

A Study On Factor Analysis For Leadership Effectiveness In Selected Organisations Delhi-NCR

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ABSTRACT:

To compare the leadership effectiveness of the recruited and promoted employees' in organizations. Leadership effectiveness often has a direct impact on an enterprise's internal environment. In the present study selected organizations from Delhi-NCR has been taken for the study and a sample size of 288 employees was taken for the study. It is concluded from the present study that not only one but numerous factors are responsible for the effective leadership in selected organization Delhi-NCR.

Keywords:- Leadership, Effectiveness, Stakeholder, Infinite, Organisation, Delhi-NCR.

INTRODUCTION

Leadership reflects a person's ability to make full use of surrounding resources to solve problems at minimum cost and improve the efficiency of the whole team in a specific environment. Leadership effectiveness often has a direct impact on an enterprise's internal environment. An efficient leader can always make the most appropriate decision at the most appropriate time to maximize his leadership effectiveness. Therefore, leaders not only need to have a more comprehensive understanding of the components of leadership effectiveness but also need to further improve their leadership styles on this basis. Therefore, the study of leadership effectiveness becomes very important in this scenario. Leadership effectiveness is a complex concept that attempt to capture infinite components like organizational contingencies & interpersonal behaviour. To meet this criterion and to build the trust of each employee or member in the management of the organization, the organization should have a clearly articulated

vision and mission. In that way, each person will know whether any particular decision or objective will help achieve the overall organizational purpose. Thus, each person, even if not directly involved in making.

REVIEW OF LITERATURE

Reiche Sebastian B, Osland S.Joyce ,Mendenhall.E, Szkudlarek Betina(2022) Global leadership effectiveness: First steps and Future directions in this paper the author has concluded that global leadership effectiveness is a the value-added contributions toward a better understanding of the employees. After highlighting some of those contributions, the editors then discuss relevant directions for future research in global leadership effectiveness and organize their discussion around (1) antecedents, (2) conditions, and (3) dimensions of global leadership effectiveness. . They conclude by listing some of the paramount research questions they believe should be addressed for the field to move

forward in mapping the dimensions and dynamics of global leadership effectiveness

Pabustan D. Sherwin, Yusi T. Dexter, Zuniga B. May. Joanna, Florencondia, Pascual E. Lorinda (2022) Leadership Effectiveness in SIA Engineering (Philippines) Corporation, in this paper author reviewed that Organizations may find it hard to know which leadership style is effective and efficient for the nature of their teams and business. The research takes place in this organization; studies used analytic methodology to assess organizational leadership effectively. The results provide a benchmark for other maintenance repair overhaul companies in the world of the aviation industry.

Nico Wortler Burkard, Yperen Van.W.,Barelds, H.P Dick (2022), The Link between empowering leadership and employees perceptions of the effectiveness of blended working ,in this paper author concluded that linked to technological and societal developments, including the COVID-19 pandemic, employees are increasingly being given the opportunity to blend onsite and remote working including flexibility as to when and where they work.. Our findings could be of value to organizations as they indicate a specific leadership style that is likely to facilitate the effectiveness of blended working.

Ali Jamal Bayad, Anwar Govand (2021) Strategic Leadership Effectiveness and its influence on organizational effectiveness, the author aims to explore the link between sustainable competitive advantage and strategic effectiveness, Erbil was selected as the place to carry out the research at small and medium-sized businesses. This ended up being a total of 175 questionnaires that were completed, as 152 of the 152 participants answered them correctly.

- Singh Miska (2021) study on impact of self-efficacy on leadership effectiveness in IT companies, the author examined that Leadership is a crucial desire for all kinds of organizations. There are leaders in various organizations but all of them lead in their own different ways and styles and many times they are successful too. The reason for having different answers on leadership is that every superior lead in different way and every subordinate experiences different style and pattern of leadership and in many

times also witnesses the success of the organization.

- Pankaj Singh & Riasudeen S, (2021) Leadership effectiveness and Psychological Well –being:the role of workplace Spirituality, the author examined that the relationship of leadership effectiveness and psychological well-being with the work outcomes of intention to quit, job involvement and organization-based self-esteem (OBSE), and whether workplace spirituality plays a role in mediating the associations of leadership effectiveness and psychological well-being with work outcomes. The study is cross-sectional and non-experimental. Data were obtained from 630 information technology (IT) employees from South India, adopting ‘power calculations’.
- Demir Ahmet,Zaim Halil & Budur Taylan (2020), Ethical leadership, effectiveness and team performance :an Islamic perspective ,in this author reviewed that Ethical leadership is one of the influential factors on the organisational success. In this respect, this study aims to investigate the relationship between ethical leadership and team performance with these virtues. Data of the study were collected from 408 employees among private companies in Kurdistan region of Iraq.

OBJECTIVES OF THE STUDY

- To compare the leadership effectiveness of the recruited and promoted employees’ in selected organizations in Delhi-NCR.

HYPOTHESIS

Ho: There is no significant difference between the leadership effectiveness of the recruited and promoted employees’ in selected organizations in Delhi-NCR.

RESEARCH DESIGN

The present study is descriptive cum applied basis as it aims at describing the nature and distribution of variables. In the present research, the reliability of the ‘leadership effectiveness of the ‘recruited’ and ‘promoted’ employees in selected organizations’ is

determined by using Cronbach's Coefficient alpha as shown in the following table:

Table No. 1: Reliability Coefficients for Leadership Effectiveness of the 'Recruited' and 'Promoted' Employees in selected Organizations

		N	%
Cases	Valid	280	100.0
	Excludeda	0	.0
	Total	280	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha*	N of Items
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0.978	43
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Source: Survey Data

* Values of 0.70 and above testify strong reliability of the scale.

The reliability coefficients indicate that the scale for measuring 'leadership effectiveness of the 'recruited' and 'promoted' employees in selected organizations' is quite reliable as the alpha values are 0.978. To test the Content Validity of the 'leadership effectiveness of the 'recruited' and 'promoted' employees in selected organizations' a questionnaire is developed by the researcher. Further, an extensive interaction with the eminent experts and practitioners is undertaken for the same.

Table No.2: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.862
Bartlett's Test of Sphericity	Approx. Chi-Square	17078.301
	Df	903
	Sig.	.000

Source: Survey Data

The table 2 gives an idea about two tests that indicate the suitability of the data for structure detection. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in the variables that

might be caused by underlying factors. High value (.862) indicates that a factor analysis is useful with data.

Table 3: Total Variance Explained

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	22.688	52.763	22.688	52.763	52.763	6.449	14.997	14.997
	2	2.599	6.045	2.599	6.045	58.808	6.407	14.899	29.897
	3	2.099	4.882	2.099	4.882	63.690	6.354	14.776	44.672
	4	1.913	4.449	1.913	4.449	68.139	5.767	13.412	58.084
	5	1.659	3.858	1.659	3.858	71.996	3.465	8.059	66.143
	6	1.429	3.323	1.429	3.323	75.320	2.797	6.505	72.649
	7	1.317	3.063	1.317	3.063	78.383	2.466	5.734	78.383
	8	.979	2.276	.979	2.276	80.659			
	9	.870	2.024	.870	2.024	82.683			

10	.721	1.677	84.360						
11	.707	1.644	86.004						
12	.663	1.542	87.546						
13	.604	1.405	88.951						
14	.520	1.210	90.161						
15	.449	1.045	91.206						
16	.444	1.032	92.239						
17	.389	.904	93.143						
18	.336	.782	93.925						
19	.303	.705	94.630						
20	.256	.595	95.225						
21	.232	.539	95.764						
22	.222	.516	96.280						
23	.175	.406	96.686						
24	.172	.401	97.087						

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
25	.142	.331	97.418						
26	.137	.319	97.738						
27	.122	.285	98.022						
28	.112	.260	98.282						
29	.102	.236	98.518						
30	.094	.219	98.737						
31	.086	.201	98.938						
32	.071	.164	99.102						
33	.061	.141	99.243						
34	.058	.134	99.378						
35	.048	.111	99.488						
36	.043	.100	99.589						
37	.040	.094	99.683						
38	.036	.084	99.767						
39	.027	.062	99.829						
40	.025	.057	99.886						

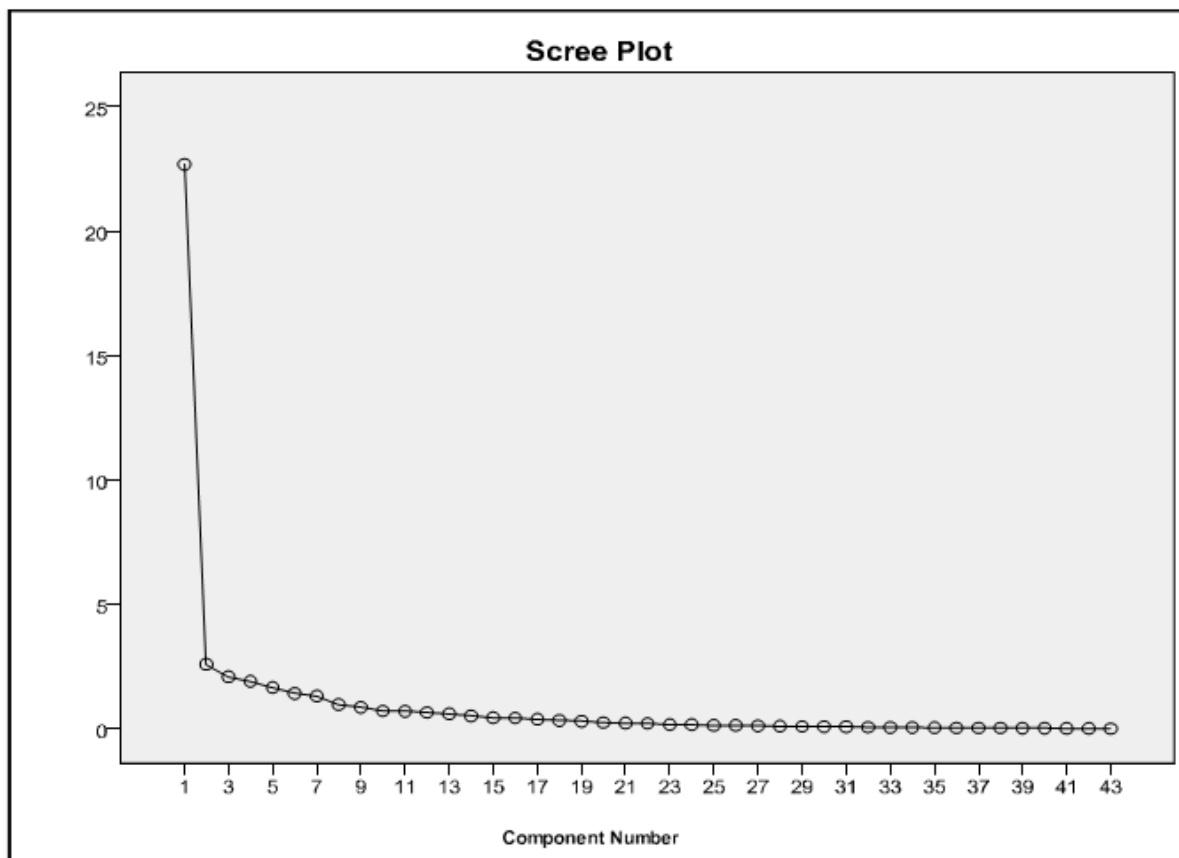
41	.021	.049	99.935						
42	.020	.045	99.981						
43	.008	.019	100.000						

Extraction Method: Principal Component Analysis.

This table 3 gives Eigen values, variance explained, and cumulative variance explained for the factor solution. The % of Variance column gives the ratio, expressed as a

percentage of the variance accounted for by each component to the total variance in all of the variables.

Graph No.1: Screen Graph



The graph 1 shows the extraction of the components on the steep slope. The first seven components are the part of steep slope. The components on the shallow slope contribute little to the solution. The components eighth to forty three are the part of shallow slope. The big

drop occurs between the second and seventh components, so first seven components are used for further analysis. The scree plot confirms the choice of seven components.

Table 4: Rotated Component Matrix

Rotated Component Matrixa							
	Component						
	1	2	3	4	5	6	7
Q_1	.567	.387	.294	.528	.168	-.051	.249

Q_2	.398	.076	.341	.662	.231	-.003	.235
Q_3	.670	.344	.275	.231	.168	.270	.208
Q_4	.269	.096	.138	.628	-.005	.493	.144
Q_5	.326	.251	.142	.328	-.003	.247	.722
Q_6	.417	.213	.483	.076	.526	.125	.135
Q_7	.694	.102	.360	.378	.228	-.052	.117
Q_8	.094	.061	.094	.150	.240	.813	.111
Q_9	.784	.112	.334	.174	-.038	.306	-.103
Q_10	.311	.386	.266	-.034	.434	.279	.214
Q_11	.519	.463	.044	.297	.074	.252	.160
Q_12	.179	.323	.336	.646	.225	.129	-.009
Q_13	.779	.225	.129	.170	.274	.051	.146
Q_14	.130	.522	.544	.230	.202	.146	.220
Q_15	.309	.445	.539	.350	.044	.318	-.109
Q_16	.233	.197	.478	.260	.628	-.045	-.134
Q_17	.444	.180	.212	.559	.315	.130	-.066
Q_18	.249	.766	.140	.326	.137	.101	.113
Q_19	.079	.021	.031	.317	.680	.439	.059
Q_20	.187	.204	.463	.579	.162	.037	.085
Q_21	-.013	.452	.516	.468	.322	.251	.181
Q_22	.341	.270	.295	.585	.132	-.016	.301
Q_23	.011	.742	.452	.143	.059	.066	.210
Q_24	.147	.303	.673	.372	.317	.096	.153
Q_25	.313	.220	.705	.243	.148	.375	.083
Q_26	.048	.464	.327	.062	.182	.530	.245
Q_27	.001	.395	.198	.403	.600	.264	.205
Q_28	.311	.552	-.045	.566	.120	.050	.221
Q_29	.278	.327	.389	.247	.146	.155	.526
Q_30	.213	.095	.733	.277	.204	.222	.136
Q_31	.160	.568	.110	.627	.131	.292	-.030
Q_32	.215	.186	.823	.102	.082	-.047	.106
Q_33	.175	.523	.229	.205	.389	-.006	.449
Q_34	.380	.399	.267	.562	.067	.223	.302
Q_35	.286	.032	.396	-.064	.424	.298	.476
Q_36	.366	.630	.096	.265	.325	.097	.008
Q_37	.578	.278	.476	.337	-.085	.200	.180
Q_38	.351	.442	.371	-.033	.337	.089	-.278
Q_39	.556	.441	.230	-.068	.271	.248	.252
Q_40	.823	.015	.022	.251	.038	-.110	.175
Q_41	.176	.262	.506	.297	.463	.057	.311
Q_42	.127	.684	.462	.191	-.009	-.210	.168

Q_43	.422	.590	.208	.340	.100	.302	-.067
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 12 iterations.							

Table No. 5.: Component Transformation Matrix

Component Transformation Matrix								
Component		1	2	3	4	5	6	7
dimension0	1	.445	.464	.459	.435	.295	.227	.219
	2	-.787	.251	.393	-.188	.323	.151	.025
	3	.315	-.582	.495	-.460	.314	.077	-.031
	4	-.053	-.248	-.465	.129	.341	.758	.110
	5	.253	.520	-.241	-.737	-.002	.136	.213
	6	.129	.224	-.083	-.029	.274	.047	-.921
	7	.010	-.015	-.329	.055	.720	-.570	.211
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.								

Source: Survey Data

Factor I

The first factor (F-I) explains 14.997% of total variance and is represented with loading of

following eight variables as shown in Table 4.6.7.

Table 4.6.7: Variables and Factor Loading for factor –I (F-I)

Name of Variable	Loading
My leader adapts his/her method of exploring the organizational vision to be understandable to the particular audience.	0.567
My leader is being uncompromising on safety.	0.670
My leader has challenging values, assumptions and beliefs that could lead to complacency.	0.694
My leader communicates expected behaviours, results and standards in clear terms.	0.784
My leader deals effectively with conflict.	0.519
My leader demonstrates good listening skills.	0.779
My leader is decisive and clearly communicates the decision.	0.578
My leader manages the boundary between the group and the environment.	0.556
My leader measures progress and communicates it to the team.	0.823

Source: Table 4.6.5: Rotated Component Matrix

Drawing upon these variables, this factor can be appropriately named as **Leadership Effectiveness through Communication Skills**. There are many variables which are exclusively covered under the title 'communication skill' and supporting the factor like the leader measures progress and communicates it to the team. He is decisive and clearly communicates the decision. He deals effectively with conflict. He communicates expected behaviours, results and standards in clear terms. He demonstrates good listening

skills. All these variables are well represented and covered under this name. So, the name **Leadership Effectiveness and Communication Skills** is very much justified.

Factor II

The second factor F-II explain 14.899% of total variance which includes the loading of the following variables as shown in Table 4.6.8

Table 4.6.8: Variables and Factor loading for factor –II (F-II)

Name of Variable	Loading
My leader empowers employees to be and do more than they thought possible	0.522
Inventing solutions for customers through innovation	0.766
Partnering with customers and stakeholders	0.742
My leader celebrates with his or her people.	0.552
My leader genuinely cares for his or her charges.	0.568
My leader is a good listener.	0.523
My leader is considered honest and ethical - people trust the leader.	0.630
My leader takes calculated risks when required - he or she assesses the situation and makes his or her own direction.	0.684
My leader translates the vision into actionable steps	0.590

Source: Table 4.6.5: Rotated Component Matrix

Depending upon these variables, the factor can be named as **Leadership Effectiveness through Stakeholders**. It represents the variables as are shown in Table 4.6.8 and supporting this factor like the Inventing solutions for customers through innovation, partnering with customers and stakeholders, celebrating with his or her people, caring and listening. So, the name **Leadership**

Effectiveness through Stakeholders is very much justified.

Factor III

The third factor F-III covers 14.776% of the total variance and indicates the loading of the following variables as shown in Table 4.6.9

Table 4.6.9: Variables and Factor loading for factor –III (F-III)

Name of Variable	Loading
My leader empowers employees to be and do more than they thought possible	0.544
My leader ensures feedback on performance and recognising achievements	0.539
Obtaining and acting on feedback	0.516
My leader promotes high standards	0.673
My leader promotes work ethic through his/her example	0.705
My leader ensures that his or her staff know they are the achievers	0.733
My leader involves staff in the review and planning process for achieving the vision.	0.823
My leader relates to his or her charges – people feel the leader understands them	0.506

Source: Table 4.6.5: Rotated Component Matrix

Relating with these variables, the factor can be named as **Leadership Effectiveness through Involvement and Feedback of Employees**. All the variables are covered and represented by this heading. In the sampled organizations, the respondents believe that their leaders involve staff in the review and planning process for achieving the vision, ensure that their staff know they are the achievers, regularly get

feedback on performance and recognise achievements, obtaining and acting on feedback. So, the name **Leadership Effectiveness through Involvement and Feedback of Employees** is justified.

Factor IV

The fourth factor F-IV is able to explain 13.412% of total variance which indicates the significant factor loading of the following variables as shown in Table 4.6.10:

Table 4.6.10: Variables and Factor loading for factor –IV (F-IV)

Name of Variable	Loading
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My leader adapts his/her method of exploring the organizational vision to be understandable to the particular audience	0.528
My leader is a mentor and coach for employees	0.662
My leader is being visible	0.628
My leader delivers promises	0.646
Inspiring employees	0.559
Partnering with customers and stakeholders	0.585
My leader celebrates with his or her people.	0.566
My leader genuinely cares for his or her charges.	0.627
My leader is able to articulate a vision of the preferred future position for his or her department.	0.562

Source: Table 4.6.5: Rotated Component Matrix

Depending upon these variables the factor can be named as **Leadership Effectiveness through Mentorship, Coaching and Articulating Vision**. The entire variables can be explained under this name. In the sampled organizations, the respondents feel that their leaders are good mentor and coach for employees, inspiring the employees, articulating vision of the preferred future position for their department, and explore the

organizational vision to be understandable. So, the name **Leadership Effectiveness through Mentorship, Coaching and Articulating Vision** is justified.

Factor V

The fifth factor (F-V) contributed the variance of 8.059% of total variance which indicates the significant factor loading as shown in Table 4.6.11

Table 4.6.11: Variables and Factor loading for factor –V (F-V)

Name of Variable	Loading
My leader is caring for employees	0.526
My leader ensures that employees are trained and developed	0.628
Motivating employees	0.680
Stretching them beyond their comfort zones	0.600

Source: Table 4.6.5: Rotated Component Matrix

Depending upon these variables the factor can be named as **Leadership Effectiveness through Training, Development & Motivation Tool**. This nomenclature is justifiable because the respondents feel that their leaders ensure that their team members are properly trained, developed and motivated. They care for employees. So, the name **Leadership Effectiveness through Training, Development & Motivation Tool** is justified.

Factor VI

The sixth factor (F-VI) contributed 6.505% of total variance with significant factor loading of following variables as shown in Table 4.6.12

Table 4.6.12: Variables and Factor loading for factor –VI (F-VI)

Name of Variable	Loading
My leader communicates clearly that personal excellence is necessary to realise organisational goals	0.813
My leader provides clear strategy and direction	0.530

Source: Table 4.6.5: Rotated Component Matrix

Depending upon these variables the factor can be named as **Leadership Effectiveness**

through Strategic Management. In this study, the respondents of the selected organisations feel that their leaders provide clear strategy & direction and stresses that the personal excellence is necessary to realise organisational goals. So, the name of factor **Leadership Effectiveness through Strategic Management** is justified.

Factor VII

The Seventh factor (F-VII) represents 5.734% of total variance with significant factor loading of following variables as shown in Table 4.6.13

Table 4.6.13: Variables and Factor loading for factor –VII (F- VII)

Name of Variable	Loading
My leader builds a high performance culture	0.722
My leader informs his or her charges, their role, their achievements, and the mission of the team.	0.526

Source: Table 4.6.5: Rotated Component Matrix

Depending upon these variables, the factor can be named as **Leadership Effectiveness through Work Culture**. All the variables can be covered under this name. The respondents feel that their leaders build a high performance culture and inform charges, roles, achievements, and the mission of the team.

Hence, the name **Leadership Effectiveness through Work Culture** is justified. In the last, the major components of Performance Appraisal are summarized in Table 4.6.14

Table 4.6.14: Major Components of Leadership Effectiveness

Factor	Name
F-I	Leadership Effectiveness through Communication Skills
F-II	Leadership Effectiveness through Stakeholders
F-III	Leadership Effectiveness through Involvement and Feedback of Employees
F-IV	Leadership Effectiveness through Mentorship, Coaching and Articulating Vision
F-V	Leadership Effectiveness through Training, Development & Motivation Tool
F-VI	Leadership Effectiveness through Strategic Management
F-VII	Leadership Effectiveness through Work Culture

Source: Table 4.6.7 to Table 4.6.13

4.1 Recruitment-wise analysis of Leadership Effectiveness of selected organisations

Table 4.7.1: 'Leadership Effectiveness through Communication Skills' as the dimension of Leadership Effectiveness in Selected Organisations

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
F_1	Recruited	160	4.4993	.60027	.04746	4.4056	4.5930	2.78	5.00
	Promoted	120	3.7483	.84516	.07715	3.5955	3.9010	2.00	5.00
	Total	280	4.1774	.80539	.04813	4.0827	4.2722	2.00	5.00

Source: Survey Data

It is clearly depicted from the above table that the respondents perceive 'excellent' about the leadership effectiveness of their 'recruited' leaders (mean value 4.4993) and 'very good' about the 'promoted' leaders (mean value

3.7483). It means that there is a difference in the respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through communication skills.

Table 4.7.2: 'Leadership Effectiveness through Stakeholders' as the dimension of Leadership Effectiveness in Selected Organisations

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
F_2	Recruited	160	4.4677	.62918	.04974	4.3694	4.5659	2.78	5.00
	Promoted	120	4.0248	.72977	.06662	3.8928	4.1567	2.44	5.00
	Total	280	4.2779	.70779	.04230	4.1946	4.3611	2.44	5.00

Source: Survey Data

It is clearly depicted from the above table that the respondents perceive 'excellent' about the leadership effectiveness of their 'recruited' leaders (mean value 4.4677) and for the 'promoted' leaders (mean value 4.0248). It means that there is no difference in the

respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through stakeholders.

Table 4.7.3: 'Leadership Effectiveness through Involvement and Feedback of Employees' as the dimension of Leadership Effectiveness in Selected Organisations

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
F_3	Recruited	160	4.3859	.76984	.06086	4.2657	4.5061	2.00	5.00
	Promoted	120	4.0146	.77194	.07047	3.8750	4.1541	2.75	5.00
	Total	280	4.2268	.79108	.04728	4.1337	4.3198	2.00	5.00

Source: Survey Data

It is clearly shown in the above table no. 4.7.3 that the respondents perceive 'excellent' about the leadership effectiveness of their 'recruited' leaders (mean value 4.3859) and for the 'promoted' leaders (mean value 4.0146). It means that there is no difference in the

respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through involvement and feedback of employees.

Table 4.7.4: 'Leadership Effectiveness through Mentorship, Coaching and Articulating Vision' as the dimension of Leadership Effectiveness in Selected Organisations

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
F_4	Recruited	160	4.5593	.58164	.04598	4.4685	4.6501	2.78	5.00
	Promoted	120	3.8005	.73842	.06741	3.6670	3.9340	2.44	5.00
	Total	280	4.2341	.75292	.04500	4.1455	4.3227	2.44	5.00

Source: Survey Data

It is clearly depicted from the above table that the respondents perceive 'excellent' about the leadership effectiveness of their 'recruited'

leaders (mean value 4.5593) and 'very good' about the 'promoted' leaders (mean value 3.8005). It means that there is a difference in

the respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through mentorship,

coaching and articulating vision.

Table 4.7.5: 'Leadership Effectiveness through Training, Development & Motivation Tool' as the dimension of Leadership Effectiveness in Selected Organisations

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
F_5	Recruited	160	4.4625	.57749	.04565	4.3723	4.5527	3.25	5.00
	Promoted	120	4.0917	.79714	.07277	3.9476	4.2358	2.25	5.00
	Total	280	4.3036	.70348	.04204	4.2208	4.3863	2.25	5.00

Source: Survey Data

It is clearly depicted from the above table that the respondents perceive 'excellent' about the leadership effectiveness of their 'recruited' leaders (mean value 4.4625) and for the 'promoted' leaders (mean value 4.0917). It means that there is no difference in the

respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through training, development & motivation tool.

Table 4.7.6: 'Leadership Effectiveness through Strategic Management' as the dimension of Leadership Effectiveness in Selected Organisations

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
F_6	Recruited	160	4.5656	.64701	.05115	4.4646	4.6666	2.00	5.00
	Promoted	120	4.3500	.73793	.06736	4.2166	4.4834	2.50	5.00
	Total	280	4.4732	.69445	.04150	4.3915	4.5549	2.00	5.00

Source: Survey Data

It is clearly depicted from the above table that the respondents perceive 'excellent' about the leadership effectiveness of their 'recruited' leaders (mean value 4.5656) and for the 'promoted' leaders (mean value 4.3500). It means that there is no difference in the

respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through strategic management.

Table 4.7.7: 'Leadership Effectiveness through Work Culture' as the dimension of Leadership Effectiveness in Selected Organisations

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
F_7	Recruited	160	4.3875	.74384	.05881	4.2714	4.5036	2.00	5.00
	Promoted	120	4.2125	.68189	.06225	4.0892	4.3358	2.50	5.00
	Total	280	4.3125	.72192	.04314	4.2276	4.3974	2.00	5.00

Source: Survey Data

It is clearly depicted from the above table that the respondents perceive 'excellent' about the

leadership effectiveness of their 'recruited' leaders (mean value 4.3875) and for the

'promoted' leaders (mean value 4.2125). It means that there is no difference in the respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through work culture.

FINDINGS & CONCLUSION

Leadership Effectiveness

Conclusions of Reliability and Validity Analysis of Leadership Effectiveness Questionnaire

In the present research, the reliability of the 'leadership effectiveness of the 'recruited' and 'promoted' employees in selected organizations' is determined by using Cronbach's Coefficient alpha. It is concluded that the reliability coefficients indicate that the scale for measuring 'leadership effectiveness of the 'recruited' and 'promoted' employees in selected organizations' is quite reliable as the alpha values are 0.978. An alpha value of 0.70 or above is considered to be the criterion for demonstrating internal consistency of new scales and established scales respectively.

Conclusions from Factor analysis for Effectiveness of Leadership in Selected Organisations

It is concluded that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in the variables that might be caused by underlying factors and the high value (.862) indicates that a factor analysis is useful with data. Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that variables are unrelated and therefore unsuitable for structure detection. Small value (less than 0.05) of the significance level indicates that a factor analysis is useful with data.

It is concluded that the first factor (F-I) explains 14.997% of total variance and is represented with loading of eight variables. Drawing upon these variables, this factor can be appropriately named as **Leadership Effectiveness through Communication Skills**. There are many variables which are exclusively covered under the title 'communication skill' and supporting the factor like the leader measures progress and communicates it to the team. He is decisive

and clearly communicates the decision. He deals effectively with conflict. He communicates expected behaviours, results and standards in clear terms. He demonstrates good listening skills. All these variables are well represented and covered under this name. So, the name **Leadership Effectiveness and Communication Skills** is very much justified. It is concluded that the second factor F-II explain 14.899% of total variance which includes the loading of the variables. Depending upon these variables, the factor can be named as **Leadership Effectiveness through Stakeholders**. It represents the variables supporting this factor like the Inventing solutions for customers through innovation, partnering with customers and stakeholders, celebrating with his or her people, caring and listening. So, the name **Leadership Effectiveness through Stakeholders** is very much justified.

It is concluded that the third factor F-III covers 14.776% of the total variance and indicates the loading of the variables. Relating with these variables, the factor can be named as **Leadership Effectiveness through Involvement and Feedback of Employees**. All the variables are covered and represented by this heading. In the sampled organizations, the respondents believe that their leaders involve staff in the review and planning process for achieving the vision, ensure that their staff know they are the achievers, regularly get feedback on performance and recognise achievements, obtaining and acting on feedback So, the name **Leadership Effectiveness through Involvement and Feedback of Employees** is justified.

It is concluded that the fourth factor F-IV is able to explain 13.412% of total variance which indicates the significant factor loading of the variables. Depending upon these variables the factor can be named as **Leadership Effectiveness through Mentorship, Coaching and Articulating Vision**. The entire variables can be explained under this name. In the sampled organizations, the respondents feel that their leaders are good mentor and coach for employees, inspiring the employees, articulating vision of the preferred future position for their department, and explore the organizational vision to be understandable. So, the name **Leadership Effectiveness through**

Mentorship, Coaching and Articulating Vision is justified.

It is concluded that the fifth factor (F-V) contributed the variance of 8.059% of total variance which indicates the significant factor loading. Depending upon these variables the factor can be named as **Leadership Effectiveness through Training, Development & Motivation Tool**. This nomenclature is justifiable because the respondents feel that their leaders ensure that their team members are properly trained, developed and motivated. They care for employees. So, the name **Leadership Effectiveness through Training, Development & Motivation Tool** is justified.

It is concluded that the sixth factor (F-VI) contributed 6.505% of total variance with significant factor loading of variables. Depending upon these variables the factor can be named as **Leadership Effectiveness through Strategic Management**. In this

study, the respondents of the selected organisations feel that their leaders provide clear strategy & direction and stresses that the personal excellence is necessary to realise organisational goals. So, the name of factor **Leadership Effectiveness through Strategic Management** is justified.

It is concluded that the seventh factor (F-VII) represents 5.734% of total variance with significant factor loading of variables. Depending upon these variables, the factor can be named as **Leadership Effectiveness through Work Culture**. All the variables can be covered under this name. The respondents feel that their leaders build a high performance culture and inform charges, roles, achievements, and the mission of the team. Hence, the name **Leadership Effectiveness through Work Culture** is justified. In the last, the major components of Performance Appraisal are concluded as under

Major Components of Leadership Effectiveness

Factor	Name
F-I	Leadership Effectiveness through Communication Skills
F-II	Leadership Effectiveness through Stakeholders
F-III	Leadership Effectiveness through Involvement and Feedback of Employees
F-IV	Leadership Effectiveness through Mentorship, Coaching and Articulating Vision
F-V	Leadership Effectiveness through Training, Development & Motivation Tool
F-VI	Leadership Effectiveness through Strategic Management
F-VII	Leadership Effectiveness through Work Culture

Source: Survey Data

Conclusions of Recruitment-wise analysis of Leadership Effectiveness of selected organisations

‘Leadership Effectiveness through Communication Skills’ as the dimension of Leadership Effectiveness in Selected Organisations

It is concluded that the respondents perceive ‘excellent’ about the leadership effectiveness of their ‘recruited’ leaders and ‘very good’ about the ‘promoted’ leaders. It means that there is a difference in the respondents’ view about ‘recruited’ and ‘promoted’ leaders regarding leaders’ leadership effectiveness through communication skills.

‘Leadership Effectiveness through Stakeholders’ as the dimension of Leadership Effectiveness in Selected Organisations

It is concluded that the respondents perceive ‘excellent’ about the leadership effectiveness of their ‘recruited’ leaders and for the ‘promoted’ leaders. It means that there is no difference in the respondents’ view about ‘recruited’ and ‘promoted’ leaders regarding leaders’ leadership effectiveness through stakeholders.

‘Leadership Effectiveness through Involvement and Feedback of Employees’ as the dimension of Leadership Effectiveness in Selected Organisations

It is concluded that the respondents perceive ‘excellent’ about the leadership

effectiveness of their 'recruited' leaders and for the 'promoted' leaders. It means that there is no difference in the respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through involvement and feedback of employees.

'Leadership Effectiveness through Mentorship, Coaching and Articulating Vision' as the dimension of Leadership Effectiveness in Selected Organisations

It is concluded that the respondents perceive 'excellent' about the leadership effectiveness of their 'recruited' leaders and 'very good' about the 'promoted' leaders. It means that there is a difference in the respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through mentorship, coaching and articulating vision.

'Leadership Effectiveness through Training, Development & Motivation Tool' as the dimension of Leadership Effectiveness in Selected Organisations

It is concluded that the respondents perceive 'excellent' about the leadership effectiveness of their 'recruited' leaders and for the 'promoted' leaders. It means that there is no difference in the respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through training, development & motivation tool.

'Leadership Effectiveness through Strategic Management' as the dimension of Leadership Effectiveness in Selected Organisations

It is concluded that the respondents perceive 'excellent' about the leadership effectiveness of their 'recruited' leaders and for the 'promoted' leaders. It means that there is no difference in the respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through strategic management.

'Leadership Effectiveness through Work Culture' as the dimension of Leadership Effectiveness in Selected Organisations

It is concluded that the respondents perceive 'excellent' about the leadership effectiveness of their 'recruited' leaders and for the 'promoted' leaders. It means that there is no difference in the respondents' view about 'recruited' and 'promoted' leaders regarding leaders' leadership effectiveness through work culture.

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