

CHAPTER-III

METHODOLOGY

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CHAPTER— I I I

M E T H O D O L O G Y

3.1 INTRODUCTION

Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds group together and motivates it towards goals. To lead is to guide, conduct, direct and precede. Thus leadership is, the process of influencing activities of an individual or a group for goal achievement in a given situation.

Organisational effectiveness is not only mere good performance, but also reflects how effectively the organisation can discharge its obligations with respect to all its internal and external environment including employees, shareholders, customers, suppliers, government agencies and the general public.

The growth, development, motivation, morale and satisfaction of the employees in the system combined with the good image projection of the organisation to its various constituencies account, in turn, for continued organisational health, vitality and growth which contribute to the organisational effectiveness. Thus organisational effectiveness is reflected in how well the organisation is equipped to: (a) handle it's survival function through successful coping, and (b) its growth in the future through creative adaption of strategies.

Job characteristics are considered as the backbone of workers' motivation. Job characteristic include both intrinsic and extrinsic factors. Intrinsic factors are internal rewards that a person feels while performing a job. So, there is a direct connection between work and rewards. An employee in this situation is self motivated. Extrinsic motivators are, external rewards, that occur apart from work, providing no direct satisfaction at the time the work is performed. Intrinsic factors are prestige of job, satisfaction from work, freedom to make decision, etc., and extrinsic factors are job security, promotion, chance to meet new people, Good equipment and materials, pay for the work done, etc.

3.2 OBJECTIVES OF THE STUDY

- (1) To study the leadership styles of high initiating, low initiating, and high consideration, low consideration in relation to organisational effectiveness.
- (2) To study the leadership styles of high initiating, low initiating and high consideration, low consideration in relation to job characteristic.

3.3 RESEARCH DESIGN

The entire sample was divided in to two groups from highest to the lowest in each styles of leadership viz, initiating and consideration. These leadership styles are studied in relation to organisational effectiveness and job characteristic in Menon Pistons limited and Menon & Menon Limited the two organisations. Organisational effectiveness and job characteristic means scores

are the means of samples of Menon Pistons and Menon & Menon organisations.

3.4 RESEARCH TOOLS

(A) Leadership Scale: Bureau of Business Research, Ohio State University, developed the leader behaviour description questionnaire. Totally there are thirty descriptive statements of ways in which leaders may behave. The two basic dimensions of leader behaviour measured by this instrument are (a) initiating structure & (b) consideration. The reliabilities reported by Halpin (1966) are 0.93 for the dimension initiating structure and 0.86 for consideration.

(a) Initiating Structure: is concerned with the degree to which the leader organised and defined the task, assigned the work to be done, established communication networks and evaluated work group performance.

(b) Consideration: involves trust, mutual respect, friendship, support and a concern for the welfare of the employees.

(B) Organisational Effectiveness:

Total sixteen items are used in organisational effectiveness scale on seven point scale.

(C) Job Characteristic Scale:

The scale of job characteristic was earlier developed by Ronan (1970). Although complete Ronan scale includes more number of items, researcher used in this study only seventeen items. For the Indian context, the model of Omerbin Sayeed and Rajaram Vishwanathan (1983) is modified and tested. In their study, on job characteristic in relation to organisational effectiveness, the reliability of the scale has been established. The split half reliabilities of job characteristic in manufacturing organisations were 0.80 to 0.85 and 0.74 in a non-manufacturing organisations were 0.92 and 0.86. These split of half reliabilities shows reliability of the scale in Indian context.

3.5 ADMINISTRATION AND SCORING:

The researcher, in his study used Ohio State University Leader Behaviour Description Questionnaire and Renon's Job Characteristic scale and Organisational Effectiveness Questionnaire. The scale of leader behaviour description questionnaire has been administered on five-point scale and remaining organisational effectiveness and job characteristic have been administered on seven-point scale.

The leader behaviour description questionnaire which is devised by Ohio State University (1957) is used in the present study. The two dimensions of this questionnaire's are initiating structure and consideration. Fifteen items related to initiating structure and other fifteen items related to consideration. The scores were received from the

respondents on the following five point scale. These are as follows,

- (a) Always
- (b) Often
- (c) Occasionally
- (d) Seldom
- (e) Never

In the organisational effectiveness instrument, the following seven point scale has been used:

Very Infrequently 1 2 3 4 5 6 7 Very Frequently

In the present study, the researcher used job characteristic scale, which was developed by Renon (1970). Though original scale includes more number of items, but the researcher used only seventeen items.

The ratings were obtained from the respondents on the following seven point scale, based on the preferences.

- (1) Low Preference
- (2) Slightly low Preference
- (3) Poor Preference
- (4) Medium Preference
- (5) Moderate Preference
- (6) Very Moderate Preference
- (7) High Preference

3.6 DATA COLLECTION:

A formal introductory letter was taken from the Principal of Chhatrapati Shahu Central Institute of Business Education and Research, Kolhapur, by the researcher explaining the purpose of the research and a request to help him in seeking required information. With this letter the researcher approached the personal managers of both Menon Piston and Menon & Menon organisations and got the permission.

The researcher, after receiving the permission letter to collect the necessary information, administered a cyclostyled questionnaire composed of leader behaviour description, organisational effectiveness and job characteristic questionnaires to selected respondents.

3.7 ORGANISATION AND SAMPLE SIZE:

The study has been taken under the following Organisations.

(1) Menon Pistons Limited, Shirol, Kolhapur.

(2) Menon and Menon Limited, Vikram Nagar, Kolhapur.

A total of 68 respondents were administered questionnaire booklet, which was composed of leader behaviour description, organisational effectiveness and job characteristic questionnaire. Out of 68 respondents, 28 are working in Menon Pistons and 40 in Menon & Menon. The respondents were selected on the basis of random technique.

3.8 STATISTICAL ANALYSIS

The information collected from Menon Piston and Menon & Menon were analysed with the help of statistics. For each items mean is calculated from computer. Based on the computer analysis necessary tables were prepared on each items, for an indepth analysis and interpretation of the qualitative data collected from administration of the designed questionnaire.

3.9 LIMITATIONS OF THE STUDY

- (1) Organisational effectiveness questionnaire has not been standardised.
- (2) Correlation studies will be more useful in knowing the relationship between leadership styles to organisational effectiveness and job characteristics.

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