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A CASE STUDY OF IMPACT OF LEADERSHIP QUALITIES ON EMPLOYEE MOTIVATION WITH SPECIAL REFERENCE TO EMPLOYEES WORKING IN PRIVATE SECTOR IN AHMEDNAGAR CITY

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ABSTRACT:

Leadership qualities play very important role in boosting motivation and morale of employees. These qualities reflect in their decisions which result into effective and efficient working of employees. It is certainly helpful in achieving organizational goals. There are many types of leadership styles which decide qualities of the leaders. All the leadership styles are very important for overall development of business organization. Of course, all the leadership styles have their own limitations. Particular situation decides importance of particular leadership style. Employees need

motivation while achieving organizational as well as personal goals. If they are motivated, they try to give their best and try to achieve personal and organizational goals efficiently and effectively. It results into development and expansion of business organization. Current research project seeks to investigate leadership qualities that motivate employees and its overall effect on business organization.

KEYWORDS: Impact, Leadership Qualities, Employee, Motivation, Private Sector.

INTRODUCTION

There has been continuous increase in the competition in all types industries in all the sectors of the economy. Only those business organizations can survive which are in competition. It is of utmost importance to get adopted with changing social and technological changes to be in competition. Business organizations are supposed to change their strategies very quickly to retain their place in this competition. Not only technology but human recourse management also play very important role in the survival of

a business organization. There is large scale production everywhere. Marketing of the goods produced is a great challenge before all the manufacturing concerns. Marketing and all other departments need motivated employees to run its business efficiently. Situational leadership plays very vital role in motivating employees to achieve organizational goals through achieving personal goals. It motivates employees to achieve their personal goals in such a way that organizational goals can be achieved automatically.

Theoretical Part-

Leadership- According to Koontz and O'Donnell, "Leadership is the ability of a

manager to induce subordinates to work with confidence and zeal."

Motivation- According to Robert Dubin, "Motivation is the complex set of forces starting and keeping a person at work in organization. Motivation is something that moves the person to action, and continues him in the course of action already initiated."

It is observed that there are many types of leadership styles. Leadership qualities of all types of leadership styles are different. Some of these leadership styles are as under.

A) Leadership styles based on Traditional theories-

1) Free-Rein or Laissez-Faire Style- These types of leader try

to avoid authority and responsibly. They establish group to formulate policies and programmes. They play minor and negligible role.

2) Autocratic Style- Such types of leaders take full authority and responsibility. There is centralization of power of decision-making among them. They don't allow their subordinates to participate in decision-making. Their subordinates are supposed to obey and follow instructions given to them by their leader.

3) Democratic Style- Such types of leaders allow their subordinates to participate in decision-making. Decisions are taken by consultation.

4) Participative Style- Such types of leaders decentralize authority and motivate their subordinates to participate in decision-making.

B) Leadership styles based on Modern Theories-

1) Envisioning Style- Such types of leaders create a picture of desired future state with which people can identify. It creates excitement.

2) Energising Style- Such types of leaders direct the generation of energy. It includes demonstration of personal excitement and confidence, seeking, finding and using success.

3) Enabling Style- Such types of leaders enable their subordinates psychologically to perform their action to achieve their goals in challenging situation. It includes empowering and expressing personal support.

Significance- Leadership plays very important role in the growth of business activities of a business. Various qualities of leaders motivate workers to work efficiently and effectively to achieve organizational goals. It certainly results into positive outcomes. If leadership is unable to motivate employees, it's impossible for a business organization to survive in keen competition. Nowadays there is need of a leader who can take quick decisions. There are increasing opportunities, at the same time there are increasing demands from the various types of customers. It has really become a great challenge before almost all the business organizations to meet the demands of the customers. It's possible to face this challenge, only if the workers are motivated. In short, survival of a business organization depends upon the positive qualities of a leader that motivate employees to give their best to achieve success to the business organization.

REVIEW OF LITERATURE

Luthans (1992) – According to Luthans, subordinates of a leader has great loyalty and trust toward their leader who identify themselves with their leader and his vision. They take leader's values and behavior as an example.

Koudri (1999) – According to Koudri, leadership is to deal and cope with change, focusing on the long-term and the big picture, not always doing to safe to take risks, and concentrating on people and their values, not just the bottom line.

Gibson (2002) – According to Gibson, qualities of administrators which determine charismatic leadership behavior are still debatable.

Adair (2002) – According to Adair, "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is human factor which binds a group together and to improve their performance and to direct them towards goals."

SudiApak and SeferGumus (2015) – According to them, success and performance are matters of plan program and team work in organizations and places. The employee and administrator can achieve success if information is given to administrators about motivation of employees and if morals of employees are boosted.

Need of the study- It is necessary to know various leadership qualities that can motivate employees and lead to positive outcomes. Research focuses on various styles of leaderships and their impact on motivation level of employees. Importance of a leadership style depends upon the situation. Employees

are living things, they are not machines. Therefore, it becomes necessary to respect their feeling. There are continuous changes in feelings and emotions of employees. It's really a challenge for a leader to behave according to changing mood of employees and to motivate them to go towards targeted goals. Technological changes have been resulted into mass production. Now finding out new customers to sell this production is a great challenge before all the business organizations. Therefore, leadership qualities have got immense importance in the changing world of trade and commerce.

OBJECTIVES-

- 1) To know various qualities of leadership that affect motivation of employees.
- 2) To know various types of leadership styles.
- 3) To know impact of various types of leadership styles on employee motivation.
- 4) To know effectiveness of various types of leadership.

Research Methodology- Data is collected from 200 employees working in administrative staff in Ahmednagar city. Respondents are from various age-groups. Research is based on primary information collected from these employees. Questionnaire was prepared to collect information from these employees. It was circulated among the respondents and information was obtained through from these employees by arranging separate face to face meetings. Observation method is also used for the analysis and interpretation of data.

Sr. No.	Statement	Yes (%)	No (%)	Total (%)
01	Is your leader self-confident in decision-making?	76	24	100
02	Does your leader have vision about how to achieve organizational goals?	82	18	100
03	Does your leader take quick decisions?	62	38	100
04	Is your leader firm and strong about the decision he/she has taken	80	20	100
05	Does your leader use his powers appropriately?	76	24	100
06	Does your leader use his /her powers for the benefits of his/her subordinates?	47	53	100
07	Does your leader allow you to participate in decision-making?	55	45	100
08	Is your leader open-minded?	64	26	100
09	Does your leader accept suggestions given by you?	72	28	100
10	Do you have informal relationship with your leader?	81	19	100
11	Does your leader accept his/her mistakes?	43	57	100
12	Does your leader try to save his subordinates in case of their mistakes?	57	43	100
13	Does your leader help you in case of personal matters?	42	58	100
14	Does your leader work effectively?	82	18	100
15	Do you like to follow your leader?	72	28	100

76% respondents reported that their leader is confident in taking various types of decisions and it makes them confident to implement that decision. It further makes them rely on their leader. 82% of the respondents reported that their leaders have vision about how to achieve organizational goals. It motivates them to work with new energy. 62% of the respondents reported that their leaders take quick decisions which show their confidence. 80% respondents reported that their leaders are firm and strong about the decision they have taken. It makes them strong to work in challenging situation. 76% respondents reported that their leaders use their powers appropriately; there is no misuse of their

powers. 55% respondents reported that they are allowed by their leaders to participate in decision-making. It boosts their confidence and they feel happy while working in the office. 64% respondents reported that their leader is open-minded. It makes them open-minded and they can easily share their personal problems with their leaders. It is very helpful for them when they are under stress. 72% respondents reported that their leaders accept suggestions given by them and sometimes they change the decision they have already taken. It shows their trust confidence on their subordinates. It results into loyalty among subordinates. 81% respondents reported that there is informal relationship between their leaders and them. It helps in smooth functioning at their workplace. 43% respondents reported that their leader is always ready to accept their mistakes. Almost all of them welcome their subordinates if they reveal out their mistakes. They are always ready to correct their mistakes, Sometimes rewards are also given to the employees for revealing the mistakes. 42% of the respondents reported their leaders help them in their personal matters also which creates a relationship of trust and confidence which ultimately results into loyalty among employees. 82% of the respondents feel that their leaders work effectively to achieve organizational as well as personal goals. 72% of the respondents happily reported that they like to follow their leaders. It gives them feeling of immense happiness.

Scope-

- 1) Researcher has collected data from 200 employees working in administrative work in Ahmednagar City.
- 2) Data collection period is 2 months.
- 3) Random stratified sampling method is used to collect data.
- 4) Current research focuses on leadership qualities that motivate employees to work efficiently and effectively.
- 5) Comparative study of leadership qualities between male and female teachers is avoided.

Hypothesis-

- 1) There is great influence of leadership qualities on motivation level of employees.
- 2) Confidence of a leader makes his subordinates more confident.
- 3) Informal relationship between a leader and his subordinates make work-place more energetic.

FINDINGS-

- 1) Inter-personal relationship plays very important role in motivating the workers to work effectively and efficiently.
- 2) Informal relationship makes workplace more energetic and pleasant which results into better results.
- 3) If leader is open-minded, employees can share their personal problem with him. It leads to remove stress of employees.
- 4) If relationship between a leader and employees is based on trust and confidence, it creates loyalty among employees which results into better results.
- 5) Confidence of leaders makes their subordinates more confident.
- 6) There are many styles of leaderships. It is observed that only situational leadership can give success to business organizations. It means situational behavior of leaders play important role in the success of an organization.

RECOMMENDATIONS-

- 1) Leaders must be firm and confident while taking any decision.
- 2) Misuse of the powers by the leaders creates dissatisfaction among employees which adversely affect their efficiency.
- 3) There is need of informal organization within formal organization.

- 4) Proper efforts should be taken by leaders to create employee-subordinates relationship which is based on trust and confidence.
- 5) Lowering stress of employees by their own leaders can give better results in improving performance of employees.

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