



A STUDY ON LEADERSHIP SKILLS AND ITS IMPACT ON EMPLOYEE PERFORMANCE

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Abstract: The purpose of this study is to identify the impact of leadership skills on employee performance. A sample size of 100 was used using convenience sampling technique. The study used quantitative approaches, and a questionnaire was designed. A five-point Likert scale questionnaire was used to determine the impact of leadership skills on employee performance. 55% of the respondents scored for Administrative skills. Hence from this study administrative skill is more important to become a leader followed by interpersonal skills with 23% and conceptual skills with 21%. In the contemporary competitive environment, the survival and development of institutions are required to emphasis upon the responsibilities and processes that play main role in augmenting their performance. In the prevailing situation, the main objectives for nay dynamic institutions are the development of individual capabilities and ultimately the performance of the institutions. The present study was an attempt to explore the suitable leadership skills with respect to the performance of the employees. All the three styles have significant impact upon the performance of the individuals. Interpersonal and conceptual skills do not have much difference. It means both are equally important to become a good leader. The leadership with these shared attributes will strengthen the institutions and thus the quality will be the only result.

Index Terms: Leadership, employee performance, administrative skills, conceptual skills, interpersonal skills

I.Introduction

A team is made up of a bunch of highly diverse personalities. Here comes the need for a good team leader who is capable of putting together the different temperaments and shaping it into a highly powerful resource. Developing a perfectly synchronized, well-oiled smooth machine of a team should be on top of every team leader's target.

Leadership is the ability to build up confidence and zeal among people and to create an urge in them to be led. To be a successful leader, a manager must possess the qualities of foresight, drive, initiative, self-confidence and personal integrity. It depends up on the situation that determines the different types of leadership. It is a process of influence; a leader must be able to influence the behaviour, attitude and beliefs of his subordinates. Leadership is the

function of stimulating the followers to strive willingly to attain organisational objectives. Leadership is neither bossism nor synonymous with management. Formal leaders and informal leaders are the two major types of leaders.

II. QUALITIES OF A LEADER

Some of the qualities of a good leader are as follows:

- Good personality
- Emotional stability
- Sound education and professional competence
- Initiatives and creative thinking.
- Sense of purpose and responsibility.
- Ability to guide and teach.
- Good understanding and sound judgement
- Communicating skill and sociable
- Courage to accept responsibility.
- Objective and flexible approach.

III. TECHNIQUES FOR AN EFFECTIVE LEADERSHIP

- A leader should consult the group in framing the policies and lines of action and in initiating any radical change therein.
- He should attempt to develop voluntary co-operation from his subordinates in realizing common objectives.
- A leader should exercise authority whenever necessary to implement the policies.
- He should give clear, complete and intelligible instructions to his subordinates.
- He should build-up confidence and zeal in his followers.
- It is important for a leader to communicate effectively and also listen to his subordinates and follow the principle of motivation

IV. OBJECTIVES OF THE STUDY

- To acquire knowledge on leadership skills in real life
- To study the importance of administrative skills
- To study the importance of conceptual skills
- To study the importance of interpersonal skills

V. LITERATURE REVIEW

To enhance the performance of an employee, his/her dependence upon the leadership, which is operative, has a definite status. In the same phenomenon, the central role of the leadership along with his credibility becomes most prominent (Bass, Avolio, Jung & Berson, 2003). Actually, the transformational leader is a psychoanalyst, as he/she learns, comprehend and analyse the minds, thoughts, attitudes and desires of the followers/employees to reach the

final decisions which help in augmenting the employees level of performance (Qaisar & Sara, 2009). The leadership of this category always pursues democratically and believes to solve every issue in the organisation according to the popular will of the employees. The diagnostic skills of the leadership, either they are intrinsic or gained are valuable for the resolving the issues related with the individuals and with the organisation as a whole (Durga & Prabhu, 2011). The employee performance is directly proportional to the effectiveness of the leadership. Through the powers of comprehension, analysis, planning and motivation, the transformational leaders augments the mercury level of the employees output (Iqbal, Anwar & Haider, 2015).

VI. LEADERSHIP SKILLS

Three types of leadership skills considered in this study are

6.1 Administrative skills

Administrative skills are qualities that help to complete tasks related to managing a business. This might involve responsibilities such as filing paperwork, meeting with internal and external stake holders, resending important information, developing processes, answering employee questions and more.

6.2 Interpersonal skills

Interpersonal skills are the qualities and behaviours we exhibit while interacting with other people which include:

6.2.1 Communication skills:

- Verbal communication- communication through words
- Non-verbal communication-communication without words, example through body language, or tone of voice
- Listening skills- interpreting both verbal and non-verbal messages sent by others.
- Emotional intelligence- being able to understand and manage one's own and others' emotions.

6.3 Conceptual skills

Conceptual skills provide the ability to develop solutions regarding high-level theories, ideas and topics. This quality also involves addressing challenging scenarios with a creative, innovative approach. With conceptual skills, it becomes easier to understand abstract or complicated ideas.

VII. RESEARCH

The term research describes an entire collection of information about a subject". According to Clifford woody research comprises defining and redefining problems, formulating hypothesis or suggested solutions: collecting, organizing and evaluating data: making deductions and reaching conclusions: and at last carefully testing the conclusions to determine whether they fit formulating hypothesis.

VIII.METHODOLOGY

Methodology is defined as “the analysis of the principles of methods, rules, and postulates employed by a discipline” or methodology can also be defined as “the development of methods to be applied within a discipline” or “a particular procedure or set of procedures”. The important thing should be noted is that methodology is frequently used when would be more accurate.

IX.RESEARCH DESIGN

According to Jahoda, Deutshe and Cook,” A Research design is the arrangement of collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”

In this study we have used” Research design in case of descriptive research studies”, the design studies must be rigid and not flexible and must focus attention on the following.

- a. Formulating the objective of the study
- b. Designing the methods of data collection.
- c. Selecting the sample.
- d. Collecting the data

9.1 INSTRUMENT FOR DATA COLLECTION

9.1.1.Statistical tools

Statistical tools constitute an integral part of research analysis. Hence, any analysis of data compiled should be subjected to relevant analysis so that meaningful conclusions could be arrived at. The following are the statistical tools, which were applied for this project.

- Percentage method

$$\text{Percentage of Respondent} = \frac{\text{no of respondents}}{\text{total no of respondents}} * 100$$

X.METHODS OF DATA COLLECTION

The tool used for collecting the primary data is QUESTIONNAIRE

10.1Questionnaire:

The questionnaire was used to collect the bulk of data. A list of questions is sent to the person concerned with a request to answer the questions and return the questionnaire.

10.2.Sources of data collection:

Questionnaire method was used to collect the data from respondents. While dealing with real it is obvious that data at hand are inadequate collet that are appropriate. Depending upon the source of information available, data can be classified as

1. Primary data

Primary data are measurement observed as part of original study. The work of collecting data by the researcher for the study is known as primary data. When the data used in a statistical study was collected under the control and supervision of the concerned researcher such type of data is referred to as primary data. In this research data is collected through **questionnaire method**.

2. Secondary data

When the researcher did not collect the data but derived from the other sources through internet and past record maintained by the company then such data is referred to secondary data.

XI. ANALYSIS AND INTERPRETATION

Leadership skills

Particulars	No. of respondents	Percentage of the respondents
Administrative skills	61	55%
Interpersonal skills	26	23%
Conceptual skills	23	21%

XII. Findings

- Majority of the sample were Female Employees.
- 55% of the respondents scored for Administrative skills. Hence from this study administrative skill is more important to become a leader followed by interpersonal skills with 23% and conceptual skills with 21%.

XIII. DISCUSSION

In the contemporary competitive environment, the survival and development of institutions are required to emphasis upon the responsibilities and processes that play main role in augmenting their performance. In the prevailing situation, the main objectives for nay dynamic institutions are the development of individual capabilities and ultimately the performance of the institutions (Dvir, Eden, Avolio & Shamir, 2002). The performance of the employees is the summary of individual skills which contributes to the realization of institutional objectives. It includes the leadership, work conditions, colleagues' relationships, promotions, wages, job security, personal characteristics, supervision, motivation, equality, personality factors and structure of organization (Smerek & Peterson, 2006).

XIV.CONCLUSION

The present study was an attempt to explore the suitable leadership skills with respect to the performance of the employees. All the three styles have significant impact upon the performance of the individuals. Interpersonal and conceptual skills do not have much difference. It means both are equally important to become a good leader. The leadership with these shared attributes will strengthen the institutions and thus the quality will be the only result.

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