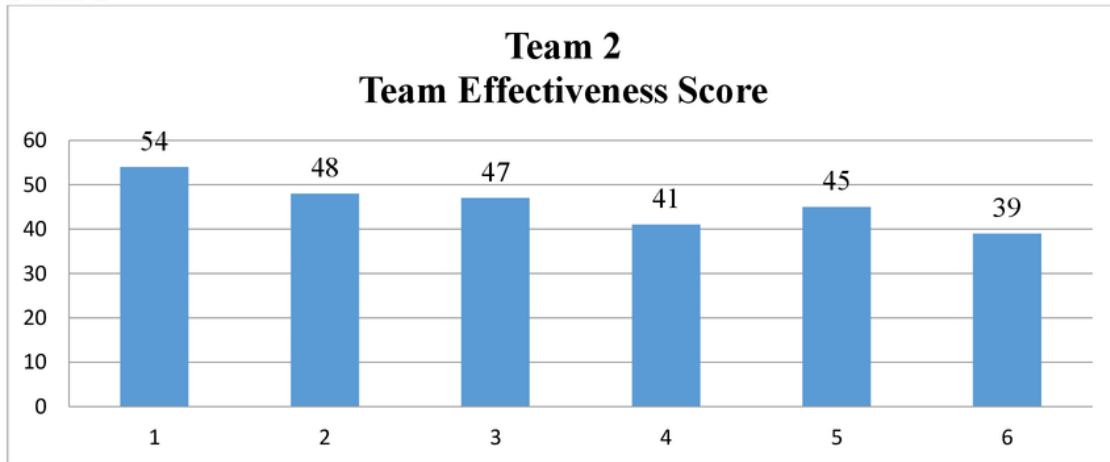


Fig 5.7: Team Effectiveness Score for Team 2

**The mean Team Effectiveness Score is: 3.04**

**The leadership style score of the leader (People, Results): (7.4, 7)**

### **Human Resource Development Team**

6 team members filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Team Builder** Leadership Style.

Leader of HRD Team has to be involved in lot of team interaction. There is a continuance flow of information regarding appraisals, compensation, training etc. This creates a requirement for the leader to be high on both, people as well as task. As a result of which he is following Team Leadership style.



### Team 3

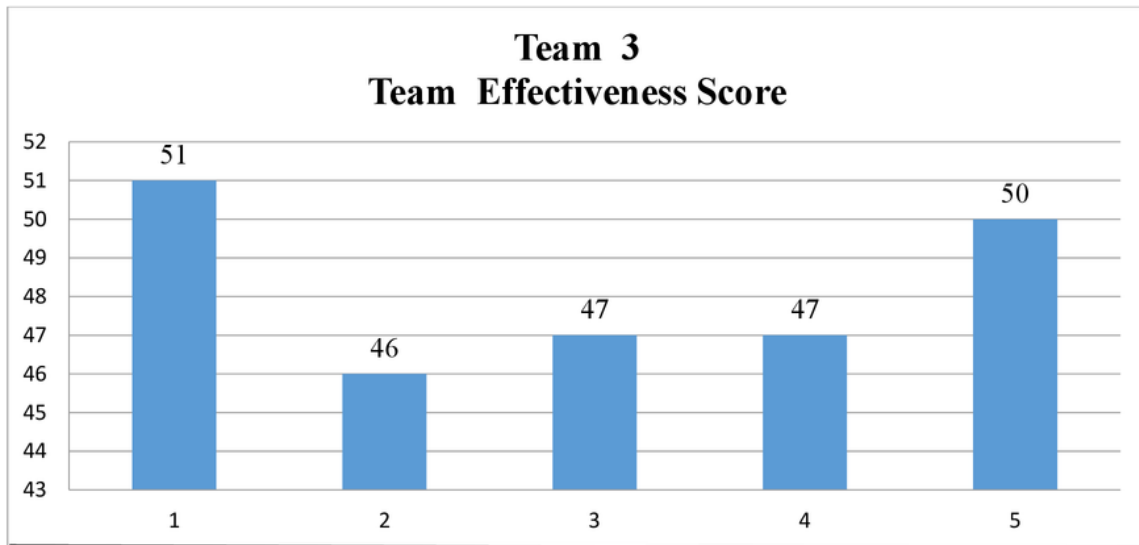


Fig 5.8: Team Effectiveness Score for Team 3

**The mean Team Effectiveness Score is: 3.21**

**The leadership style score of the leader (People, Results): (7.6, 7.6)**

#### **Training Department & Analysis Team**

5 members of team filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Team Builder** Leadership Style.

Leader of T&D along with his team do training need analysis, prepare training calendars, arrange training workshops etc. Therefore this involves high degree of team participation which can be only achieved if there is proper flow of information, so according to requirements he has to be high on both, people as well as task. As a result of which he is following Team Leadership style.

## Team 4

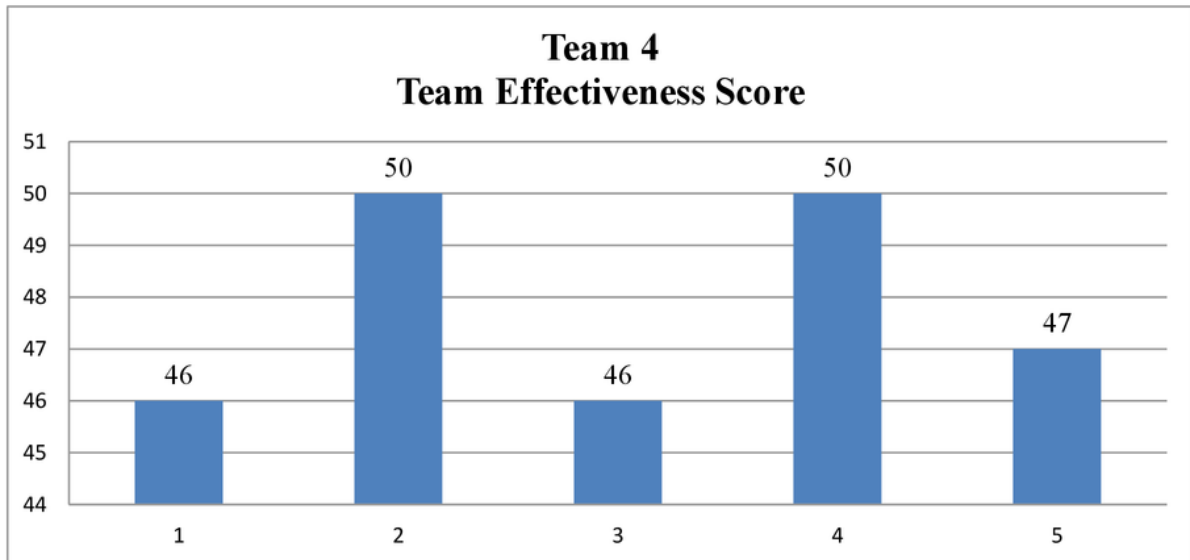


Fig 5.9: Team Effectiveness Score for Team 4

**The mean Team Effectiveness Score is: 3.186**

**The leadership style score of the leader (People, Results): (6.6, 6.8)**

### PSD Team

5 members of team filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Team Builder** Leadership Style.

As this is a PSD Team, leader and his team is involved in lot of interaction with Clients for a technical purpose. There should be proper flow of communication along with the team and client so that targets can be achieved. Therefore according to requirements he has to be high on both, people as well as task. As a result of which he is following Team Leadership style.

## Team 5

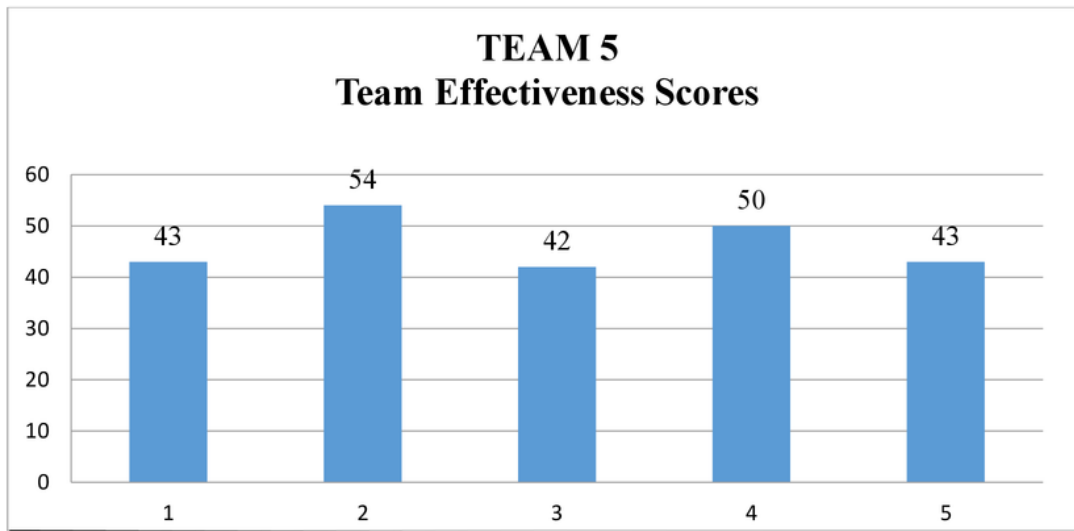


Fig 5.10: Team Effectiveness Score for Team 5

**The mean Team Effectiveness Score is: 3.093**

**The leadership style score of the leader (People, Results): (6.8, 8.8)**

#### **Sales & Marketing Team**

5 members of team filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Team Builder** Leadership Style.

## Team 6

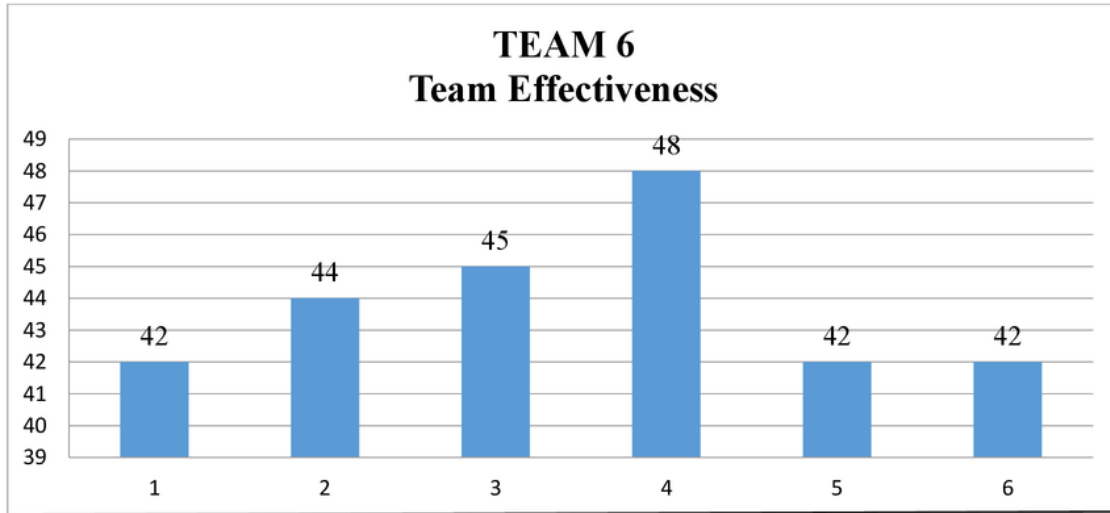


Fig 5.11: Team Effectiveness Score for Team 6

**The mean Team Effectiveness Score is: 2.92**

**The leadership style score of the leader (People, Results): (7, 7.8)**

### **Solution Design Center Team**

6 members of team filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Team Builder** Leadership Style.

## Team 7

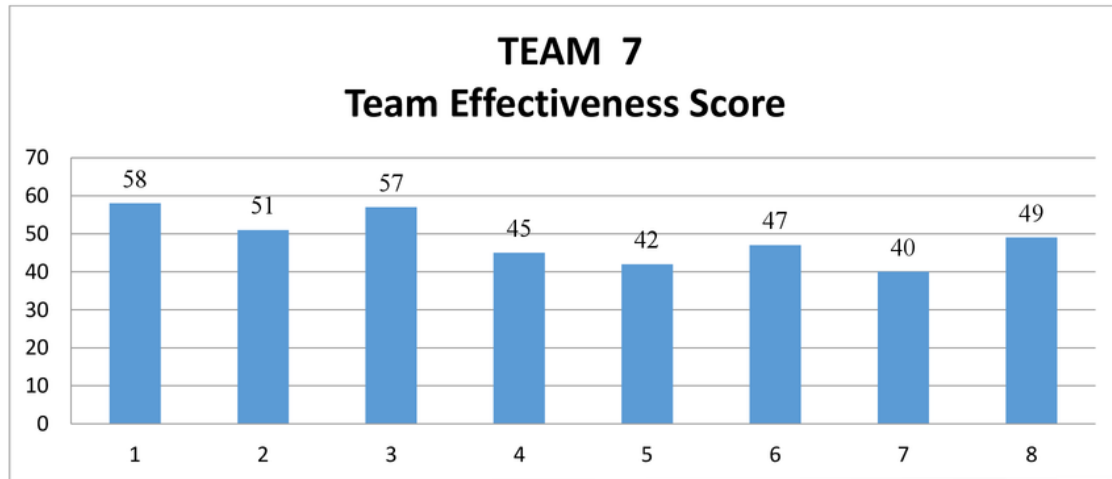


Fig 5.12: Team Effectiveness Score for Team 7

**The mean Team Effectiveness Score is: 3.24**

**The leadership style score of the leader (People, Results): (8.8, 8.2)**

### **Employee Help Desk Team**

8 members of team filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Team Builder** Leadership Style.

Leader of Employee Help Desk team should get involved in lot of discussions and interactions with his team and along with management regarding complaints, queries, and requirements of employees. This creates a requirement for the leader to be high on both, people as well as task. As a result of which he is following Team Leadership style.

## Team 8

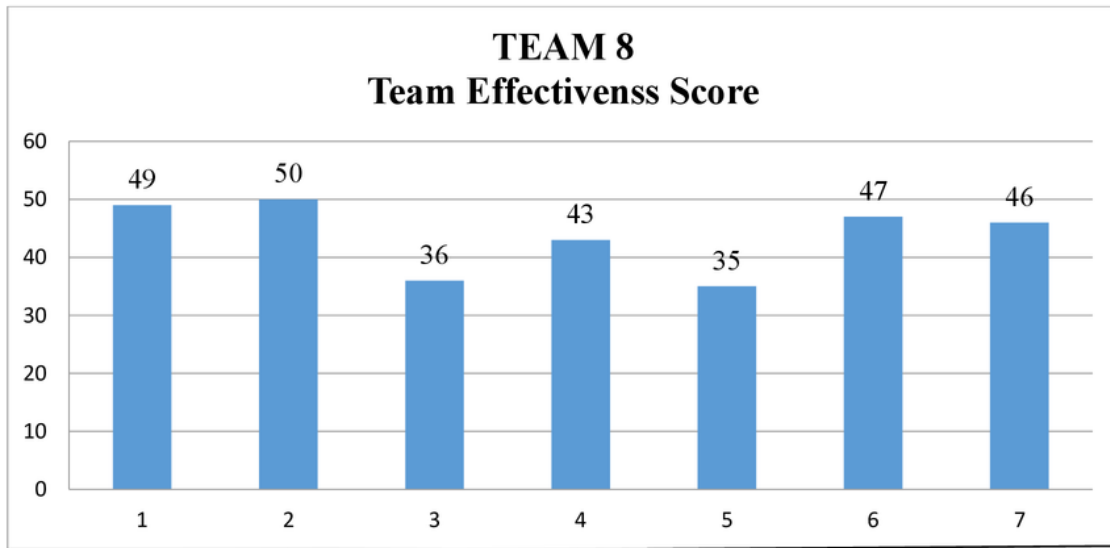


Fig 5.13: Team Effectiveness Score for Team 8

**The mean Team Effectiveness Score is: 2.914**

**The leadership style score of the leader (People, Results): (5.2, 5.8)**

**Software Debugging Team**

7 members of team filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Team Builder** Leadership Style.

Team Leader along with his team, design software debugging for the bugs, which involves lot of creativity and can be only achieved through continuance flow of information among the team members and with the management., therefore leader, according to requirements has to be high on both, people as well as task. As a result of which he is following Team Leadership style

## Team 9

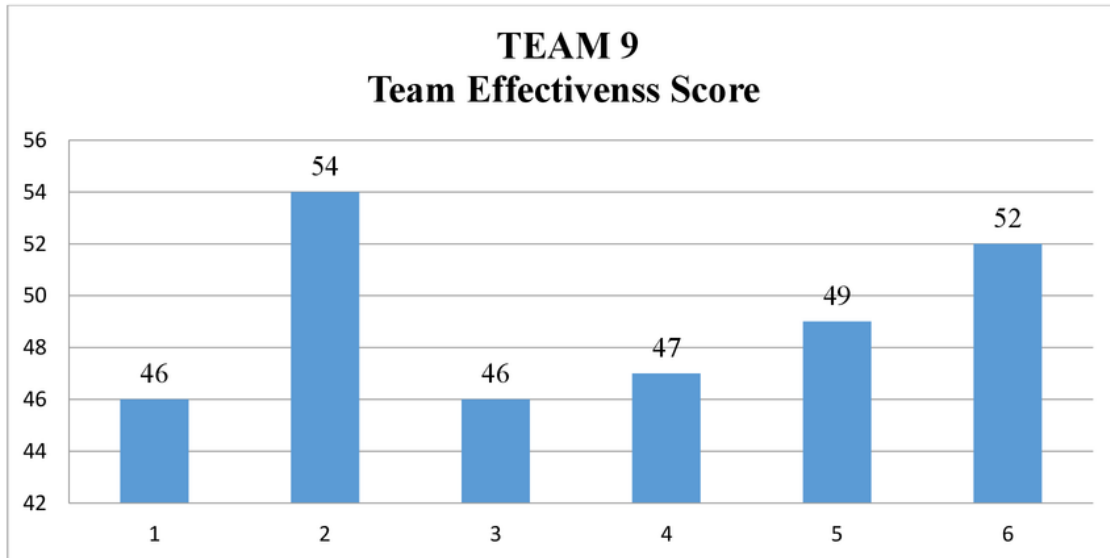


Fig 5.14: Team Effectiveness Score for Team 9

**The mean Team Effectiveness Score is: 3.26**

**The leadership style score of the leader (People, Results): (8.4, 6.8)**

### **HRD / Talent Acquisition Team**

6 members of team filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Team** Leadership Style.

Leader of TA has to be involved in lot of interaction with his team and along with management regarding recruitment of employees and analysis of adequate manpower. There is a continuance flow of information analysis and requirements of the company. This creates a requirement for the leader to be high on both, people as well as task. As a result of which he is following Team Leadership style.

## Team 10

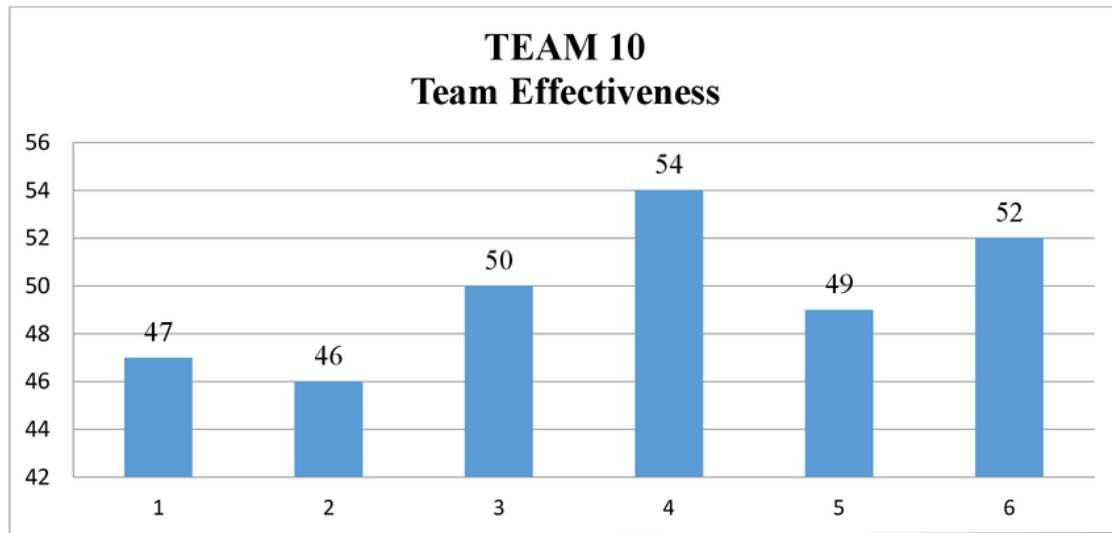


Fig 5.15: Team Effectiveness Score for Team 10

**The mean Team Effectiveness Score is: 3.31**

**The leadership style score of the leader (People, Results): (7.4, 7.2)**

### **Customer Support Service Team**

6 members of team filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Team Builder** Leadership Style.



## Team 11

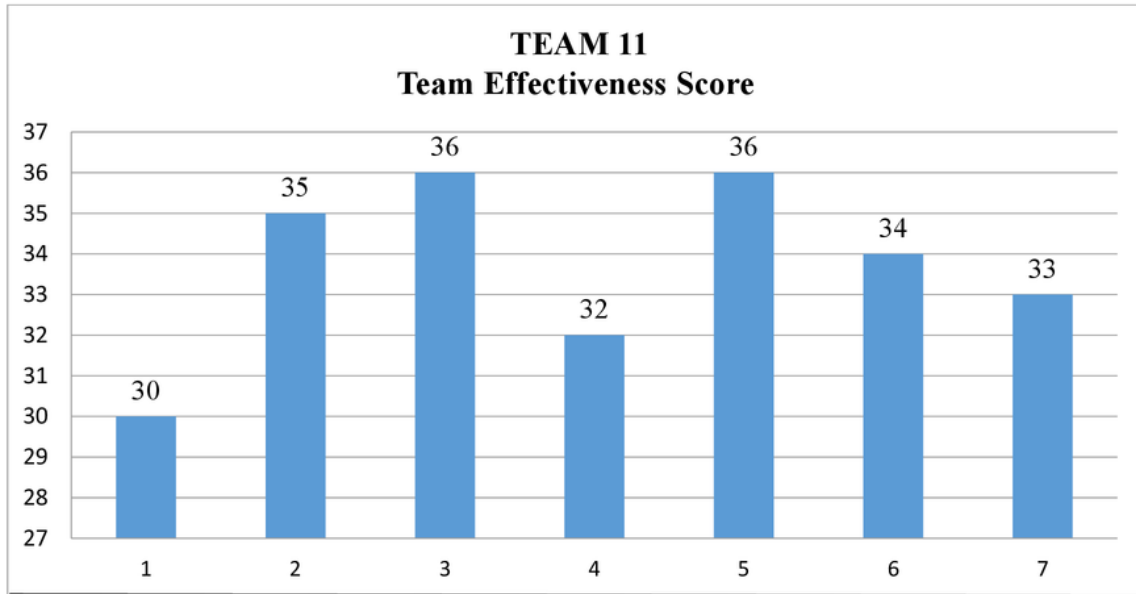


Fig 5.16: Team Effectiveness Score for Team 11

**The mean Team Effectiveness Score is: 2.247**

**The leadership style score of the leader (People, Results): (4, 4)**

### SQL Team

7 members of team filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Do-Nothing** Leadership Style.

Leader of SQL team is moderately high on both, people and task. He is not much concern with both, his team members and task. So he is following Improvised leadership Style.

## Team 12

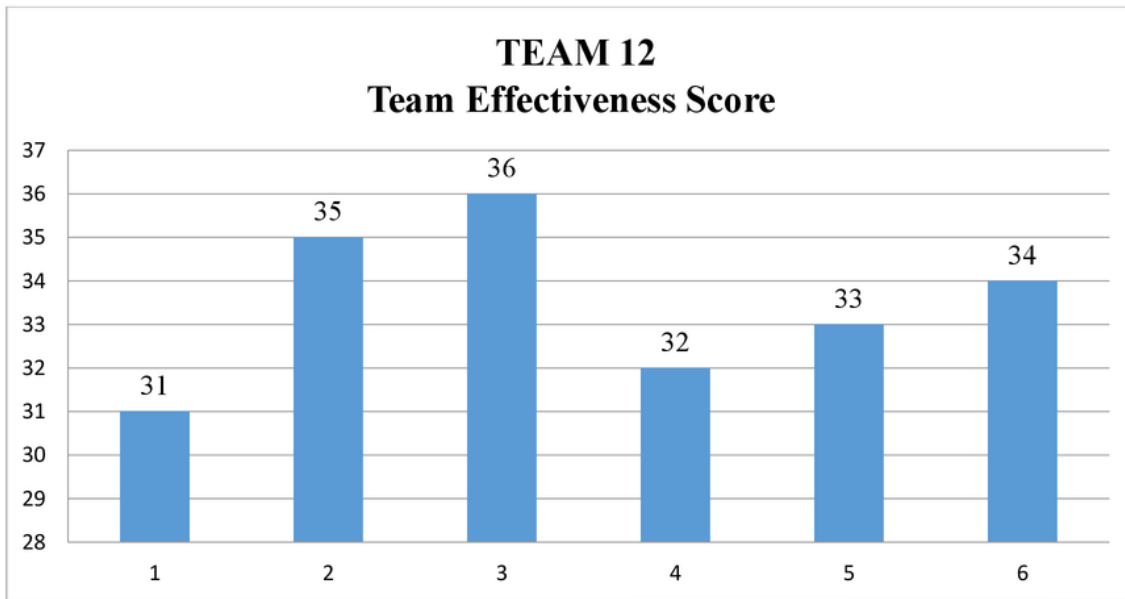


Fig 5.17: Team Effectiveness Score for Team 12

**The mean Team Effectiveness Score is: 2.23**

**The leadership style score of the leader (People, Results): (3.8, 3.2)**

### PPM Team

6 members of team filled the questionnaire on Team Effectiveness and 1 Team leader filled questionnaire on leadership styles. The leader follows **Do-Nothing** Leadership Style.

### Team 13

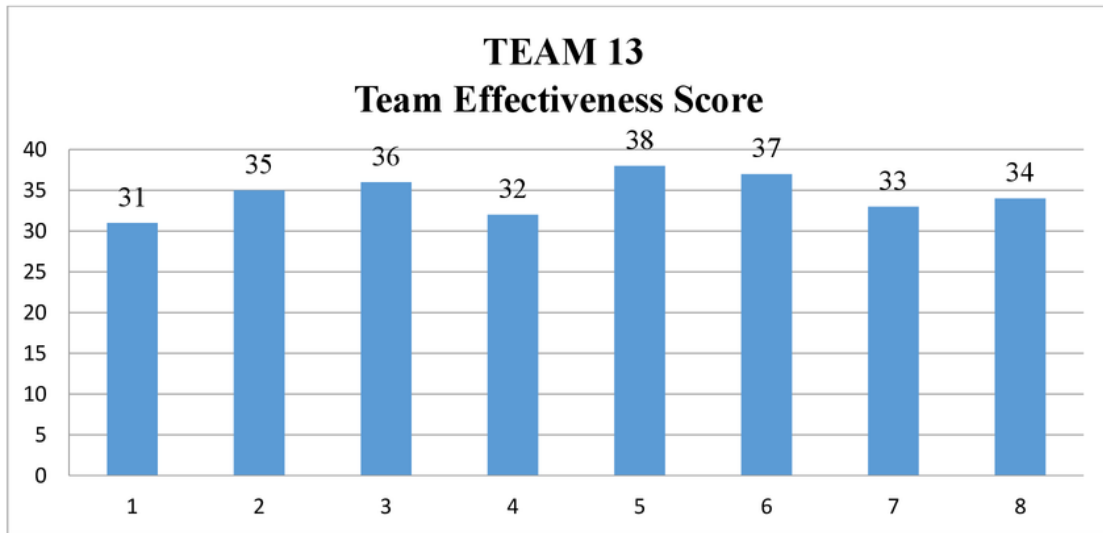


Fig 5.18: Team Effectiveness Score for Team 13

**The mean Team Effectiveness Score is: 3.30**

**The leadership style score of the leader (People, Results): (4.2, 7.2)**

#### Web Research Team

8 Members of team filled the questionnaire on Team Effectiveness and 1 team leader filled questionnaire on styles of leadership. The leader follows **Authoritarian** Style of Leadership.

Leader of web research along with team has to generate data for organization on regular basis. He is more tasks oriented and with less people relations. Hence, he is a tough task master. Therefore he is following Authoritarian Leadership Style.

## Team 14

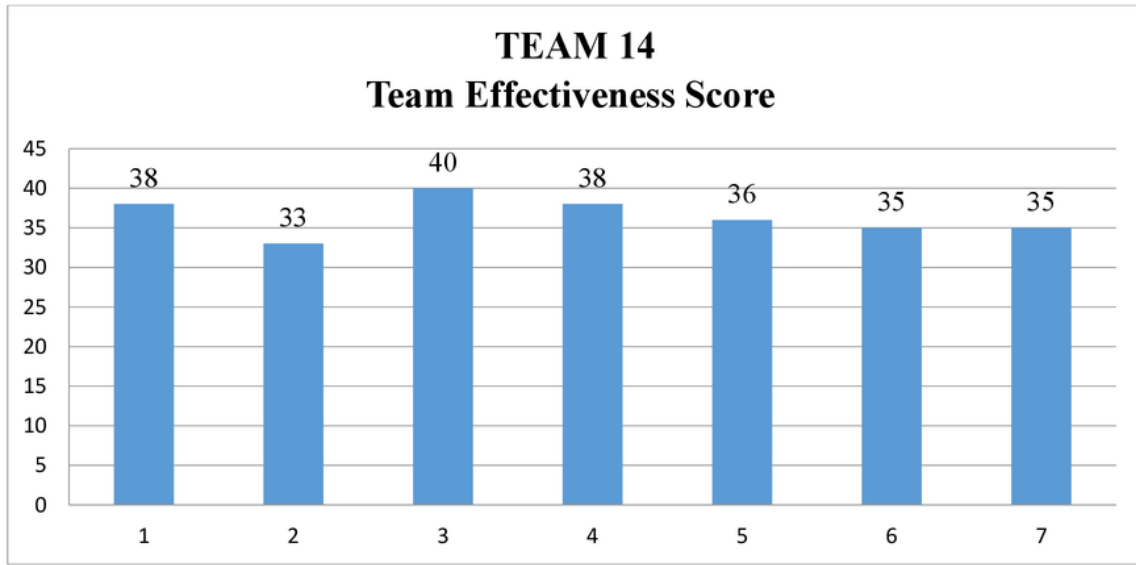


Fig 5.19: Team Effectiveness Score for Team 14

**The mean Team Effectiveness Score is: 2.42**

**The leadership style score of the leader (People, Results): (4.2, 6.2)**

### Accounting Team

7 Members of team filled the questionnaire on Team Effectiveness and 1 team leader filled questionnaire on leadership styles. The leader follows **Authoritarian** Leadership Style.

### Team 15

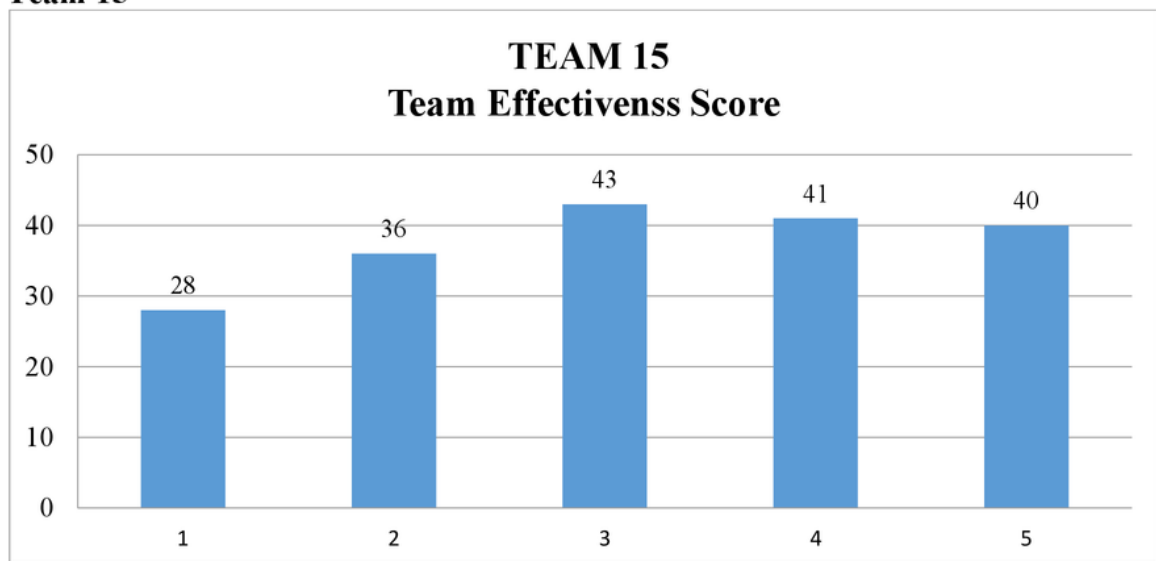


Fig 5.20: Team Effectiveness Score for Team 15

**The mean Team Effectiveness Score is: 2.506**

**The leadership style score of the leader (People, Results): (3.2, 5)**

### **BSS Engagement Team**

5 Members of team filled the questionnaire on Team Effectiveness and 1 team leader filled questionnaire on leadership styles. The leader follows **Authoritarian** Leadership Style.

## Team 16

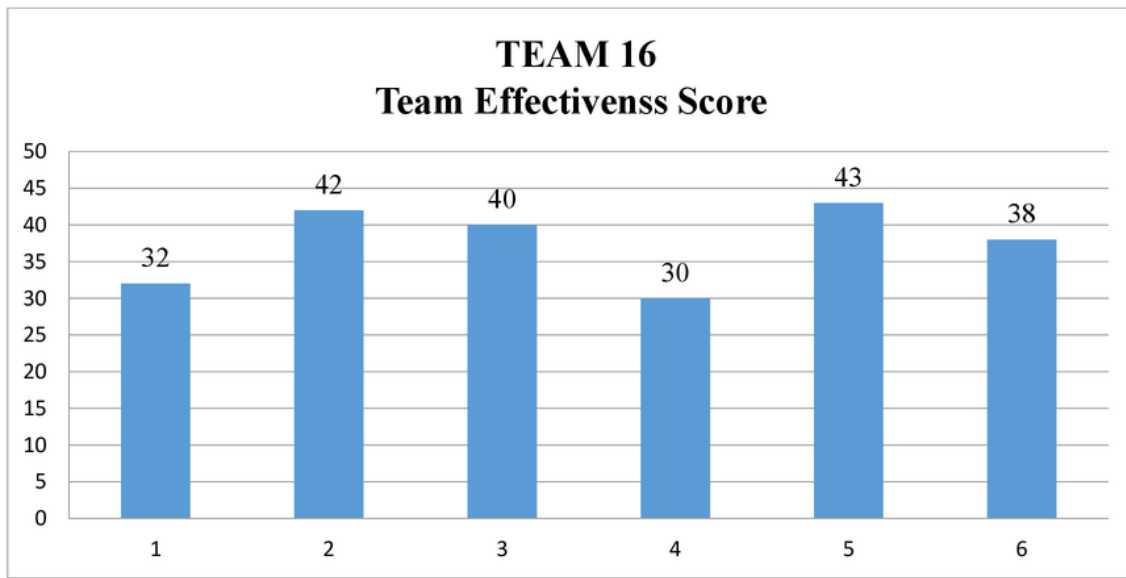


Fig 5.21: Team Effectiveness Score for Team 16

**The mean Team Effectiveness Score is: 2.5**

**The leadership style score of the leader (People, Results): (4.2, 8.4)**

### ETS Team

6 Members of team filled the questionnaire on Team Effectiveness and 1 team leader filled questionnaire on leadership styles. The leader follows **Authoritarian** Leadership Style.

According to Leader of ETS he is more task oriented and less with people relations because his task demands this. Therefore, he is less with people and high on task and follows authoritarian leadership styles.

## Team 17

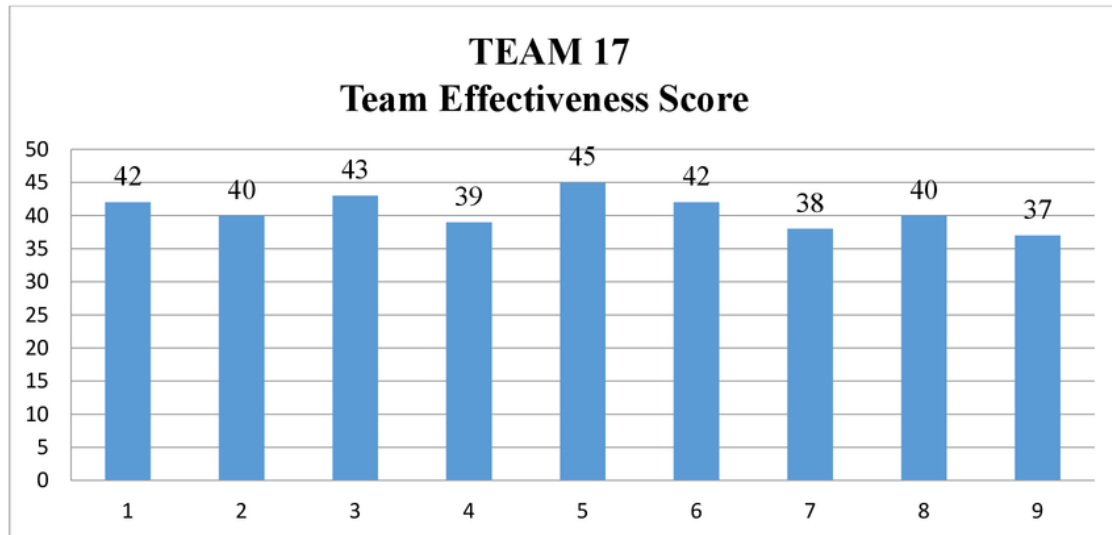


Fig 5.22: Team Effectiveness Score for Team 17

**The mean Team Effectiveness Score is: 2.71**

**The leadership style score of the leader (People, Results): (5.6, 4)**

### **Employee Relations**

9 Members of team filled the questionnaire on Team Effectiveness and 1 team leader filled questionnaire on leadership styles. The leader follows **People-Pleaser** Style of Leadership.

## Team 18

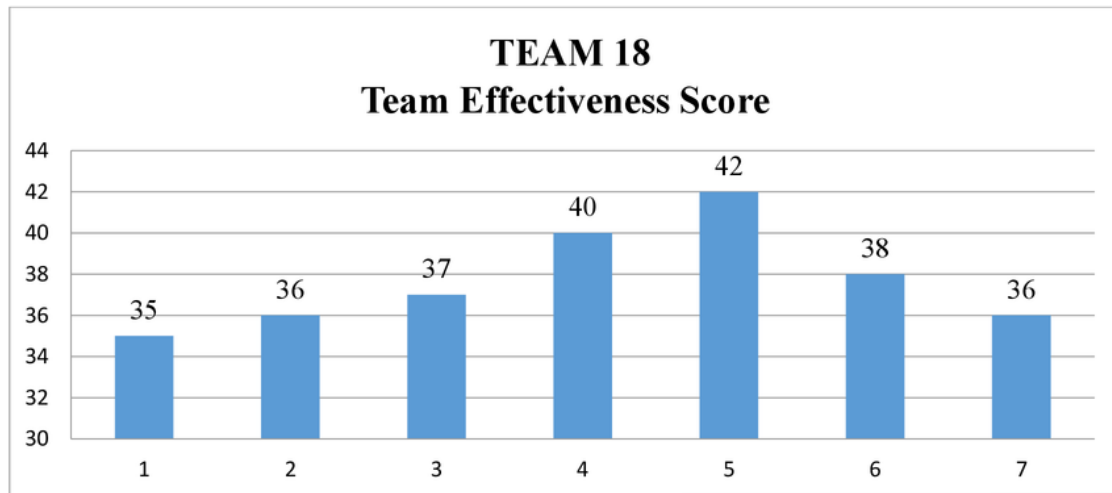


Fig 5.23: Team Effectiveness Score for Team 18

**The mean Team Effectiveness Score is: 2.51**

**The leadership style score of the leader (People, Results): (6.8, 3)**

### **Project Portfolio Management Team**

7 Members of team filled the questionnaire on Team Effectiveness and 1 team leader filled questionnaire on leadership styles. The leader follows **People-Pleaser** Leadership Style.



## Team 19

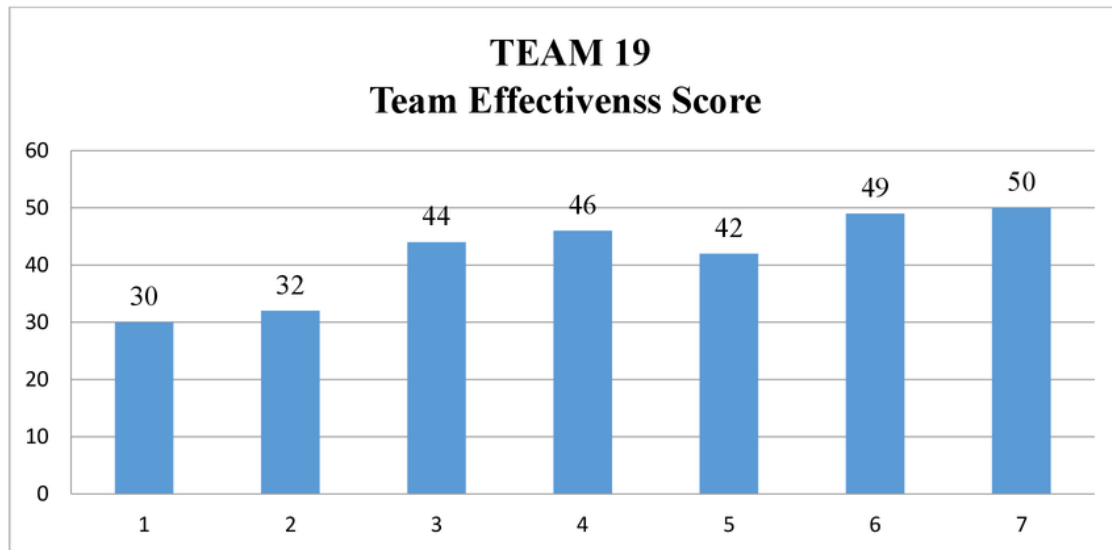


Fig 5.24: Team Effectiveness Score for Team 19

**The mean Team Effectiveness Score is: 2.79**

**The leadership style score of the leader (People, Results): (7.2, 3.6)**

### **Data Entry & Processing Team**

7 Members of team filled the questionnaire on Team Effectiveness and 1 team leader filled questionnaire on leadership styles. The leader follows **People-Pleaser** Leadership Style.

## Team 20

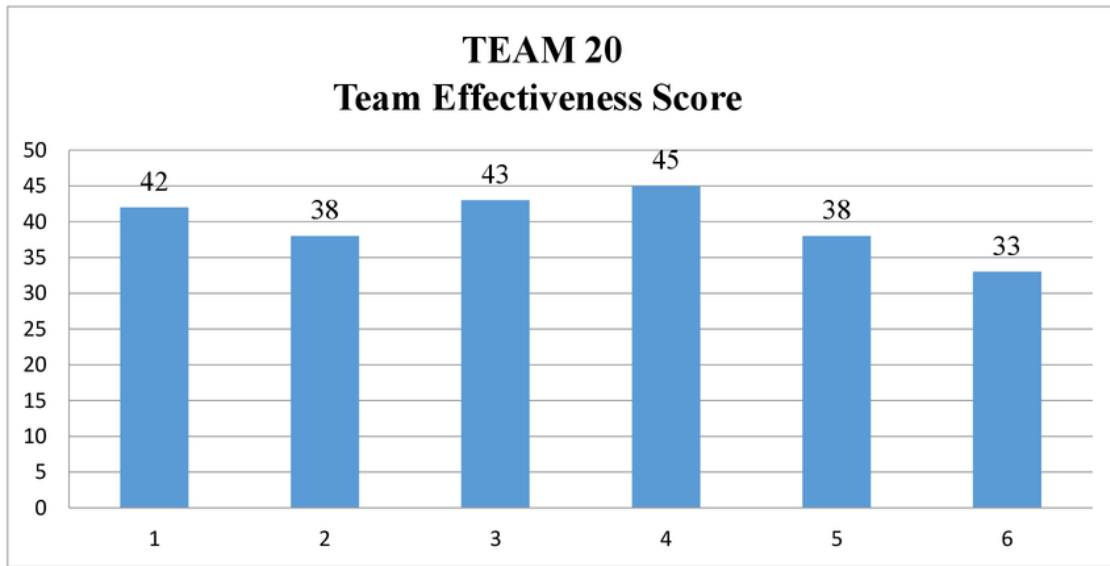


Fig 5.25: Team Effectiveness Score for Team 20

**The mean Team Effectiveness Score is: 2.65**

**The leadership style score of the leader (People, Results): (8, 3)**

### **Network Operations Team**

7 Members of team filled the questionnaire on Team Effectiveness and 1 team leader filled questionnaire on leadership styles. The leader follows **People-Pleaser** Leadership Style.

## Team 21

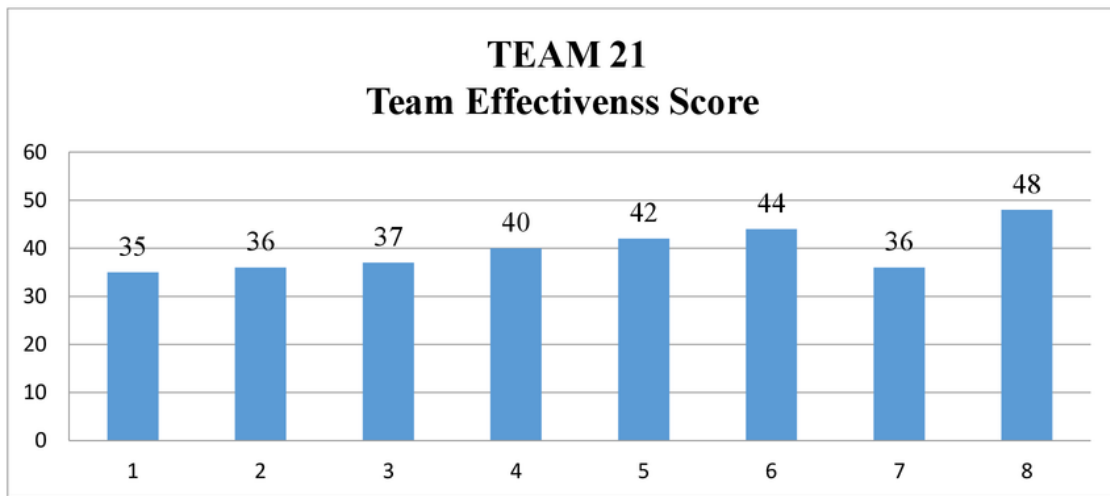


Fig 5.26: Team Effectiveness Score for Team 21

**The mean Team Effectiveness Score is: 2.65**

**The leadership style score of the leader (People, Results): (5.4, 3.6)**

### VSAT Operations Team

8 Members of team filled the questionnaire on Team Effectiveness and 1 team leader filled questionnaire on leadership styles. The leader follows **People-Pleaser** Leadership Style.

### 5.3 DESCRIPTIVE STATISTICS

Table 5.7:- Descriptive Statistics for Effectiveness of Team

Order	Factors	Mean	Median	Mode	Std. Deviation	Min.	Max.
Rank 1	Accomplishment and Resources	4.04	4	5	1.107	1	5
Rank 2	Mutual Interdependence	3.62	4	4	.777	2	5
Rank 3	Team Vision	3.50	4	4	1.055	1	5
Rank 4	Development Opportunities	3.50	4	4	1.055	1	5
Rank 5	Sketch Knowledge and Capabilities	3.42	3	3	.878	1	5
Rank 6	Encouraged Building good Relations	3.33	4	4	1.511	1	5
Rank 7	Encouraged Working for organization.	3.22	4	4	1.331	1	5
Rank 8	Stages of Team Development	3.12	3	4	1.401	1	5
Rank 9	Feedback Regarding Performance	3.04	3	4	1.331	1	5
Rank 10	Rewards and Recognition	2.09	2	2	0.809	1	4
Rank 11	Role Overlapping	1.94	2	2	0.692	1	4
Rank 12	Low Morale	1.85	2	1	0.919	1	5
Rank 13	Conflict and Hostility	1.78	2	2	0.762	1	4
Rank 14	Dissent with Decision Making	1.78	1	1	1.060	1	5
Rank 15	Lack of Coordination	1.67	1	1	0.983	1	5

N=138

### **Inference for Descriptive Statistics for Team Effectiveness**

Fifteen different factors were arranged from highest to lowest mean values.

- **‘Accomplishment and Resources’** : came out to have maximum mean value which is an indication that participants gave more preference to this as compared to other 14 questions
- **‘Mutual Interdependence’** : came out to have second maximum mean value which is an indication that participants gave more preference to this
- Therefore **‘Dissent with Decision Making’** (1.78) and **‘Lack of Coordination’** (1.67) had the least value of mean out of the 15 questions which indicates that participants preferred this question the least.
- Standard Deviation: Value of Standard Deviation is directly proportionate to the value of variance.
- For Standard Deviation **‘Encouraged Building good Relations’** had maximum value of standard Deviation , which indicates majority of the participants rated their answers at the extreme ratings of the scale (answered the question with rating of one or five).
- **‘Role overlapping’** had the least value of standard deviation, which indicates majority participants gave equal ratings to the question and did not go to the extreme ratings of one or five.

Table 5.8: Descriptive Statistics for Leadership Styles

Rank	Factors	Mean	Median	Mode	Std. Deviation	Min.	Max.
Rank 1	Encourage Creativity in Employees	3.67	4	4	1.317	1	5
Rank 2	Challenging Task	3.62	4	5	1.499	1	5
Rank 3	Accomplishing Task	3.57	4	4	1.287	1	5
Rank 4	Coaching People	3.52	3	3	1.078	2	5
Rank 5	Building Great Team	3.48	4	5	1.327	1	5
Rank 6	Closely Monitor Schedule	3.43	3	5	1.469	1	5
Rank 7	Honor People	3.43	4	4	1.568	1	5
Rank 8	Counseling Employees	3.43	4	5	1.076	1	5
Rank 9	Ensure Details Accounted.	3.43	4	4	1.287	1	5
Rank 10	Training Procedure & Task	3.38	4	4	1.203	1	5
Rank 11	Analyzing Problems	3.29	4	5	1.231	1	5
Rank 12	Jeopardizing Relationships	3.29	3	3	1.189	1	5
Rank 13	Explain Intricacies	3.24	3	4	1.30	1	5
Rank 14	Multitasking	3.14	3	3	1.459	1	5
Rank 15	Encourage Decision Making	3.1	3	2	1.411	1	5
Rank 16	Manage Task	3.1	3	2	1.411	1	5
Rank 17	Implement Articles/Research in Process	3.1	3	4	1.411	1	5
Rank 18	Implement Management Psychology	3.05	3	3	1.024	1	5

N=21

### **Inference of Descriptive Statistics for Leadership Styles**

Eighteen factors were arranged in descending manner of their mean value.

- **‘Encourage Creativity in Employees’**: maximum mean value(3.67) indicating that the preference to the Question was the highest among all the questions.
- In case of Std. Deviation **‘Counseling** had the least value of standard deviation (1.076), which indicates majority participants gave equal ratings to the question and did not go to the extreme ratings of one or five

Table 5.9: Averages-Team Effectiveness and leadership style

<b>Teams</b>	<b>Perception Team Effectiveness Amongst team members</b>	<b>Perceived Leadership style expressed by team leader</b>	<b>Leadership Styles</b>
Team 1	3.2	3.777777778	Team Builder Leadership Style
Team 2	3.044444444	4	Team Builder Leadership Style
Team 3	3.213333333	4.222222222	Team Builder Leadership Style
Team 4	3.186666667	3.722222222	Team Builder Leadership Style
Team 5	3.093333333	4.388888889	Team Builder Leadership Style
Team 6	2.922222222	4.166666667	Team Builder Leadership Style
Team 7	3.241666667	4.555555556	Team Builder Leadership Style
Team 8	2.914285714	3.055555556	Team Builder Leadership Style
Team 9	3.266666667	4.222222222	Team Builder Leadership Style
Team 10	3.311111111	4.333333333	Team Builder Leadership Style
Team 11	2.247619048	2.166666667	Do-Nothing Leadership Style
Team 12	2.233333333	1.944444444	Do-Nothing Leadership Style
Team 13	3.3	3.222222222	Authoritarian Leadership Style
Team 14	2.428571429	2.888888889	Authoritarian Leadership Style
Team 15	2.506666667	2.277777778	Authoritarian Leadership Style
Team 16	2.5	3.5	Authoritarian Leadership Style
Team 17	2.711111111	2.444444444	People-Pleaser Leadership Style
Team 18	2.514285714	2.722222222	People-Pleaser Leadership Style
Team 19	2.79047619	3.055555556	People-Pleaser Leadership Style
Team 20	2.655555556	2.944444444	People-Pleaser Leadership Style
Team 21	2.65	2.666666667	People-Pleaser Leadership Style



## Inference

- In the above table **Team 1** (3.2) has high average team effectiveness as compare to **Team 11** (2.24761), because Leader of team 1 use Team Leadership style in which team leader is **both concerned of the task and his team members and employee relationships**, whereas the team-leader of team 11 is using Do-Nothing Leadership style in which team leader seemed to be both uninterested in the **task and in his team members**.
- In above table as we see that average team effectiveness of Authoritarian Leadership and People Pleaser Leadership style, are more as compare to average team effectiveness of Do-Nothing Leadership Style because team leader following Do-Nothing Leadership are **low on task and low people involvement** whereas leader of the team following Authoritarian Leadership are **high on task and low on people involvement** and leaders of the team following People Pleaser Leadership are **low on task and high on people involvement**.
- Therefore we can say that **Team Builder Leadership style** is most useful for team because team leader following this particular style has highest team effectiveness as compare to other leadership styles.

## 5.4 INFERENCEAL STATISTICS

### 5.4.1 CORRELATION AND HYPOTHESIS TESTING

A cross-section of 159 employees is the Pearson Product Moment Correlation (r) ,accepting the value from -1 to +1 and depicting the variable relationship's strength as well as direction. The correlation analysis on the variables are shown in the below table:

Table 5.10: Correlation Effectiveness of the team & Styles of leadership

	<b>Perception Effectiveness of the team Amongst team members</b>	<b>Perceived Leadership style expressed by team leader</b>
Pearson Correlation	1	0.837
Sig. (2-tailed)		.000
Perception Effectiveness of the team Amongst team members		
N	21	21
Pearson Correlation	0.837	1
Sig. (2-tailed)	.000	
Perceived Leadership style expressed by team leader		
N	21	21

Table 5.11: Chi-Square Effectiveness of the team & Leadership Style

	<b>Perception Effectiveness of the team Amongst team members</b>	<b>Perceived Leadership style expressed by team leader</b>
15 Chi -Square	.000 <sup>a</sup>	6.619 <sup>c</sup>
Df	20	3
Asymp. Sig	1.000	.085
Sig	1.000 <sup>b</sup>	.082 <sup>b</sup>
8 Monte Carlo Sig Lower Bound	1.000	.076
95 % Confidence Interval Upper Bound	1.000	.087

#### **Inference**

- A are highly positive correlation between ‘**Perception Effectiveness of the team Amongst team members**’ and ‘**Perceived Leadership style expressed by team leader**’
- It can be observed that though both variables are positively Correlated, significant statistical appropriation may not be advisable as indicated by Chi Square value of 6.619.

One way ANOVA is being shown in the table below:

Table 5.12: ANOVA-Effectiveness of the team & Styles of leadership

	Square's Sum	D.f	Mean Square	F values	Signif.
InBetween Groups	1. 836	3	0.621	14.512	.000
Within Groups	0.727	17	0.043		
Total	2.591	20			

### **Inference**

F value of is 14.512 between group thus it can be interpreted that strong positive correlation is existing and can be identified as very close to significant sum and therefore we accept null hypothesis.

**CHAPTER VI**  
**FINDINGS, CONCLUSION**  
**AND**  
**SUGGESTIONS**

## 6.1 MAJOR FINDINGS

### 6.1.1 DEMOGRAPHIC FINDINGS

- Responses from male were 69% whereas from women were 31 %.
- Maximum responses were given by age group from 21 years to 25 years whereas minimum response obtained from age >40 years.
- Majority of respondents are having 2- 4 years of experience and there were only 5 respondents who were having less than 1 year of experience.
- Majority of the respondents are from Tele sonic (24%) and HCL Technologies (24%) companies.

### 6.1.2 STATISTICAL FINDINGS

1. Perceived Leadership style variables are ranked from 1 to 18 on the basis of the maximum preference to minimum preference given by respondents (Team Leaders)

Table 5.13: Rank Table- Leadership Variables

Rank	Variables
1	Encourage Creativity in Employees
2	Challenging Task
3	Accomplishing Task
4	Coaching People
5	Building Great Team
6	Closely Monitor Schedule
7	Honor People
8	Counseling Employees
9	Ensure Details Accounted.
10	Training Procedure & Task
11	Analyzing Problems
12	Jeopardizing Relationships

13	Explain Intricacies
14	Multitasking
15	Encourage Decision Making
16	Manage Task
17	Implement Articles/Research in Process
18	Implement Management Psychology

2. Perception Effectiveness of the team variables are ranked from 1 to 15 on the basis of the maximum preference to minimum preference given by respondents (Team Members)

Table 5.14: Rank Table- Effectiveness of the team Variables

<b>Rank</b>	<b>Variable</b>
1	Accomplishment and Resources
2	Mutual Interdependence
3	Team Vision
4	Development Opportunities
5	Sketch Knowledge and Capabilities
6	Encouraged Building good Relations
7	Encouraged Working for organization.
8	Stages of Team Development
9	Feedback Regarding Performance
10	Rewards and Recognition
11	Role Overlapping
12	Low Morale
13	Conflict and Hostility
14	Dissent with Decision Making
15	Lack of Coordination

3. Greatly positive correlation ‘Perception Effectiveness of the team amongst team members’ and ‘Perceived Leadership style expressed by team leader’. It can be observed that though both variables are positively correlated, **significant statistical appropriation may not be advisable** as indicated by Chi Square value. Table Value for team effectives is greater than the value calculated thus accepting the null hypothesis . **They are highly correlated but statistical procedure is indicating that influential of them are not statistically significant.**

4. Number of team following various styles of leadership

Table 5.15: Various Styles of leadership

<b>Styles of leadership</b>	<b>Number of Teams</b>
Team Builder Leadership Style	10
Do Nothing Leadership Style	2
Authoritarian Leadership Style	4
People Pleaser Leadership Style	5
<b>TOTAL</b>	<b>21</b>

5. Effectiveness of the team is highest when the leader scored high on both concern for task and concern for people and has a team builder leadership style. (Team 3)
6. Conversely, Effectiveness of the team is lowest when the leader scored low on task and people i.e. Impoverished Leadership Style (Team 12)
7. If the leader is high on people orientation as against Task, the team performance is Mediocre and follows country club Leadership Style (Team 17)
8. If the Team Builder leader style is mostly task oriented, then it can be noticed that team performance can be affected because lack of people relations (Team 14)

### **LIMITATIONS OF THE STUDY**

- One major limitation of the research is time.
- The survey may be subjected to prejudged notion from respondents thus not guaranteeing 100% accuracy.
- The result of the research will be indicative as it is only confined to NCR Region, thus not coming to a conclusive result.



- The responses are assumed to be true for data analysis purpose.
- The study is done with respect to the teams in IT, thus other areas cannot refer this study.
- Difficulty in getting information from employees due to varying shift timings and busy schedules.
- Leaders may have a combination of various styles of leadership and not stick to a single leadership style.

Team members apprehensive to give out the opinion about manager's leadership style.

## **6.2 CONCLUSION**

Every leadership style has its place in the leadership tool box, the trick is to understand when it is the appropriate time to be either a task or people focused leader. Motivation, capability of followers and leader follower relationship are the factors that affect situational decisions.

Thus an effective leader is the one that uses different styles of leadership as per the situation.

How the leader perceives the situation and its followers impact what is done by them rather than the situation's truth.

The styles of Leadership depend on the following variables:

- Efforts by Subordinate
- Ability of its subordinates and their clarity in role
- Work structure
- Cohesiveness and Cooperation: of the group in working together
- Support and resources
- Coordination with External groups

### 6.3 SUGGESTIONS

- It is suggestive to follow the Team Leadership style to achieve higher effectiveness of the team.
- When a leader delegated its work, it is recommended to assign the whole task to them with in depth instructions, clearing all queries of the employees.
- Leaders when delegating wok should ensure that the task is understood by the team. The leader should then observe the task being performed and provide detailed feedback for improvement.
- Identify the measurements or the outcome that can use to determine that the project was successfully completed.
- The leader should ensure that all key points of the projects are directed to its team. All the dates and deadline should also be communicated well prior to the actual date.
- The communication amongst the team members should be proper in order to get optimal solution to it. Getting competitive feeling or grudges will not get effective results in long run.
- The team should encourage new ideas into discussion even if they are the silliest of ideas to make them feel comfortable in team and it shows your interest towards them.
- There should be direct interaction and clear communication between members of team.

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# STYLES OF LEADERSHIP AND THE INFLUENCE IT HAS ON EFFECTIVENESS OF TEAMS IN THE IT INDUSTRY

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