

A STUDY ON IMPACT OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE TOWARDS SOFTWARE INDUSTRY IN CHENNAI.

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

LAKSHMI S

Register No.40410089



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

APRIL 2022



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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **LAKSHMI.S 40410089** who carried out the project entitled "**A Study on impact of leadership styles on organizational performance towards software industry in chennai**" under my supervision from January 2022 to March 2022.

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DECLARATION

I **LAKSHMI.S (40410089)** hereby declare that the Project Report entitled “**A study on impact of Leadership styles on Organizational performance towards software industry in Chennai.**” Done by me under the guidance of **DR.M.LAVANYA** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 30.03.2022

PLACE: Kelambakkam

LAKSHMI.S

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LAKSHMI.S

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ABSTRACT

To find an impact on the organization through leadership development. Development programs required for the upliftment of the organizations through the practices by objective setting and reviewing that are connected to the role and the strategy. It is believed that an organization's kind of style of leadership influences its overall results. It reflects lack of universal robust. Evaluation of leadership development programs goes through a negative impact. For this research, we reached out around 200 IT people to know better about the complications that are arising in different styles of leadership. It all comes down to human behaviour and psychological views when it comes to having the right leadership style a leader wants to adopt in an organization. A few recommendations were made to further improve organizational performance in the long run.

Keywords: Leadership styles, performance of the organization, democratic leadership.

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LIST OF ABBREVIATION

S.NO	ABRREVATION	EXPANSION
1.	IT	Information technology
2.	ANNOVA	Analysis of variance
3.	ITES	Information Technology Enabled Services

CHAPTER 1 – INTRODUCTION

1.1. INTRODUCTION:

Leadership is a mutual social power system in which leaders and superiors affect one another to accomplish corporate objectives. Leadership is a vital leadership function that requires the potential to inspire a set of people towards a common objective. Leadership centers onto the growth, expectations and capacity building of followers. Leadership has a direct cause-effect relationship on organizations and their performance. Leaders determine values, culture, tolerance for change, and motivation for employees. A style of leadership is the method that managers use to practice their leadership role. It is seen as a specific behavior employed by a leader in a company to empower staff to achieve the organization's set of goals leadership style is the manner in which a director or boss wants to behave with his or her staff or colleagues and the manner in which they exercise the leadership role. It indicates that style or conduct of leadership has an effect on job satisfaction and the willingness and purpose of an employee to quit an organization or not. It is worth noting that the right leadership style practiced in a given point in time, regardless of low pay, could still inspire an employee to offer his / her best in the company. The global sourcing market in India continues to grow at a higher pace compared to the IT-BPM industry. India is the leading sourcing destination across the world, accounting for approximately 55% market share of the US\$ 200-250 billion global services sourcing business in 2019-20. India's rankings improved four places to 46th position in the 2021 edition of the Global Innovation Index (GII). The IT industry accounted for 8% of India's GDP in 2020. According to STPI (Software Technology Park of India), software exports by the IT companies connected to it, stood at Rs. 1.20 lakh crore (US\$ 16.29 billion) in the first quarter of FY22.

1.2 INDUSTRY PROFILE:

Chennai is the second-largest software exporter in India, next only to Bangalore. India's largest IT Park is housed in Chennai. Software exports from Tamil Nadu during 2019–2020 rose 8.6% percent to touch 1,11,179 crore, involving a workforce of 780,000, and the city is the hub for deep tech startup companies. Many software and software services companies have development centers in Chennai, which contributed 14 percent of India's total software exports of ₹ 14,42,140 lakh during 2017–2021, making it the second-largest Indian city software exporter following Bangalore and the city is the home for 7 top-rated IT companies out of 15 in India. The Tidel Park in Chennai was

billed as Asia's largest IT Park when it was built. Major software companies have their offices set up here, with some of them making Chennai their largest base. Chennai is the largest hub for e-publishing, as there are 67 e-publishing units registered with the and many Rs.8300-Cr data centers, digital hubs are in the process of development. A major reason for the growth of the Software industry is the top engineering colleges in Tamil Nadu, of which Chennai is a major contributor, have been a major recruiting hub for IT firms. According to estimates, these engineering colleges and universities consistently generate about 50 percent of the human resource requirements for the IT and ITES industry was being sourced from the state, particularly from Chennai.

(A) MARKET DEVELOPMENT:

Market development is a growth strategy that identifies and develops new market segments for current products. A development strategy targets non-buying customers in currently targeted segments. It also targets new customers in new segments. A market development strategy entails expanding the potential market through new users or new uses. New users can be defined as new geographic segments, new demographic segments, new institutional segments or new psychographic segments.

(B) TYPES OF LABOUR FORCE:

- Physical and mental labour
- Skilled and unskilled labour
- Productive and unproductive labour.

(C) EXAMPLES OF SOFTWARE INDUSTRY:

The software industry is economic activity related to the development, operation, support and use of software. This is a large industry that is part of the knowledge economy. Operating systems, Applications, Games, Information security etc...

(D) MARKET SIZE:

According to the National Association of Software and Service Companies (Nasscom), the Indian IT industry's revenue is expected to touch US\$ 227 billion in FY22 from US\$ 196 billion in FY21. According to Gartner estimates, IT spending in India is expected to increase to US\$ 101.8 billion in 2022 from an estimated US\$ 81.89 billion in 2021. Indian software product industry is expected to reach US\$ 100 billion by 2025. Indian companies are focusing to invest internationally to expand global footprint and enhance their global delivery centres.

1.3 PROBLEM STATEMENT:

The problem is serious since organizations endure poor leadership styles, and it's possible that the company will miss critical targets as well.

1.4 OBJECTIVES:

- To study the Leadership Style of employee working in Software Industry.
- To analyse the relationship between leadership style and Organizational performance.
- To study leadership style and its impact on job satisfaction of employee.

1.5 NEED FOR THE STUDY:

- ❖ The reason behind choosing these leadership styles is the fact that they are the most practiced leadership styles throughout the globe, and if any new ideology is developed through the research.
- ❖ It can improve these leadership styles further and bring further success to organizations.
- ❖ Therefore, the survey was designed to focus on these three leadership styles only this research is “to determine the impact of autocratic leadership style, democratic leadership style, and participative leadership style on the organizational performance”.

1.6 SCOPE AND SIGNIFICANT OF THE STUDY:

- To be capable of knowing whether their leadership skills affect their followers as it supports or does not help the followers.
- To have an effect on the actions of employees to follow their leaders; followers or employees who do not have respect towards the leaders may be susceptible to disappointment, which may give rise to an employee's intention of leaving.
- To conclude that styles of leadership can influence the level of job satisfaction of an employee and job satisfaction is a function of leadership style.
- To indicates the style or conduct of leadership has an effect on job satisfaction and the willingness and purpose of an employee to quit an organization or not.
- To worth the right leadership style practiced in a given point in time, regardless of low pay, could still inspire an employee to offer his / her best in the company.

CHAPTER 2 – REVIEW OF LITERATURE

2.1 INTRODUCTION

Leadership plays pivotal role in this scenario and makes the organization successful; pave its way to sustain in the global market. It is the ability, skill of the leader and style they execute in different situations matter the most. The literature study gives an extensive idea about the topic and scope of the study. This chapter showcases the research studies related to leadership and its importance, leadership skills, abilities of leaders, theoretical aspects of leadership, different styles of leadership executed by leaders in different situations and its impact on Organizational effectiveness in varied sectors and organizations. This review focuses on the studies conducted in the recent past for a comprehensive understanding of the developments and issues and identifies the research gaps that aids in conducting a study that is relevant in the present situations.

- **Eileen Y. Chou (2019)** explains in his paper about the leadership that, there's a tendency to assume that, leaders to be encouraging, magnanimous, and optimistic. But in the last decade, across borders and sectors, there have been an increasing number of leaders better known for a style that is more vitriolic, punitive, and negative. The subsequent research into how positive or negative rhetoric effects of the perception of someone's leadership shows that although people may think they want our leaders to be cheerleaders, and instinctively tend to empower naysayers instead.
- **Dalai Lama (2019)** shares his observations in an article on leadership and describes how our "strong focus on material development and accumulating wealth has led us to neglect our basic human need for kindness and care". He offers leaders three recommendations. First, to be mindful: "When we're under the sway of anger or attachment, we're limited in our ability to take a full and realistic view of the situation". Also, to be selfless: "Once you have a genuine 39 sense of concern for others, there's no room for cheating, bullying, or exploitation; instead of being honest, truthful, and transparent in their conduct."

- **Juliet Bourke, Andrea Espedido (2019)** says in his article that companies increasingly rely on diverse, multidisciplinary teams that combine the collective capabilities of women and men, people of different cultural heritage, and younger and older workers. But simply throwing a mix of people together doesn't guarantee high performance; it requires inclusive leadership leadership that assures that all team members feel they are treated respectfully and fairly, are valued and sense that they belong, and are confident and inspired. Research involving 3,500 ratings by employees of 450 leaders found that inclusive leaders share six behaviors and those leaders often overestimates how inclusive they really are. These are the behaviors: visible commitment, humility, awareness of bias, curiosity about others, cultural intelligence, and effective collaboration.
- **Scott D. Anthony, Bernard C. Kümmerli (2019)** depicted about leadership in his paper that teams are often misaligned on strategy, even though they don't seem to be on the surface. The problem is that in team meetings, people tend to publicly agree with the company's direction (particularly if the boss is present). But when it comes time to allocate resources to a new agreed-upon strategy say digital transformation the seeming agreement turns into active resistance. Few are willing to spare the needed resources. One solution is anonymous real-time digital polling. By having team members vote in real-time, differences of opinion are readily revealed. This then can lead to focused discussion and consensus building.
- **Jennifer Porter, (2019)** has explored in his article that of Great leaders are great learners. Their never-ending pursuit of information pushes them to constantly improve and sets them apart from the rest. Feedback serves a crucial role in this process, but getting and learning from it isn't always easy. If you want to get the 40 feedback that is necessary to improve your leadership, there are a few steps you can take. First, build and maintain a psychologically safe environment. Sharing feedback is often interpersonally risky. To increase the likelihood of your colleagues taking that risk with you, show them that their honesty is valued.

- **Tomas Chamorro Premuzic (2019)** , gave an understanding in his contribution that as long as people continue to associate leadership with masculine features, they can expect female leaders to be evaluated more negatively even when their performance is higher than that of their male counterparts, and even when those who evaluate them are women. People still have a lot of work to do if they want to see a bigger proportion of talented women emerge as leaders. As much as people understand the theoretical importance of leadership as a key driver of organizational, business, and societal success, and are still living in a world where most leaders are not evaluated objectively, and where discussions around the performance of leaders tend to be diluted to a matter of preferences, politics, or ideology. Subjective evaluations rule and perceptions trump reality. Until this is fixed, there is not much benefit in improving our leader selection process. Even if people were using a data-driven system, it wouldn't do much good if they proceeded to judge the performance of those same leaders via subjective, prejudiced, or biased human opinions. In other words, removing bias at the selection point will fix nothing if there's still plenty of bias contaminating our performance management systems.
- **Dan Cable (2018)**, Explain in his article that about Top-down leadership is outdated and counterproductive. By focusing too much on control and end goals, and not enough on their people, leaders are making it more difficult to achieve their own desired outcomes. The key, then, is to help people feel purposeful, motivated, and energized so they can bring their best selves to work.
- **Ron Ashkenas, Brook Manville (2018)**, put forth in his study that, about the leadership development industry is thriving and there are a lot of new and interest ideas being put forward. But despite many changes in our context as 41 organizations have become more democratic and networked, for example in its fundamental leadership has not changed over the years. It is still about mobilizing people in an organization around common goals to achieve impact, at scale.

- **Rasmus hougaard, Jacqueline carter (2018)** analyzed in their paper that the inflated ego that comes with success the bigger salary, the nicer office, the easy laughs often make us feel as if we've found the eternal answer to being a leader. But the reality is, we haven't. An inflated ego makes us susceptible to manipulation; it narrows our field of vision; and it corrupts our behavior, often causing us to act against our values. Breaking free of an overly-protective or inflated ego and avoiding the leadership bubble is an important and challenging job that requires selflessness, reflection, and courage.
- **Sydney Finkelstein (2018)** says in his contribution that, the factors that sets exceptional business leaders apart. One thing is their ongoing commitment to giving direct reports one-on-one instruction. Finkelstein, a management professor at Dartmouth's Tuck School of Business, has studied world-class leaders for more than a decade. He's found that they make a point of personally imparting memorable lessons that fall into three categories: pointers on professionalism, technical knowledge and skills, and broader life lessons. Finkelstein notes that when and where top leaders teach is almost as important as what they teach. Instead of waiting for formal reviews, great managers stay accessible to their employees and share their wisdom as opportune moments arise, whether that's in the office or outside it. They also create teaching moment often by taking protégés off-site.
- **Rasmus Hougaard, Jacqueline Carter, Vince Brewerton (2018)** explores in his study that, about human beings, are all driven by basic needs for meaning, happiness, human connectedness, and a desire to contribute positively to others. And leaders that truly understand these needs, and lead in a way that enables these 42 intrinsic motivations, have the keys to enable strong loyalty, engagement, and performance. As leaders, one must be humans before managers. This includes being personal, or asking oneself a simple question before making decisions If anyone's child or parent or good friend worked here, would they appreciate this; being self-aware, so anyone can better able to understand and empathize with the people you lead; being selfless; and, most of all, being compassionate.

- **Doris kearnsgoodwin (2018)**, in her most recent book, *Leadership in Turbulent Times*, Goodwin examines the careers of Abraham Lincoln, Theodore Roosevelt, Franklin Roosevelt, and Lyndon Johnson, illustrating how their skills and strengths enabled them to lead the United States through periods of great upheaval. In this article she looks at Lincoln's pivotal decision to issue the Emancipation Proclamation—which required the support of his cabinet, the army, and the American people. Possessed of a powerful emotional intelligence, he was able to mediate among factions and sustain the spirits of his countrymen. Among the powerful lessons Lincoln's leadership embodied: Acknowledge when failed policies demand a change in direction. Anticipate contending viewpoints. Set an example. Refuse to let past resentments fester. Protect colleagues from blame. Establish trust.

- **Eric garton (2017)** depicts in his survey that less than half of respondents say they agree or strongly agree that their leaders are inspiring. Even fewer feel that their leaders foster engagement or commitment and model the culture and values of the corporation. But real breakthroughs in performance come from employees who feel inspired by their leaders and their organizations. A new study to uncover what makes a leader inspirational reveals some surprising results: there are many different attributes, 33 in all, that inspire people, but you need only one of these to double your chance of being an inspirational leader; inspirational leaders have behavioral “spikes” that are relevant to how the company creates value; and leaders who both inspire people and generate results disrupt established behaviors in their organizations.

- **Scott D. Anthony, Evan I. Schwartz (2017)** study reveals that companies that claim to be transforming seem to be everywhere. But stories of successful change efforts are exceptionally rare. A study of S&P 500 and Global 500 firms reveals that those leading the most successful transformations creating new offerings and business models to push into new-growth markets share five common characteristics and strategies: Transformational CEOs tend to be “insider outsiders;”.

- **Rasmus hougard, Jacqueline carter (2017)** paper explains that to truly engage other human beings and create meaningful connections, people need to silence our inner voices and be fully present and being more mindful can help. This requires discipline to stay on task not letting them is affected by nagging challenges or distracted by mental chatter. And it requires skill to have the mental ability to stay laser focused and present. As a leader, your role can be simply to create the safe space for people to air their frustrations and process their problems. Through mindful presence, you become the container in which they have space to process the issue, without you stepping in to solve, fix, manipulate, or control the situation.
- **Lauren a. keating et.al (2017)** paper says that when it comes to learning how to lead, experience has better rewards than leadership academies– if leaders are conscientious about how and what they are learning. Leaders can learn from their experiences by diligently working through each of the following three phases of the experiential learning cycle: setting learning goals, experimenting, and reflecting on experiments.
- **Mark Byford et.al (2017)**, in their paper analyses that “Onboarding” is an apt term for the way many companies support new leaders’ transitions, because not much more is involved than bringing the executive safely on deck. After that, he or she is expected to sort things out with little or no guidance.
- **Hemant Kakkar, Niro sivanathan (2017)** study reveals that, why do citizens across the globe put dominant leaders, known to exhibit traits such as narcissism, aggression, and uncooperativeness, in power, Research from evolutionary and social psychology, which distinguishes between dominance and prestige as two alternate pathways to leadership, may help answer the question. A series of studies finds that a dominant leader becomes more appealing than a prestige-based leader when the socioeconomic environment is riddled with uncertainty. When it’s unclear what the future holds, people experience a lack of personal control and a sense that they cannot influence an outcome, leading them to try to compensate by supporting dominant leaders whom they perceive to be decisive, action-oriented, and agentic.

- **Martin Reeves, Johann Harnoss (2017)**, explained in their paper about, the case for renewing the narrative of progress and global businesses' role within it needs to start with the end in mind. It does not require a degree in modern history to imagine the ends that await us if we accept deep political polarization in our societies as the new normal.
- **Wendy K. Smith et.al (2016)** argues in his study that, Leaders face a multitude of strategic paradoxes—contradictory pressures that are too often viewed as “either/or” choices. There are innovation paradoxes, in which the pursuit of new offerings and processes conflicts with the mandate to sustain the tried and true. There are globalization paradoxes, which involve tensions between local imperatives and boundary-crossing integration. And there are obligation paradoxes, when the goal of maximizing profits for shareholders clashes with the desire to generate benefits for a broader group of stakeholders. The authors argue that organizational success depends on simultaneously addressing such conflicting demands, not choosing between them. Leaders need to become comfortable with multiple truths and inconsistency. They need to assume that resources are ample rather than scarce. And they need to embrace change instead of seeking stability.
- **John Beshears, Francesca Gino (2015)** explained in his paper that Everyone from CEOs to frontline workers commits preventable mistakes—for example, underestimating how long it will take to finish a project or focusing too much on information that supports their current view. It is extraordinarily difficult to rewire the human brain to undo the patterns that lead to such mistakes. But there is another approach: Alter the environment in ways that encourage people to make decisions that lead to good outcomes.
- **Andrea Ovens (2015)** paper reveals that, the most effective leaders are all alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence. It's not that IQ and technical skills are irrelevant. They do matter, but...they are the entry-level requirements for executive positions. In his research, along with other recent studies, clearly shows that emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader.

- **Terence and Rashad (2015)** detailed in his study that various traits chosen by the recent corporate Leaders like Steve Jobs, Mark Zuckerberg and Larry Page to take their companies to new heights. The purpose of this paper is to investigate the decisions taken by these powerful Leaders which made them different. The exceptional leadership transformed the companies into highly successful entities in the business world. They are all of more than \$100 billion United States Dollar (USD) worth each.
- **Rob Worthington Smith (2015)** explained in his article titled “Model for leadership development beyond competencies” summarizes research and offers Leadership Accelerator program that address the need for conscious engagement. They mention that neuroscience has impact on behavior due to basic network of interconnected neurons in the brain and nervous system, this internal wiring affects leadership development, and how, one develops as leader.

CHAPTER 3 – RESEARCH METHODOLOGY

3.1 METHODOLOGY:

Every research process needs a research methodology that supports the successful accomplishment of the research process. Research is a long and engaging process that requires time and commitment. I think researchers should understand in detail the nature and the importance of building an adequate research methodology for their studies. A research methodology means in what way the research is going to be carried out. Many authors investigate the term of “research methodology” and its importance for the conduction of a study. The research methodology is a systematic way to solve research problems. The methodology is a scientific approach, which is adopted for conducting a research.

3.2 RESEARCH DESIGN:

The second stage of the research process is the definition of the research design of the study. The research design provides the overall framework for collecting the data. The function of the research design is to ensure that the evidence obtained enables us to answer the initial question as unambiguously as possible” For the purposes of my research study, I use a descriptive research design, which focuses on describing the essence of the innovations in the software industry.

3.3 SAMPLING TECHNIQUE:

Convenience sampling method

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

3.4 SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data – Questionnaire given to 200 respondents
- Secondary Data - Websites and online journals, Published reports & Review of literature from published articles

3.5 STRUCTURE OF QUESTIONER:

Questionnaire was divided into two sections. First part was designed to know the general information about software industry and the second part contained the respondent's opinions about leadership style and organizational performance.

Personal details like name, age, gender, annual income.

Likert scaling question like strongly agree, disagree, neutral.

Suggestion question: As a leader how will you performance to achieve your organizational goal.

3.6 SAMPLE SIZE:

The sample size of the research is approximately 200 respondents.

3.7 PERIOD OF STUDY:

The period for the study is three months.

3.8 LOCATION & TARGETED PEOPLE OF STUDY:

The location of the study is Chennai and the target people is software industry IT staffs.

3.9 HYPOTHESIS:

The hypotheses tested in the study are shown below

- H0 - There is a significant relationship between leadership style and organizational performance.
- H1 - There is a no significant relationship between leadership style and organizational performance.
- H0 - There is no significant difference between gender/ motivational factor/ reward and appreciation.
- H1 - There is significant difference between gender/ motivational factor/ reward and appreciation.
- H0 - There is no significant difference between age of the respondents with important organizational goal.
- H1 - There is significant difference between age of the respondents with important organizational goal.

3.10. TOOLS FOR ANALYSIS:

- In this research analysis, T – test, anova and chi square tests are used.

(A) CHI-SQUARE TEST: A chi-square statistic is one way to show a relationship between two categorical variables. In statistics, there are two types of variables: numerical (countable) variables and non-numerical (categorical) variables. The chi-squared statistic is a single number that tells you how much difference exists between your observed counts and the counts you would expect if there were no relationship at all in the population. The application of chi-square in our research will be used in comparison of age of the respondents.

(B) ANOVA: Analysis of variance is a collection of statistical models and their associated estimation procedure used to analyse the difference among means.

(C) T-test: A t-test is a type of inferential statistic used to determine if there is a significant difference between the means of two groups, which may be related in certain features. The t-test is one of many tests used for the purpose of hypothesis testing in statistics.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

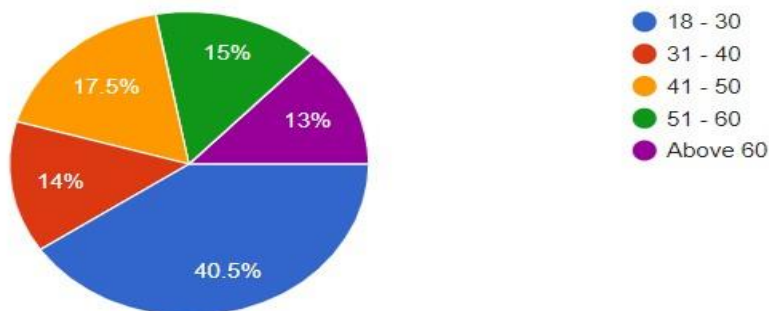
4.1 PERCENTAGE ANALYSIS

Table 4.1.1 Table indicating age of the respondents:

Age	No of Respondents	Percentage
18-30	84	40.5
31-40	20	14
41-50	36	17.5
51-60	30	15
Above 60	30	13
Total	200	100

Source: primary Data

Chart 4.1.1 Chart representing age of the response:



31-

INFERENCE:

INTERPREATION:

From the above table shows that the age of response, 40.5% of 18-30, 14% of 31-40, 17.5% of 41-50, 15% of 51-60, and 13% of above 60 of the response.

INFERENCE:

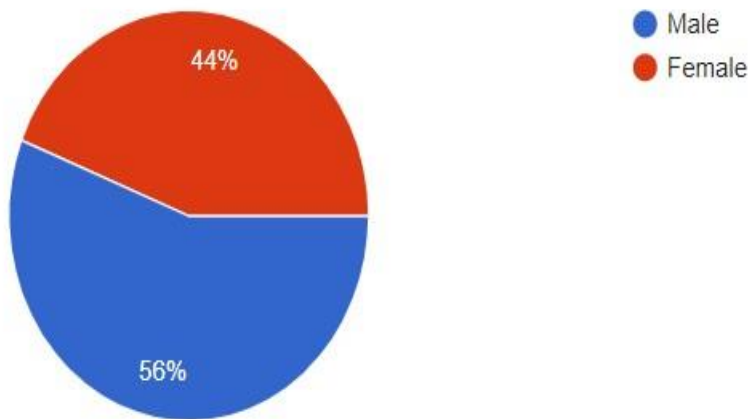
Majority (40.5%) of respondents are age between 18–30.

Table 4.1.2 Table indicating gender of the respondents:

Particular	No of Respondents	Percentage
Male	95	44
Female	105	56
Total	200	100

Source: Primary Data

Chart 4.1.2: Chart representing gender of the response:



INTERPRETATION:

From the above table shows that the gender of response, 44% of male and remaining 56% of the female respondent.

INFERENCE:

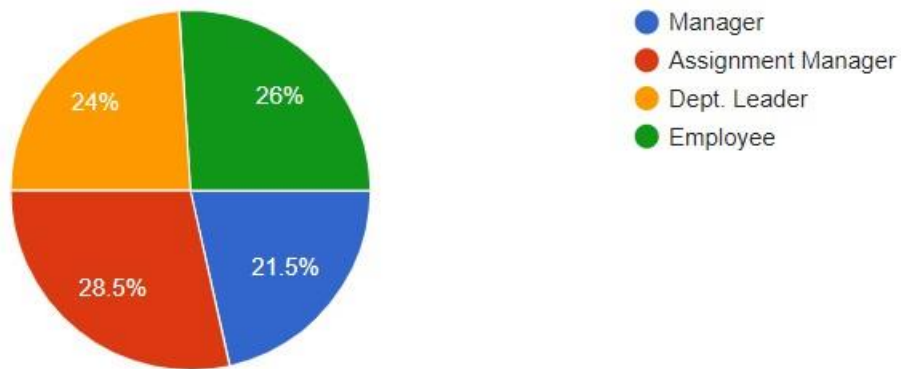
Majority (56%) of the respondents are male.

Table 4.1.3 Table indicating designation:

Designation	No of Respondents	Percentage
Manager	35	21.5
Assignment Manager	60	28.5
Dept. Leader	50	24
Employee	55	26
Total	200	100

Source: Primary Data

Chart 4.1.3 Chart representing designation:



INTERPRETATION:

From the above table shows that the designation of response, 21.5% of manager, 28.5% of assignment manager, 24% of Dept. Leader and 26% of employee of the respondents.

INFERENCE:

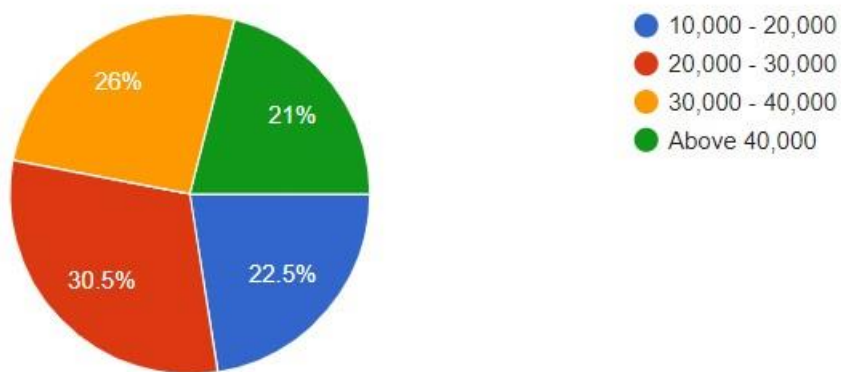
Majority (28.5%) of the respondents are assistant managers.

Table 4.1.4 Table indicating annual employee:

Annual employee	No of Respondents	Percentage
10,000-20,000	45	22.5
20,000-30,000	62	30.5
30,000-40,000	52	26
Above 40,000	41	21
Total	200	100

Source: Primary Data

Chart 4.1.4 Chart representing annual employee:



INTERPRETATION:

From the above table shows that the annual employee of response, 22.5% of 10,000-20,000, 30.5% of 20,000-30,000, 26% of 30,000-40,000 and 21% of above 40,000 of employee respondent.

INFERENCE:

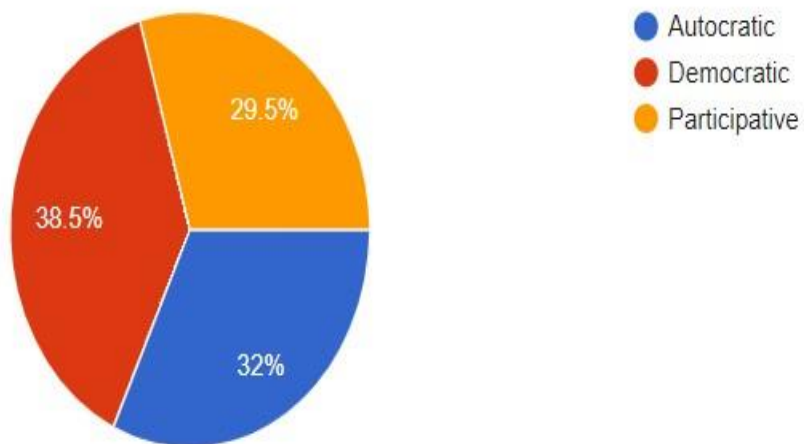
Majority (30.5%) of respondents are get an income of 20,000-30,000.

Table 4.1.5 Table indicating leadership style:

Leadership style	No of Respondents	Percentage
Autocratic	64	32
Democratic	77	38.5
Participative	59	29.5
Total	200	100

Source: Primary Data

Chart 4.1.5 Chart representing leadership style:



INTERPRETATION:

From the above table shows that the leadership style of response, 32% of autocratic, 38.5% of democratic and 29.5% of participative of employee respondent.

INFERENCE:

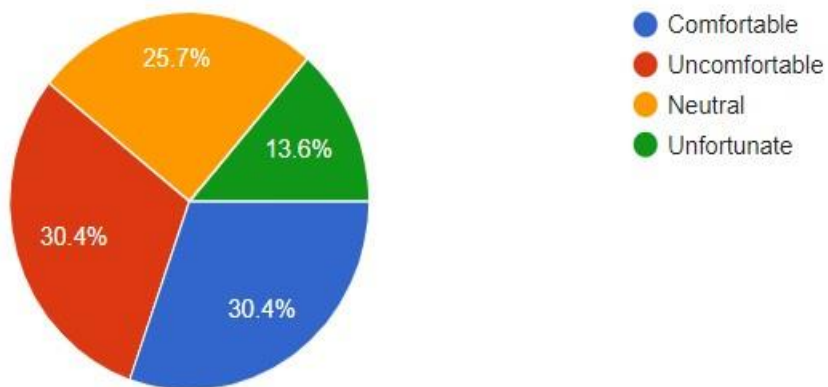
Majority (38.5%) of respondents are follow the democratic style.

Table 4.1.6 Table indicating autocratic style:

Autocratic style	No of Respondents	Percentage
Comfortable	60	30.4
Uncomfortable	61	30.4
Neutral	55	25.7
Unfortunate	24	13.6
Total	200	100

Source: Primary Data

Chart 4.1.6 Chart representing autocratic style:



INTERPRETATION:

From the above table shows that the autocratic style of response, 30.4% of comfortable, 30.4% of uncomfortable, 25.7% of neutral and 13.6% unfortunate of employee respondent.

INFERENCE:

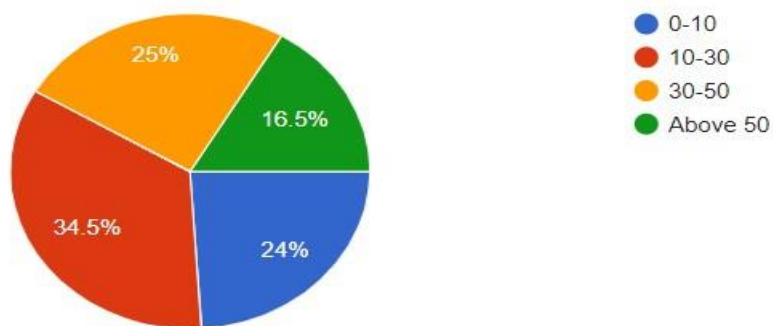
Majority (30.4%) of respondents are said both comfortable and uncomfortable.

Table 4.1.7 Table indicating subordinates under supervisor:

Subordinates	No of Respondents	Percentage
0-10	46	24
10-30	69	34.5
30-50	50	25
Above 50	35	16.5
Total	200	100

Source: Primary Data

Chart 4.1.7 Chart representing subordinates under supervisor:



INTERPRETATION:

From the above table shows that the subordinates of response, 24% of 0-10, 34.5% of 10-30, 25% of 30-50 and 16.5% of above 50 of employee respondent.

INFERENCE:

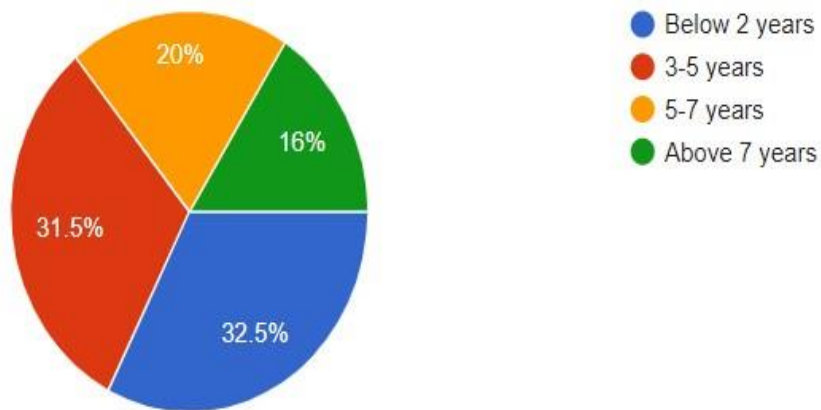
Majority (34.5%) of respondents are having 10-30 subordinates.

Table 4.1.8 Table indicating working in company:

Working in company	No of Respondents	Percentage
Below 2 years	65	32.5
3-5 years	62	31.5
5-7 years	40	20
Above 7 years	33	16
Total	200	100

Source: Primary Data

Chart 4.1.8 Chart representing working in company:



INTERPRETATION:

From the above table shows that the working in company of response, 32.5% of below 2 years, 31.5% of 3-5 years, 20% of 5-7 years and 16% of above 7 years of employee respondent.

INFERENCE:

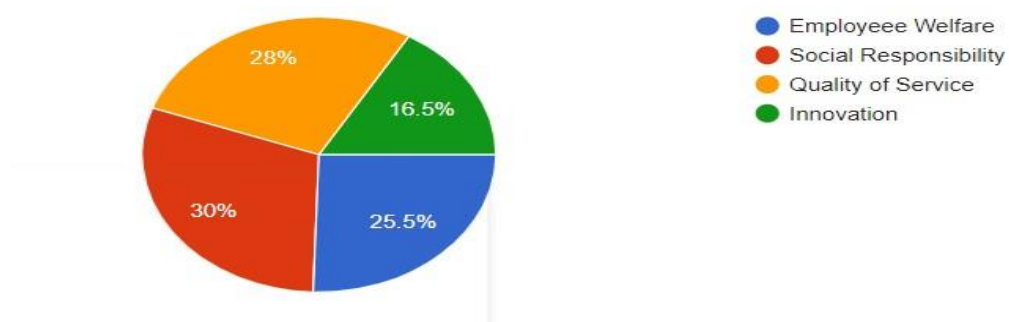
Majority (32.5%) of respondents are working below 2 years of experience in software companies.

Table 4.1.9 Table indicating organizational goal:

Organizational goal	No of Respondents	Percentage
Employee welfare	52	25.5
Social responsibility	60	30
Quality of service	56	28
Innovation	32	16.5
Total	200	100

Source: Primary Data

Chart 4.1.9 Chart representing organizational goal:



INTERPRETATION:

From the above table shows that the organizational goal of response, 25.5% of employee welfare, 30% of social responsibility, 28% of quality of service and 16.5% of innovation of employee respondent.

INFERENCE:

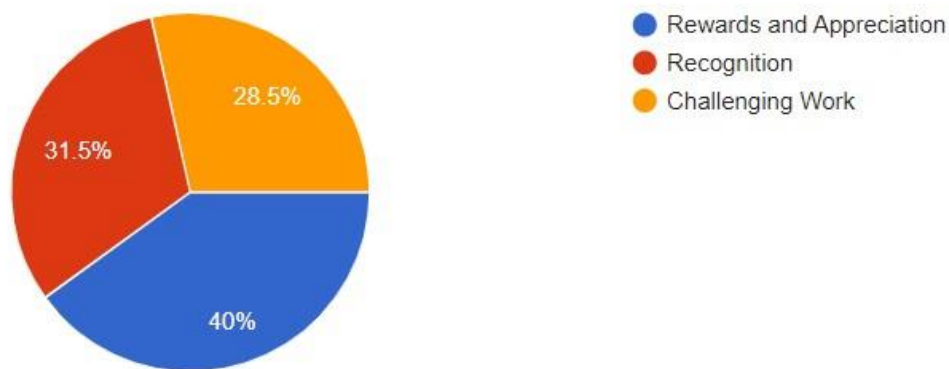
Majority (30%) of respondents are have social responsibility.

Table 4.1.10 Table indicating preference of motivational factor:

Motivational factor	No of Respondents	Percentage
Reward and Appreciation	80	40
Recognition	63	31.5
Challenging of work	57	28.5
Total	200	100

Source: Primary Data

Chart 4.1.10 Chart representing preference of motivational factor:



INTERPRETATION:

From the above table shows that the motivational factor of response, 40% of reward and appreciation, 31.5% of recognition and 28.5% of challenging of work of employee respondent.

INFERENCE:

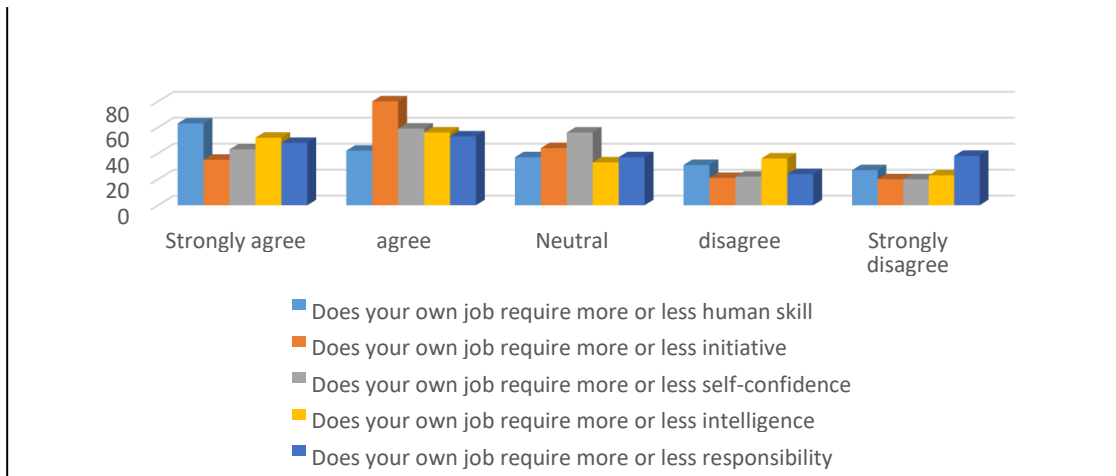
Majority (31.5%) of respondent are having a recognition motivational factor.

Table 4.1.11 Table indicating nature of job:

Nature of job	Strongly agree	agree	Neutral	disagree	Strongly disagree	total
Does your own job require more or less human skill	63	42	37	31	27	200
Does your own job require more or less initiative	35	80	44	21	20	200
Does your own job require more or less self-confidence	43	59	56	22	20	200
Does your own job require more or less intelligence	52	56	33	36	23	200
Does your own job require more or less responsibility	48	53	37	24	38	200

Source: Primary Data

Chart 4.1.11 Chart representing nature of job:



INTERPRETATION:

From the above table shows that the 48% says strongly agree, 32% says agree, 8% says neutral, 8 % says disagree and 4 % says strongly disagree.

INFERENCE:

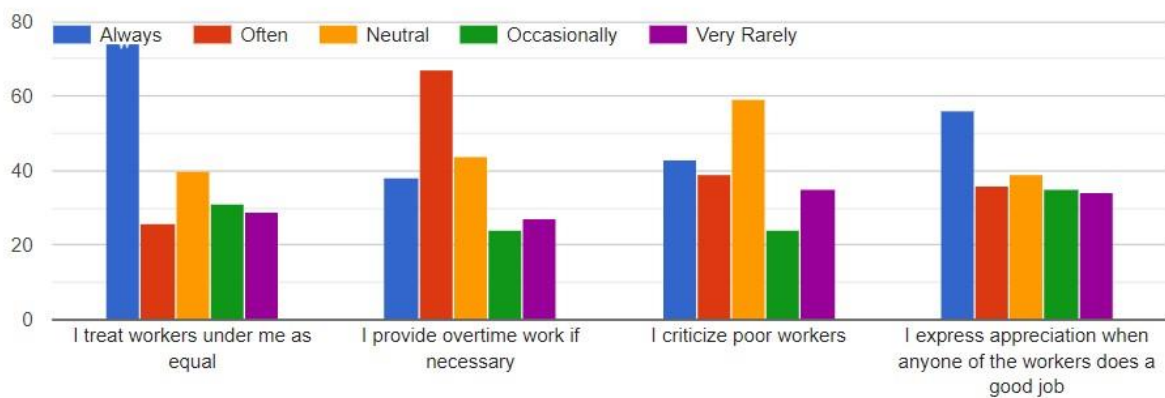
Majority 48% choose strongly agree.

Table 4.1.12 Table indicating understanding attitude:

Particulars	Always	Often	Neutral	Occasionally	Very rarely	total
I treat workers under me as equal	74	26	40	31	29	200
I provide overtime work if necessary	38	67	44	24	27	200
I criticize poor workers	43	39	59	24	35	200
I express appreciation when any one of the Workers does a good job	56	36	39	35	34	200

Source: Primary Data

Chart 4.1.12 Chart representing understanding attitude:



INTERPRETATION:

From the above table shows that the 40% says always, 15% says often, 20% says neutral, 12% says occasionally and 13% says very rarely.

INFERENCE:

Majority 40% says always understanding the attitude.

Table 4.1.13 Table indicating immediate subordinate:

Particulars	Almost no time	1-3 months	3-6 months	Above 1 year	total
The period to which the job requires detailed technical knowledge	67	35	38	60	200
The period to which the job requires close contact with people	35	79	68	18	200
The period to which the job requires knowledge of human nature	44	72	62	21	200
The period to which job requires responsibility	72	42	39	47	200

Source: Primary Data

Chart 4.1.13 Chart representing immediate subordinate:



INTERPRETATION:

From the above table shows that the 30% choose almost on time, 40% says 1-3 months, 15% says 3-6 months and 15% says above 1 year.

INFERENCE:

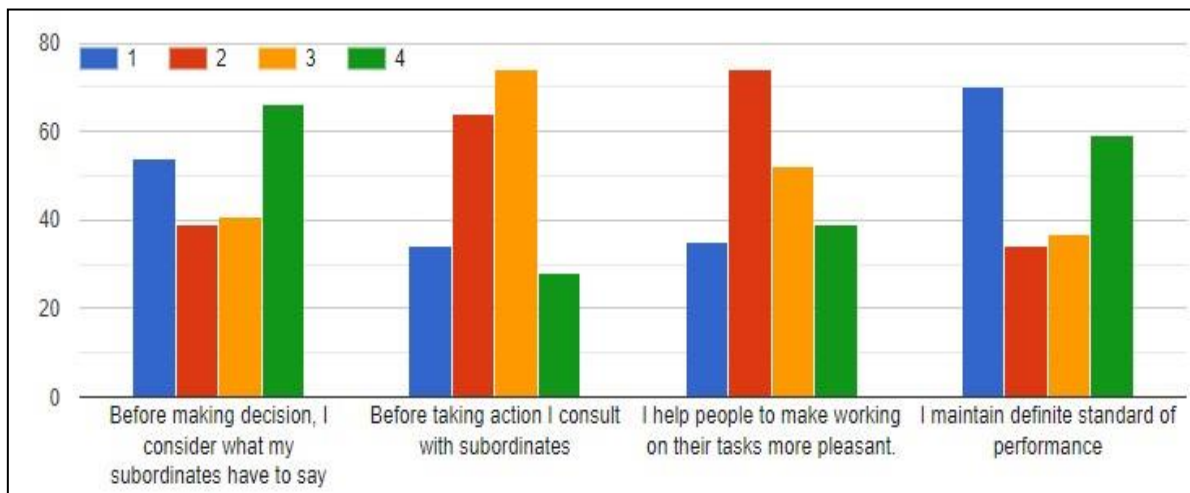
Majority of 40% are an immediate subordinate of 1-3 months.

Table 4.1.14 Table indicating perception about your own leadership styles in scale 1 – 4, 1- false, 2-modified false, 3- neither true or false, 4-true.

	false	Modified false	Neither true or false	true	total
Before making decision, I consider what my subordinates have to say	54	39	41	66	200
Before taking action I consult with subordinates	34	64	74	28	200
I help people to make working on their tasks more pleasant	35	74	52	39	200
I maintain definite standard of performance	70	34	37	59	200

Source: Primary Data

Chart 4.1.14 Chart representing perception about your own leadership styles in scale 1 – 4:



INTERPRETATION:

From the above table shows that the 30% says false, 18% says modified false, 32% says neither true or false, and 20% says true.

INFERENCE:

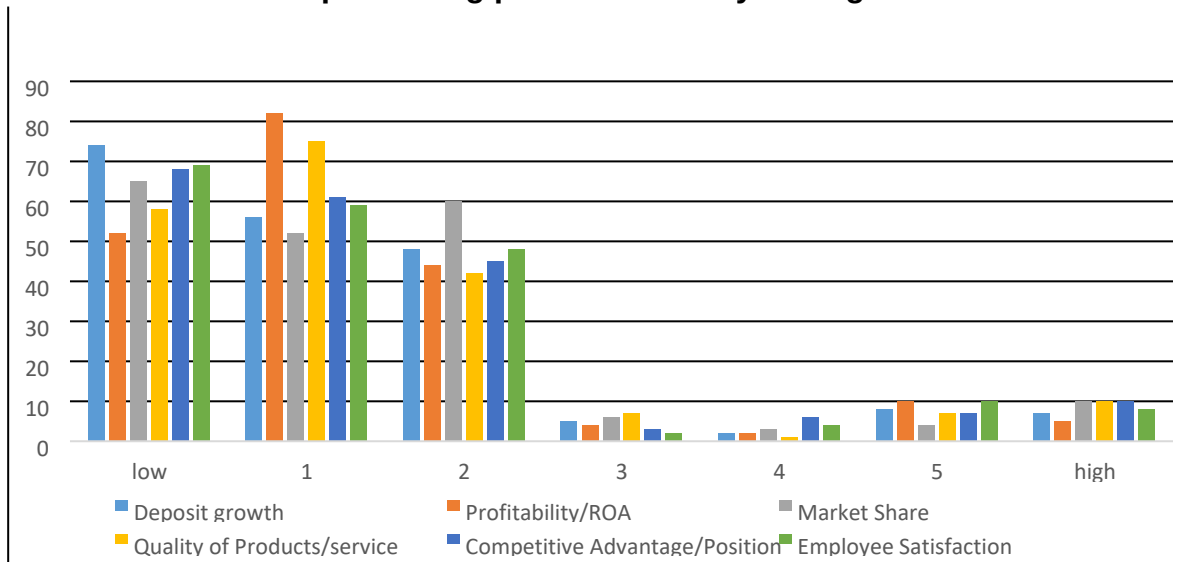
Majority 32% says that neither true nor false.

Table 4.1.15 Table indicating performance of your organization:

particulars	low	1	2	3	4	5	high	total
Deposit growth	74	56	48	5	2	8	7	200
Profitability/ROA	52	82	44	4	2	10	5	200
Market Share	65	52	60	6	3	4	10	200
Quality of Products/service	58	75	42	7	1	7	10	200
Competitive Advantage/Position	68	61	45	3	6	7	10	200
Employee Satisfaction	69	59	48	2	4	10	8	200

Source: Primary Data

Chart 4.1.15 Chart representing performance of your organization:



INTERPRETATION:

From the above table shows that the 50% says that it is low, 20% says that it is 1, 15% says that it is in 2 rest 15% says that it was in 3-5 and in high also.

INFERENCE:

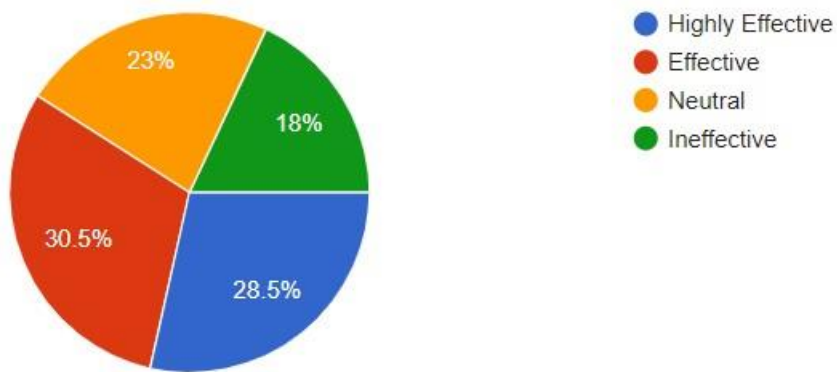
Majority of 50% says that the organization performance is very low.

Table 4.1.16 Table indicating leaders to inspire subordinate:

Particular	No of Respondents	Percentage
Highly effective	58	28.5
Effective	61	30.5
Neutral	48	23
Ineffective	33	18
Total	200	100

Source: Primary Data

Chart 4.1.16 Chart representing leaders to inspire subordinate:



INTERPRETATION:

From the above table shows that the leaders to inspire subordinate response, 28.5% of highly effective, 30.5% of effective, 23% of neutral and 18% of ineffective of employee respondents.

INFERENCE:

Majority (30.5%) of the respondents are effective

4.2. CHI SQUARE:

Table Indicating Chi Square

Null hypothesis (H₀): There is no significant difference between age of the respondents with important organizational goal.

Alternative hypothesis (H₁): There is significant difference between age of the respondents with important organizational goal.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age * your most important organizational goal_	200	100.0%	0	0.0%	200	100.0%

Age * your most important organizational goal_ Cross tabulation						
Count						
		Your most important organizational goal_				Total
		Quality of Service	Innovation	Employee Welfare	Social Responsibility	
Age	18 - 30	21	8	32	20	81
	31 - 40	5	1	4	18	28
	41 - 50	21	2	4	8	35
	51 - 60	3	17	3	7	30
	Above 60	6	5	8	7	26
Total		56	33	51	60	200

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	80.852 ^a	12	.000
Likelihood Ratio	68.363	12	.000
Linear-by-Linear Association	1.384	1	.239
N of Valid Cases	200		
a. 3 cells (15.0%) have expected count less than 5. The minimum expected count is 4.29.			

Interpretation:

From the table 4.2. it is known that's the p value are less than 0.05, therefore there is a significant relationship between age of the respondents with important organizational goal. Hence H_0 is rejected.

Inferences:

There is a significant given to the age of the respondents with important organizational goal.

4.2.1 ANOVA:

Table Indicating Anova

One-way Null hypothesis (HO): There is no significant difference between gender/ motivational factor/ reward and appreciation.

Alternative hypothesis (H1): There is significant difference between gender/ motivational factor/ reward and appreciation.

ANOVA					
Gender					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.938	2	.469	1.911	.151
Within Groups	48.342	197	.245		
Total	49.280	199			

Gender		
Tukey B ^{a,b}		
Most important preference of motivational factor_	N	Subset for alpha = 0.05
		1
Rewards and Appreciation	80	1.36
Challenging Work	57	1.46
Recognition	63	1.52
Means for groups in homogeneous subsets are displayed.		
a. Uses Harmonic Mean Sample Size = 65.335.		
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.		

Interpretation:

From the table 4.2.1. Since p value is 0.010 less than 0.05 null hypotheses is rejected, alternative hypothesis is accepted. Hence, there is significant difference between gender/ motivational factor/ reward and appreciation.

Inferences: There is a significant given to the gender/ motivational factor/ reward and appreciation.

4.2.2 CHI SQUARE – 2:

Table Indicating Chi Square 2

Null hypothesis (H₀): There is no significant difference between how many subordinates under your supervisor.

Alternative hypothesis (H₁): There is significant difference between how many subordinates under your supervisor.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Designation * How many subordinates are there under your supervisor_	200	100.0%	0	0.0%	200	100.0%

Designation * How many subordinates are there under your supervisor - Cross tabulation						
Count						
		How many subordinate are there under your supervisor_				Total
		0-10	10-30	30-50	Above 50	
Designation	Employee	11	15	7	19	52
	Manager	24	10	5	4	43
	Dept. Leader	6	13	26	3	48
	Assignment Manager	7	31	12	7	57
Total		48	69	50	33	200

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	73.782 ^a	9	.000
Likelihood Ratio	64.620	9	.000
Linear-by-Linear Association	.197	1	.657
N of Valid Cases	200		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.10.			

Interpretation:

From the table 4.2.2 it is known that's the p value are less than 0.05, therefore there is a significant relationship between subordinate under supervision.
Hence H_0 is rejected.

Inferences:

There is a significant difference between subordinate under supervision.

4.2.3 T-test:

Table indicating T-test

Null Hypothesis (H0): There is no significant difference between social responsibility and innovation of organizational respondents.

Alternate hypothesis (H1): There is a significant difference social responsibility and innovation of organizational respondents.

T-Test:		
	No of Response	%
Mean	80	40
Variance	4606.5	1151.6
Observations	5	5
Pearson Correlation	1	
Hypothesized Mean	1	
Df	4	
t Stat	2.56976889	
P(T<=t)one-tail	0.030996965	
t Critical one-tail	2.131846786	
P(T<=t)two-tail	0.061993931	
t Critical two-tail	2.776445105	

Interpretation:

Since p value (0.030) is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence there is significant difference between age of the respondents and the source of funding for doing business.

Inference: There is a significant difference between social responsibility and innovation of organizational respondents.

CHAPTER 5 – FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- Majority (40.5%) of respondents are age between 18–30.
- Majority (56%) of the respondents are male.
- Majority (28.5%) of the respondents are assistant managers
- Majority (30.5%) of respondents are get an income of 20,000-30,000.
- Majority (38.5%) of respondents are follow the democratic style.
- Majority (30.4%) of respondents are said both comfortable and uncomfortable.
- Majority (34.5%) of respondents are having 10-30 subordinates.
- Majority (32.5%) of respondents are working below 2 years of experience in software companies.
- Majority (30%) of respondents are have social responsibility.
- Majority (31.5%) of respondents are having a recognition motivational factor.
- Since p value (0.317) is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence there is significant difference between age of the respondents and the source of funding for doing business.
- Since p value (0.030) is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence there is significant difference between age of the respondents and the source of funding for doing business.
- Majority 48% choose strongly agree
- Majority 40% says always understanding the attitude.
- Majority of 40% are an immediate subordinate of 1-3 months.
- Majority 32% says that neither true nor false.
- Majority of 50% says that the organization performance is very low.
- There is a significant given to the age of the respondents with important organizational goal.
- There is a significant difference between social responsibility and innovation of organizational respondents.
- There is a significant difference between subordinate under supervision.
- There is a significant given to the gender/ motivational factor/ reward and appreciation.

5.2 SUGGESTIONS & RECOMMENDATIONS

- There are various ways to adopt good leadership styles in a working environment.
- The best leadership style that could be seen from the three common styles that were discussed is the democratic leadership. In the current working environment, most organizations adopt the democratic leadership style as it aids the organization in meeting its goals and objectives.
- As the organization's strength relies heavily on democratic leadership style, it is suggested that the company's leadership strive to get more out of this leadership style in its operations.
- In this diverse working environment, it is also suggested that the company adopt certain leadership styles where appropriate throughout order for the organization to grow in strength in its industry.
- Because there is no "one size fits all" leadership style, it is also advised that management try to use different techniques and approaches as the circumstance can require people to work harder to achieve organizational objectives and further improve performance.
- A part from that, the organization's top management must make efforts to identify the critical factors impacting organizational members' success and the possible actions (training, motivation and performance assessment) to be implemented to resolve them.
- The combination leadership styles should be implemented by corporate managers, but with due regard for the circumstance and complexity of the role entrusted to their employees.

5.3 LIMITATION OF THE STUDY:

This study had several limitations. The first is the small size of the sample is 200 which made it homogenous and less ideal for generalization to a bigger population. The study was also limited by its reliance on a self-administered online questionnaire, which weakened its validity and reliability. A larger and more representative sample in future research would increase the reliability of results and allow a more reliable generalization on findings of the Report **A Study On Impact Of Leadership Styles On Organizational Performance Towards Software Industry In Chennai**

5.4 CONCLUSION:

This report mainly focused on the common three styles of leadership which are autocratic leadership, democratic leadership as well as laissez faire style of leadership. The democratic leadership deems best compared to the other two styles as it will aid in enhancing the performance of the employees and the organization as a whole. The autocratic is the least effective as it might demotivate employees and reduce the productivity and performance of the organization. This report showed the styles of leadership as well as the impacts on the organization. It is crucial that managers that adopt the leadership style should contribute to the well-being of the employees as well as provide opportunities and allow them to be involved in decision-making. In this context, leadership styles play a significant role in the organizational performance and it is merely up to the managers to adopt the right one. To have an impact on the organization through leadership development, these development programs require to be upheld in organizations by ongoing, reflective practices with objective setting and review that are connected to the leadership role and the organizational strategy though literature reflects on lack of universal robust evaluation of leadership development programs, especially those that fail to identify the effectiveness of long-term outcomes on the investment made. In today's global scenario, the important aspect of a leadership style and leadership development is to stimulate, motivate, empower and direct the follower's/group members by being sympathetic to achieve the organizational objectives by being a visionary, having big-picture thinking, flexible and who initiates change.

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ANNEXURE 1- QUESTIONNAIRE

1.) Name

2.) Gender

(a) 18 – 30

(b) 31 – 40

(c) 41 – 50

(d) 51 – 60

(e) 61 – above

3.) Gender

(a) Male

(b) Female

4.) Designation

(a) Manager

(b) Assignment manager

(c) Department leader

(d) Employee

5.) Annual employee

(a) 10,000 – 20,000

(b) 20,000 – 30,000

(c) 30,000 – 40,000

(d) 40,000 above

6.) What kind of leadership style followed in your organization?

(a) Autocratic

(b) Democratic

(c) Participative

7.) By using Autocratic style, how comfortable is it to have a successful plan in your organization?

(a) Comfortable

(b) Uncomfortable

(c) Neutral

(d) Unfortunate

8.) How many subordinates are there under your supervisor

- (a) 0 – 10
- (b) 10 – 30
- (c) 30 – 50
- (d) 50 above

9.) How long have you been working in this company.

- (a) Below 2 years
- (b) 3 – 5 years
- (c) 5 – 7 years
- (d) above 7 years

10.) Which do you think as your most important organizational goal?

- (a) Employee welfare
- (b) Social responsibility
- (c) Quality of service
- (d) innovation

11.) Which do you think as your most important preference of motivational factor.

- (a) Rewards & Appreciation
- (b) Recognition
- (c) Challenging work

12.) To what extent and how does the nature of your job differ from that of your subordinate?

Parameters	Strongly agree	Agree	Disagree	Strongly disagree
Does your own job require more or less human skill				
Does your own job require more or less initiative				
Does your own job require more or less self-confidence				
Does your own job require more or less intelligence				
Does your own job require more or less responsibility				

13.) State your understanding attitude as a leader.

Parameters	Always	Often	Occasionally	Very rarely
I treat workers under me as equal				
I provide overtime work if necessary				
I criticize poor workers				
I express appreciation when anyone of the workers does a good job				

14.) If you were promoted to another job today and your IMMEDIATE SUBORDINATE were to occupy your position, how many times, if any, would he/she need to acquire the necessary skill?

Parameters	Almost no time	1-3 months	3-6 months	Above 1 year
The period to which the job requires detailed technical knowledge.				
The period to which the job requires close contact with people.				
The period to which the job requires knowledge of human nature.				
The period to which job requires responsibility				

15.) It is appropriate for leaders to inspire their subordinates, as well as stimulate their intellect.

- (a) Highly effective
- (b) Effective
- (c) Neutral
- (d) Ineffective

16.) Please rank the following (1 to 5) in order of importance.

Parameters	1	2	3	4	5
To improve the quality of decision					
To increase satisfaction					
To improve communication					
To train subordinates					
To increase commitment for implementation					

17.) Among the following statement, some may coincide with your thinking or with your own description of yourself. If you find that statement, which describes you accurately or reflects your thinking "T" for true against it and if it does not, mark "F" for false against it.

Parameters	True	False
Much of you tension and anxiety reduces, if you trust fellow workers.		
I try to keep myself up to date on information pertaining to my profession.		
Before I try a new thing, I usually wait to see what result others have obtained.		
A good manner must make all the decisions himself.		

18.) Following are the set of questions for the measuring the performance of your organizations. What is the level of your organization's performance on each of the following performance dimensions in comparison with your major competitors or similar organizations?

Parameters	Low	1	2	3	4	5	High
Deposit growth							
Profitability/ROA							
Market share							
Quality of Products/service							
Competitive Advantage/Position							
Employee Satisfaction							

19.) Put your perception about your own leadership styles in scale 1 – 4

1=False 2= Moderately false 3= Neither true or false 4=True

Parameters	1	2	3	4
Before making decision, I consider what my subordinates have to say				
Before taking action I consult with subordinates				
I help people to make working on their tasks more pleasant.				
I maintain definite standard of performance				

20.) As a leader how will you performance to achieve your organizational goal

A Study On Impact Of Leadership Styles On Organizational Performance Towards Software Industry In Chennai

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ABSTRACT

To find an impact on the organization through leadership development. Development programs required for the upliftment of the organizations through the practices by objective setting and reviewing that are connected to the role and the strategy. It reflects lack of universal robust. Evaluation of leadership development programs goes through a negative impact. For this research, we reached out around 200 IT people to know better about the complications that are arising in different styles of leadership.

Keywords: employee, leadership, motivation, styles, organization

1. INTRODUCTION:

Leadership as a type of guidance where a person could give to a particular group, he manages relations in a way as to impact another individual's or group's behavior. Leadership is a mutual social power system in which leaders and superiors affect one another to accomplish corporate objectives. Leadership is a vital leadership function that requires the potential to inspire a set of people towards a common objective. Leadership centers onto the growth, expectations and capacity building of followers. Focusing on the growth of staff's system of values, their degree of motivation and moral with the growth of their talents is essential for managers in leadership positions. As they work in the corporate

environment, this strategy can ultimately aid followers achieve their goals.

Followers will be motivated to be creative and responsive to completely new technologies and environmental changes. Leadership has a direct cause effect relationship on organizations and their performance. Leaders determine values, culture, tolerance for change, and motivation for employees. They shape organizational approaches, including their efficacy and implementation. It must be emphasized that leaders could be seen at any organizational level and aren't exclusive to management.

II. PROBLEM STATEMENT

The problem is serious since organisations endure poor leadership styles, and it's possible that the company will miss critical targets as well.

III. REVIEW OF LITERATURE

Eileen Y. Chou (2019) explains in his paper about the leadership that, there's a tendency to assume that, leaders to be encouraging, magnanimous, and optimistic. But in

the last decade, across borders and sectors, there have been an increasing number of leaders better known for a style that is more vitriolic, punitive, and negative. The subsequent research into how positive or negative rhetoric effects of the perception of someone's leadership shows that although people may think they want our leaders to be cheerleaders, and instinctively tend to empower naysayers instead.

Dan Cable (2018), Explain in his article that about Top-down leadership is outdated and counterproductive. By focusing too much on control and end goals, and not enough on their people, leaders are making it more difficult to achieve their own desired outcomes. The key, then, is to help people feel purposeful, motivated, and energized so they can bring their best selves to work.

Eric garton (2017) depicts in his survey that less than half of respondents say they agree or strongly agree that their leaders are inspiring. Even fewer feel that their leaders foster engagement or

commitment and model the culture and values of the corporation. But real breakthroughs in performance come from employees who feel inspired by their leaders and their organizations. A new study to uncover what makes a leader inspirational reveals some surprising results: there are many different attributes, 33 in all, that inspire people, but you need only one of these to double your chance of being an inspirational leader; inspirational leaders have behavioural “spikes” 13 that are relevant to how the company creates value; and leaders who both inspire people and generate results disrupt established behaviours in their organizations.

Wendy K. Smith et.al (2016) argues in his study that, Leaders face a multitude of strategic paradoxes—contradictory pressures that are too often viewed as “either/or” 14 choices. There are innovation paradoxes, in which the pursuit of new offerings and processes conflicts with the mandate to sustain the tried and true. There are globalization paradoxes, which involve tensions between local imperatives and

boundary-crossing integration. And there are obligation paradoxes, when the goal of maximizing profits for shareholders clashes with the desire to generate benefits for a broader group of stakeholders. The authors argue that organizational success depends on simultaneously addressing such conflicting demands, not choosing between them. Leaders need to become comfortable with multiple truths and inconsistency. They need to assume that resources are ample rather than scarce. And they need to embrace change instead of seeking stability.

John Beshears, Francwsca Gino (2015) explained in his paper that Everyone from CEOs to frontline workers commits preventable mistakes—for example, underestimating how long it will take to finish a project or focusing too much on information that supports their current view. It is extraordinarily difficult to rewire the human brain to undo the patterns that lead to such mistakes. But there is another approach: Alter the environment in ways that encourage people to make

decisions that lead to good outcomes.

IV. OBJECTIVES

- To study the Leadership Style of employee working in Software Industry.
- To analyse the relationship between leadership style and Organizational performance.
- To study leadership style and its impact on job satisfaction of employee.

V. MATERIALS AND METHODS

A. RESEARCH METHODOLOGY

Every research process needs a research methodology that supports the successful accomplishment of the research process. Research is a long and engaging process that requires time and commitment. I think researchers should understand in detail the nature and the importance of building an adequate research methodology for their studies. A research methodology means in what way the research is going to be carried out.

Many authors investigate the term of “research methodology” and its importance for the conduction of a

study. The research methodology is a systematic way to solve research problems. The methodology is a scientific approach, which is adopted for conducting a research.

B. RESEARCH DESIGN

The second stage of the research process is the definition of the research design of the study. The research design provides the overall framework for collecting the data. The function of the research design is to ensure that the evidence obtained enables us to answer the initial question as unambiguously as possible” For the purposes of my research study, I use a descriptive research design, which focuses on describing the essence of the innovations in the software industry. “The descriptive research design consists of survey and fact-finding investigation of different kinds. The purpose of descriptive research is explanation of the set of circumstances as it is present as such”. For my study, the descriptive research design requires a precise specification of the research problem, a clear goal and objective

statements, the definition of the object and the research subjects. I know exactly what information to collect and who can provide it. Based on my theoretical research, I can also formulate working hypotheses, research variables and a research strategy.

c. Data collection

- SAMPLE SIZE: 200
- LOCATION: Chennai
- TARGET PEOPLE: IT Staff.
- TYPE OF INDUSTRY: IT Industry.

VI. DATA ANALYSIS AND INTERPRETATION

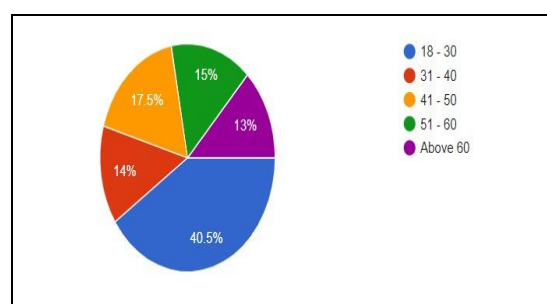
PERCENTAGE ANALYSIS:

Table 1: Table indicating the Age of the respondents

Particular	No. of Respondent	Percentage of Respondent
18-30	84	40.5
31-40	20	14
41-50	36	17.5

51-60	30	15
Above 60	30	13
Total	200	100

Figure 1. Chart represents Age of the response



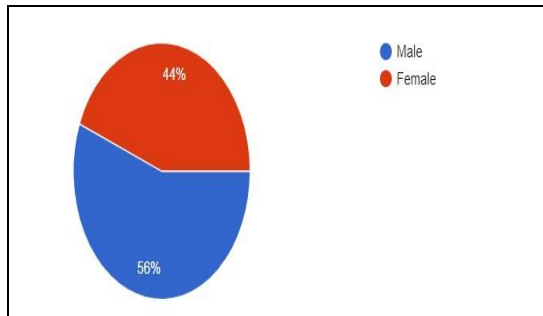
INFERENCE:

Majority (40.5%) of respondents are age between 18–30.

Table 2: Table indicating the Gender of the respondents

Particular	No of Respondents	Percentage
Male	95	44
Female	105	56
Total	200	100

Figure 2 : Chart representing the Gender of the respondents

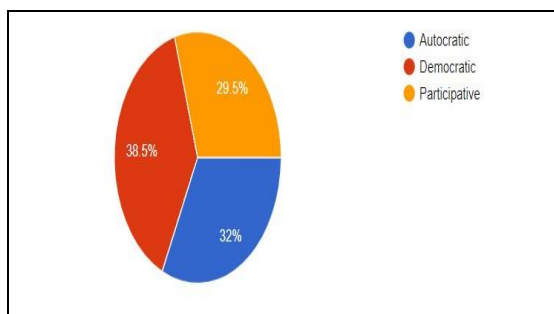


INFERENCE: Majority (56%) of the respondents are male

Table 2: Table indicating the Leadership style

Leadership style	No of Respondents	Percentage
Autocratic	64	32
Democratic	77	38.5
Participative	59	29.5
Total	200	100

Figure 2 : Chart representing the Leadership style



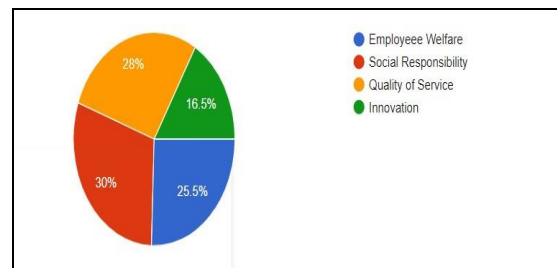
INFERENCE:

Majority (38.5%) of respondents are follow the democratic style.

Table 2: Table indicating the Organizational Goals

Organizational goal	No of Respondents	Percentage
Employee welfare	52	25.5
Social responsibility	60	30
Quality of service	56	28
Innovation	32	16.5
Total	200	100

Figure 2 : Chart representing the Organizational Goals



INFERENCE:

Majority (30%) of respondents are have social responsibility.

Table 5. Table Indicating Statistical Analysis –T Test

T-Test:	No of Response	%
Mean	80	40
Variance	4606.5	1151.6
Observations	5	5
Pearson Correlation	1	
Hypothesized	1	

Mean		
Df	4	
t Stat	2.56976889	
P(T<=t)one-tail	0.030996965	
t Critical one-tail	2.131846786	
P(T<=t)two-tail	0.061993931	
t Critical two-tail	2.776445105	

HYPOTHESIS:

- Null Hypothesis (H₀): There is no significant difference between social responsibility and innovation of organizational respondents.
- Alternate hypothesis: There is a significant difference social responsibility and innovation of organizational respondents.

INFERENCE:

Since p value (0.030) is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence there is

significant difference between age of the respondents and the source of funding for doing business.

VII. SUGGESTIONS & RECOMMENDATIONS

- There are various ways to adopt good leadership styles in a working environment.
- The best leadership style that could be seen from the three common styles that were discussed is the democratic leadership.
- In the current working environment, most organizations adopt the democratic leadership style as it aids the organization in meeting its goals and objectives.
- As the organization's strength relies heavily on democratic leadership style, it is suggested that the company's leadership strive to get more out of this leadership style in its operations.
- In this diverse working environment, it is also suggested that the company adopt certain leadership styles where appropriate throughout order for

the organization to grow in strength in its industry.

- Because there is no "one size fits all" leadership style, it is also advised that management try to use different techniques and approaches as the circumstance can require people to work harder to achieve organizational objectives and further improve performance.

VIII. CONCLUSION

This report mainly focused on the common three styles of leadership which are autocratic leadership, democratic leadership as well as laissez faire style of leadership. The democratic leadership deems best compared to the other two styles as it will aid in enhancing the performance of the employees and the organization as a whole. The autocratic is the least effective as it might demotivate employees and reduce the productivity and performance of the organization. This report showed the styles of leadership as well as the impacts on the organization. It is crucial that managers that adopt the leadership style should contribute to the

wellbeing of the employees as well as provide opportunities and allow them to be involved in decision-making. In this context, leadership styles play a significant role in the organizational performance and it is merely up to the managers to adopt the right one. To have an impact on the organization through leadership development, these development programs require to be upheld in organizations by ongoing, reflective practices with objective setting and review that are connected to the leadership role and the organizational strategy though literature reflects on lack of universal robust evaluation of leadership development programs, especially those that fail to identify the effectiveness of long-term outcomes on the investment made.

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ANNEXURE-3 BIOGRAPHY



LAKSHMI.S

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CARREAR OBJECTIVE:

I have researched in leadership styles and organizational performance. To purpose a good journal paper.

EDUCATIONAL QUALIFICATION:

- Pursuing **MBA in SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY**, Chennai.
Specialization: Human Resource and Finance.
Batch: 2020-2022
- Completed **BCOM (GENERAL) in SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY**, Chennai.
Batch: 2017-2020
Percentage: 65%
- Completed **HSC in ST, MARY'S, MATRICULATION, HIGHER, SECONDARY, SCHOOL, KELAMBAKKAM**.
Batch: 2016-2017
Percentage: 70%
- Completed **SSLC in ST, MARY'S, MATRICULATION, HIGHER, SECONDARY, SCHOOL, KELAMBAKKAM**.
Batch: 2014-2015
PERCENTAGE: 78%

TECHNICAL QUALIFICATION:

- **COMPUTER KNOWLEDGE:** MS WINDOS
- **PACAKAGES:** MS OFFICE, TALLY and other EDITING SOFTWARES.

ACHIEVEMENTS:

- Completed coursera main course of **COMPETECIAS DIGITALES, HERRAMIENTAS AS DE OFIMATICA (MICROSOFT WORD, EXCEL, POWER POINT)**
- Completed two guided projects in coursera,
 1. Getting Started In Google Analytics
 2. Create a resume and cover letter with google docs.
- Participate many college events and get certificate.
- Participated in GUINNES WORLD RECORD “Maaruvom Maattruvom event (2017).
- Participated in SIX DAYS PRODUCT and SERVICE BASED ENTREPRENEURSHIP DEVELOPMENT in 20th to 28th DEC 2021.
- Participated in TWO WHEELER ROAD SAFETY UNITED webinar in FEB 2021.

PERSONAL SKILLS:

- Quick learner
- Soft working
- Hard working
- Time management
- Innovative thinking
- Man power management
- Situation handler
- Motivator

HOBBIES:

- Reading books
- Listening music
- Drawing
- Sports
- Singing

CURRICULAM VITAE:

Father name : Shankar. S
Date of birth : 20/12/1998
Age : 23
Marital status : Married
Nationality : Indian
Language known : Tamil, English.

DECLARATION:

I have by declare all the above information given are correct and true of my knowledge and belief.

LAKSHMI.S

Place:Chennai.