

# A Study on Leadership Skills Of service Industry Executives in Chennai

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## Abstract

Leaders play a key role in the development of an organization. An organization's success is usually attributed to its efficient leaders. They guide themselves and their followers to work towards the organizational goals. In any organization, leaders play a great part in building unity and growth culture in a workplace environment. An organization's talent pool is expanded with the help of its leaders and they kindle the hidden abilities of a team member to explore further. They exhibit the various skills like managerial, interpersonal, administrative, personal vision, problem solving, developing people, judgment, flexibility and emotional maturity in their role. These skills help the leaders to create a new pattern of thinking and guide them to take risks to handle any tough situation that an organization might face. There are many attributes that decide the kind of leaders that an organization would produce. It depends on the exposure level and the experience that a leader possesses during his/her stint in the organization.

**Keywords:** Leadership, Skills, Service industry, Employee and Experience

## I. INTRODUCTION

The 4 M's namely Man, Machine, Material and Money are the key factors to achieve the goals of an organization. Of these factors, Man is the living being and has the higher advantage to contribute to the success of an organization than the other factors. So, human resource is a key resource for the benefit of an organization and the effective usage of human resources usually depends on its management. The management can get better results from its employees in 2 ways, either by exercising the authority vested on them, or by winning their support. However, this could be achieved only when the management behaves

like a leader in the practical sense to influence the follower's behavior in the desired direction.

Leadership is the ability to influence people. Some people are born naturally as leaders, while others are following them happily. However, leadership skills can be learned and acquired. Understanding this makes a good leader and it can make any manager stronger than the others.

"Leadership is about creating a path for followers to follow and to contribute towards the positives of an organization". The impact of leadership is seen in different degrees across the various sectors of industries. This paper is highly valuable for executives of service industries like Banking,

Insurance, IT, Hospital and to measure their level of leadership skills.

## II. OBJECTIVES OF THE STUDY

This study on leadership skills, in the service industry has been carried out with the following objectives:

- To understand the varying trend of leadership skills prevailing across age groups, gender and its impact in the service industry like Banking, Hospital, Insurance and IT
- To measure the growth of gender-based leaders in the service industry in different locations

## III. SCOPE OF THE STUDY

This study has been carried out specifically on the Leadership skills of respondents though there are many other dimensions to the concept of Leadership.

The sample respondents for this study are the executives of service industry specially Banking, Insurance, Hospital and IT in Chennai city.

The findings of the study may be useful in designing the contents and methods of training for the executives in service industry.

## IV. METHODOLOGY

The primary data were collected using the structured questionnaire/interview schedule which was designed to contain 5 questions under the heading of each commonly preferred Leadership skills.

The heads of skills identified in the questionnaire and the number of questions for each head are: Skills	No. of questions
1. Managerial Skill	5
2. Human/Interpersonal Skill	5
3. Administrative/Conceptual Skill	5
4. Personal Vision/Strategic Planning	5
5. Implementation/Problem Solving	5
6. Emotional Maturity	5
7. Developing People	5

8. Judgment/Wisdom	5
9. Flexibility	5
Total	45

The secondary data had been collected from websites, social media, books, journals, magazines, news papers, etc.

## V. SAMPLE FOR THE STUDY

Service industry employees/executives numbering to 120 have been taken to be the size of sample for this study. The selection of the executives/employees has been done according to the methodology. Stratified sampling method has been applied on this study

## VI. TOOLS FOR ANALYSIS

Oneway ANOVA and Mann-Whitney test are the tools used to analyze the study.

## VII. HYPOTHESES

- Research Hypothesis [ $H_1$ ]-It is only to test, which is accepted after the null hypothesis is rejected based on the test result
- Null Hypothesis [ $H_0$ ] - It is only to test the relationship between variables related to the problem. Usually, the null hypothesis is formed as a negative statement

## VIII. LIMITATIONS

This study deals only with the existence of Leadership skills in the service industry and does not cover any other industry.

The constraint of limited time has forced the scholar to restrict the size of the sample to only 120. The findings may not be highly accurate, if generalized for the service industry.

## IX. ANALYSIS CHAPTER

### INTRODUCTION

The concepts of leadership skills, the data collected with the help of questionnaire/interview schedule have been subjected to a critical

interpretation and analysis in this chapter. The interpretation and analysis have been carried out by assessing the different skills of respondents. The questionnaire was drafted to assess the 9 key skills of Managerial Skill,

Human/Interpersonal Skill, Administrative/Conceptual Skill, Personal Vision/Strategic Planning Skill, Implementation/Problem Solving Skill, Emotional Maturity Skill, Developing People Skill, Judgment/Wisdom Skill and Flexibility Skill.

The method of sampling was stratified and the respondents (employees/executives) were selected at random on the basis of their service industry. This analysis test was mainly based on respondent's age, qualification, experience, income etc. These are the main parameters that were used to determine the respondent's leadership skills. A pilot study had been carried out to identify the key areas that contributed to the development of leadership skills in employees. The study was conducted initially with a sample size of 40 respondents. From the study, it was inferred that experience, qualification and age

played a pivotal role in career development of employees which helped to build their leadership skills as well. Using this analysis, the study was expanded with another sample size of 80 respondents chosen from different service industries. The key results from the study are listed below:

More the experience that the respondents had, there was a clear indication that they would be already in a leadership role in their organization. Many young leaders were on the rise which was evident by the fact that majority of leaders' age group was in the range of 30-40 years. As the leaders grew in their tenure, the minimum educational qualification that they had was in the category of PG or Professionals. More of the respondents were having this qualification and majority of them were already performing the leadership role in their organization. Similarly, the average experience of respondents with leadership role was above 5 years. Many of the respondents with 5+ years of experience were working as managers/leaders in their firm.

TABLE 1.1  
General profile of the respondents

Factors	Classification	No.of res-pondents	Per-centage (%)
Gender	Male	96	80.0
	Female	24	20.0
	Total	120	100.0
Age (years)	21-30	57	47.5
	31-40	30	25.0
	41-50	19	15.8
	51 & above	14	11.7
	Total	120	100.0
Marital status	Married	69	57.5
	Unmarried	51	42.5
	Total	120	100.0
Educational qualification	Higher sec. level	6	5.0
	Graduate	43	35.8
	Post-graduate	33	27.5
	Professionals	18	15.0
	Diploma	20	16.7

	Total	120	100.0
Salary	Below Rs.10,000	38	31.7
	Rs.10,000-15,000	31	25.8
	Rs.15,001-20,000	12	10.0
	Above 20,001	39	32.5
	Total	120	100.0
Experience	Below 5 years	50	41.7
	6 years - 10 years	35	29.2
	11 years- 15 years	7	5.8
	16 years- 20 years	7	5.8
	Above 20 years	21	17.5
	Total	120	100.0
Promotion	Nil	93	77.5
	1 to 2	26	21.7
	3 to 4	1	0.8
	Total	120	100.0
Service industry	Bank	30	25.0
	Hospital	30	25.0
	IT	30	25.0
	Insurance	30	25.0
	Total	120	100.0

Source: Field Data

It is inferred from the Table 1.1 that a majority of the respondents (80%) belong to male and the remaining respondents (20%) belong to female. The majority of respondents do belong to younger age group of 21-30 years. With regards to marital status, there is only a slight difference in the percentage and 57.5% of respondents were married. The range of respondents' salary had a variation and majority of them were falling under the category of below 10000 and above 20000. In the experience bucket, we could clearly see that most of the respondents (41.7%) were having an experience of <5 years. As per their age group and experience level, it is easily understood that majority of respondents (77.5%) are yet to get a promotion in their existing role. The respondents equally share their percentage of 25% in the 4 industries that they work in. So, in total 30 respondents from the different service industries were interviewed

TABLE 1.2

Oneway ANOVA difference between experience of the respondents and their Overall Leadership skills

Experience	Mean	S.D	SS	Df	MS	Statistical inference
Between Groups			28770.701	4	7192.675	F = 10.362 P < 0.05 Significant
G1(n=50)	121.12	28.726				
G2(n=35)	93.40	23.154				
G3(n=7)	104.86	29.588				
G4(n=7)	123.14	23.068				
G5(n=21)	136.14	25.218				
Within Groups			79825.966	115	694.139	

G1 = Below 5yrs/ G2 = 6 to 10yrs / G3 = 11 to 15yrs / G4 = 16 to 20yrs / G5 = 21yrs & above

Source: Field Data

Research hypothesis

H<sub>1</sub>: There is a difference between experience of the respondents and their Overall Leadership skills

Null hypothesis

H<sub>0</sub>: There is no difference between experience of the respondents and their Overall Leadership skills

Statistical test

Oneway ANOVA 'F' test was used to test the above hypothesis

Findings:

Table Value =0.054

Calculated Value =0.000

Degree of freedom =4

It is ascertained from the Table 1.2 that there is a difference between experience of the respondents and their Overall Leadership skills, as the calculated value is less than table value (.000 < 0.05). So the research hypothesis has been accepted and the null hypothesis rejected.

TABLE 1.3

Difference between gender of the respondents and their Overall Leadership skills

Gender	Mean Rank	Sum of ranks
Male (n=96)	59.98	5758.50
Female (n=24)	62.56	1501.50

Source: Field Data

It is clear from the Table 1.3 that the Overall Leadership skills of male respondents had a rank of 59.98 with 5758.50 sum of rank, while the female respondents had a rank of 62.56 with 1501.50 sum of rank. Hence the female ranking had higher Overall Leadership skills.

Test Statistics (a)

	Mana-gerial skills	Human/ Interper-sonal skill	Adminis-trative/ concept-tual skill	Personal vision/Strate-gic planning	Imple-mentation/ Problem solving	Emo-tionalma tu-rity	Deve-losing people	Judg-ment/ wis-dom	Flexi-bility	Overall Leader-ship skills
Mann-Whitney U	1095.0	1138.5	1061.0	1120.5	977.5	1082.0	1119.0	988.5	1080.5	1102.5
Wilcoxon W	5751.0	5794.5	1361.0	1420.5	5633.5	5738.0	1419.0	5644.5	5736.5	5758.5
Z	-.375	-.089	-.599	-.207	-1.149	-.461	-.217	-1.076	-.471	-.325
Asymp. Sig. (2-tailed)	.707	.929	.549	.836	.250	.645	.828	.282	.638	.745

Grouping Variable: gender

Source: Field data

Research hypothesis

H<sub>1</sub>: There is a significant difference between gender of the respondents and their Overall Leadership skills.

Null hypothesis

H<sub>0</sub>: There is no significant difference between gender of the respondents and their Overall Leadership skills

Statistical test

Mann Whitney test was used to test the above hypothesis

Findings:

Table Value =0.05

Calculated Value =0.745

It is ascertained from the Table 1.3 that there is no significant difference between gender of the respondents and their Overall Leadership skills. Hence, the calculated value is greater than the

table value (.745 > 0.05). So the research hypothesis has been rejected and the null hypothesis accepted.

TABLE 1.4

Sector	Mean	S.D	SS	Df	MS	Statistical inference
Between Groups			34646.667	3	11548.889	F = 18.116 P < 0.05 Significant
G1(n=30)	138.57	24.913				
G2(n=30)	93.03	31.026				
G3(n=30)	121.43	23.157				
G4(n=30)	106.30	20.748				
Within Groups			73950.000	116	637.500	

G1 = Bank/G2 = Hospital/G3 = IT/ G4 = Insurance

Source: Field Data

Research hypothesis

H<sub>1</sub>: There is a difference between service industry of the respondents and their Overall Leadership skills

Null hypothesis

H<sub>0</sub>: There is no difference between service industry of the respondents and their Overall Leadership skills

Statistical test

Oneway ANOVA 'F' test was used to test the above hypothesis

Findings:

Table Value = 0.05

Calculated Value = 0.000

Degree of freedom = 3

It is ascertained from Table 1.4 that there is a difference between service industry of the respondents and their Overall Leadership skills, as the calculated value is less than the table value (.000 < 0.05). So the research hypothesis has been accepted and the null hypothesis rejected.

## X. TEST FINDINGS

- When Oneway ANOVA 'F' test was applied, it was found that there is a difference between

Oneway ANOVA difference between sectors wise of the respondents and their Overall Leadership skills

experience of the respondents and their level of Overall Leadership skills

- When Mann Whitney test was applied, it was found that there is no difference between gender of the respondents and their level of Overall Leadership skills
- When Oneway ANOVA 'F' test was applied, it was found that there is a difference between service industry of the respondents and their level of Overall Leadership skills

## XI. CONCLUSION

From the above analysis, it is clear that there is a relationship between the service industry of respondents and their Overall Leadership skills. It is related by means of the employees' gender, experience and the service industry that they work in. It is clear to conclude that the leadership skills of the executives mainly depend on the experience and the training given to them throughout their career. It would be better if the training is designed to help them learn new skills, develop existing ones, and use their knowledge or experience to the benefits of their fellow colleagues. In this way, they will improve their own performance, identify and develop the hidden skills of their team members as well. By doing so, leaders and followers can collectively work together to make the organization a successful one

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