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A STUDY ON LEADERSHIP STYLES AND BEHAVIOR WITH REFERENCE TO CIVIL ENGINEERS AT COIMBATORE

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The present study is designed with a view to examine the impact of Civil engineers in Coimbatore District. To carry out this present study the researcher has gone through various related studies, articles, and books. A further complement would be to explore this leadership styles from the point of the followers, or, in other words, besides the leader's own perception. It is important to have the perception of others. This study will help the leaders to know the difference between their perceptions of leadership style.

Keywords: Research design, Civil engineers, Naturally

INTRODUCTION

Leadership is a valuable skill, especially in the workplace. Some people seem to be born to lead, and others have to work at it. Whichever category they fall under, they can be sure that the ability to effectively lead others will improve their work environment and help to get the best out of their employees and coworkers. In dealing with coworkers, leadership skills can help to develop strong working relationships and earn the respect and support of peers. Even if it's not the job to manage others, by demonstrating leadership skills in a day-to-day activities, others will be willing to help and will learn that they can count and turn for assistance, advice or support. People are naturally drawn to leaders. Leadership skills can be developed through practice and

experience. When people see a good leader and their dedication to the job, it inspires them to be dedicated too.

“A man is known by his potentials; not by his possessions”.

The above phrase depicts the picture of a winner and who is ultimately known to the world as “chief of operations”, i.e., a leader. Leadership, in general, is a phenomenon of evolving energy and inciting group behavior towards a specific target achievement. The term has been defined by various thinkers over time.

SCOPE OF THE STUDY

The study is confined to Coimbatore city in Tamil Nadu state. This study is mainly focused on to identify the leadership style of the civil engineers,

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to know the behavioral perspectives and to study the relationship between leadership style and behavioral aspect. Also find the decision making skill and to analysis the democratic profile of the civil engineers.

Statement of the Problem

The study aims to focus on to identify the leadership style of the civil engineers. Mainly paying attention to know the behavioral perspectives and listening to the relationship between leadership style and behavioral aspect. And conclude the leaders decision making skill and to analyze the democratic profile of the civil engineers at COCENA members in Coimbatore.

OBJECTIVES OF THE STUDY

- To identify the leadership style of the civil engineers.
- To know the behavioral perspectives of the civil engineers.
- To study the relationship between leadership style and behavioral perspectives.
- To evaluate the decision making skill of the civil engineers.

REVIEW OF LITERATURE

Samuel E Bodily (2008) said that an effective manager will anticipate that there will be uncertainty, fluidity, and change. A secret to success is to prepare by understanding what may happen, and to set in place contingent arrangements, options and risk reducing activities to enables yourself to slide off to some other attractive option if things turned out in certain ways.

Nagendra V Chowdary (2008) according to him, making decisions goes to the very core of

what leaders do often, and need to do well. Study these keys and make them a habit. Doing so will go a long way toward helping you make better decisions in every circumstance your may face.

Vijai N Giri and Tirumala Santra (2008) suggest that the leadership styles predicted significantly the organizational effectiveness. The transformational leadership and transactional leadership styles were found to be positively correlated to organizational effectiveness and lazzie-faire leadership style was found to be negatively correlated with organizational effectiveness. Further, it was observed that transformational and transactional leadership styles were positively correlated with face to face communication. Leadership styles significantly predict the organizational effectiveness.

Brutus and Antony (2008) reminds us that in this 'floating world' no leader worth his salt can take 'constancy' for granted unless they exhibit enormous amount of 'adaptability' to the evolving environment. The authors claim that it is the 'ability to grasp context' and 'hardiness' that together constitute the real stuff of true leadership. Today's, business leaders are constantly required to craft and deliver messages that influence employees, markets and other stakeholders.

Murty (2008) according to him, Transactional leaders are tempest-devote their energies towards moral ends and to ignite the followers sense of higher purpose to achieve organizational goals on a sustainable basis. Transformational leadership, as Burns asserted, is also equally uncommon, for leaders often found lacking in three essential elements that constitute transformational leadership. They are must display moral values, they must advance the cause of good standards of conduct for mankind,

through it impact the lives of their followers positively and achieve the envisaged results. Thus this leadership is not an overnight process. In conclusion, to ensure high performance from the followers, leaders must build their vision based on values, for it will have a stimulating and unifying effect on the follower's efforts.

Daniel Goleman (2008) said that the most effective leaders are all alike in one crucial endowment and they all have a high degree of emotional intelligences. He doesn't mean that leaders do not require the usual IQ and technical skills, but they, according to him, matter only as 'threshold capabilities'. That enables one to attain an executive position. He said also, 'emotional intelligence is the sine qua non of leadership'. Emotional intelligence has five components. Such as Self-awareness, Self-regulated, Social Skill, Empathy, Motivation. To perform well in today's competitive markets, business leaders need to have emotional intelligence.

King John (2008) according to him, a leader with no 'legitimacy' of power and 'intrinsic virtue' tends to exhibit leader off the game, a 'leader-less' leadership behavior as it happens with Shakespeare's King John and in the process fails to influence the behavior of the organization for he/she will be preoccupied with protecting his power. After all it is the possession of such virtues that enables leaders to exhibit courage of conviction and ability to stand by whatever decisions they take for that matter, be it ethical or otherwise that one takes under the given set of circumstances and, it is only from such a platform alone a leader can display "the dauntless spirit of resolution" to wither away any crisis.

Pablo Cardona and Carlos Rey (2009) said that, the exercise of mission – driven leadership

whether by followers on their way to becoming leaders or by already established leaders, is basically an exercise in self realization, the result of many victories and also of many defeats accepted sportingly and as a learning opportunity. Ultimately, MDL is never complete. To exercise mission driven management effectively, managers must constantly reinforce the learning process and never drop their guard, fostering leadership in their subordinates so that it may pervade the rest of the organization.

Chrimajer and VibhutiJha (2009) according to them, there are at least two different historical understandings of leadership and it is important to examine them both. The first is, there is the idea that leadership is the capacity to give orders—many people imagine a leader as a General. Second, there is the view that leadership is an extraordinary capacity arising from an individual's exceptional character traits. Such as vision, charisma, foresight, boldness, the ability to inspire them. Leadership then becomes an arena of learning and design.

Florent A Meyer (2010) highlights, the traits theory tells that people are born with inherited traits among of which some are particularly suited to leadership. To become a good leader, you must have the right adequate combination of traits; the leadership/management process is a double sense making RADAR process. Thus, it is worth to devote time and effort to it to bring your organization to business excellence. But don't forget to take it the right way: first act on the process, than on people. By putting in place collective managerial behaviors, doing things with your leaders and managers instead of preaching, you will win this battle.

RESEARCH METHODOLOGY

Research Design

A research design is the arrangement of condition for condition for collection and analysis of data. The research comes under descriptive research. It has been used for analyzing the civil engineers leadership style, decision making skill and behavioral perspectives. Descriptive study is a research study that describes the characteristics of any individual or of groups. Here it describes the various skills and behavioral aspect of the civil engineers.

Study Area

The study was conducted in Coimbatore district, through the civil engineers association (COCENA) which is the prominent icon for civil engineers.

Sampling Design

Simple Random Sampling Technique is used for sampling technique. From the universe 500 members every were selected 223 civil engineers odd numbers were selected.

Sources of Data

The study has used both primary and secondary data. Primary data were collected as per the sampling plan of the researcher by using questionnaire. Secondary data were collected from their COCENA Association.

Tools of Analysis

The rules of statistics in research are to function as a tool in designing research, analyzing the data, drawing its conclusion form. Most research studied result in large volume of raw data that must be suitably reduced so that the same can be read easily and can be used further analysis.

The tools used are:

- One way ANOVA
- Correlation
- Regression

HYPOTHESIS OF THE STUDY

- *The civil engineers are reasonable autocratic.*
- *The civil engineers are reasonable participative.*
- *The civil engineers are reasonable delegative.*
- *The civil engineers behavioral perspective is reasonably good (medium).*
- *Behavioral perspective and Decision making are related (decision making depends on behavioral perspective).*
- *The decision making skill of civil engineers are good.*

INTERPERTATION AND ANALYSIS

To find out which type of leadership is followed by civil engineers .the score on the leadership styles

1. Authoritarian
2. Participative
3. Delegative are compared

The objective is to find which type of leadership style is significantly different from the other. Since the comparison is made on the basis of mean score ANOVA techniques is followed.

LEADERSHIP STYLE ANALYSIS

Null hypothesis: *The three style have on an average the same score ((bar) $X_A = X_P = X_D$)*

Alternative hypothesis: *The average scores differ significantly.*

In ANOVA test, since $\text{sig}(p) \leq 0.01$, the level of significance the mean scores differ significantly.

Style	Mean
Authoritarian	41.1794
Participative	41.4753
Delegative	41.9865

To which mean differs significantly from the other post-hoc test is applied.

The post hoc test table for leadership style analysis

(I) Style	(J) Style	Mean Difference (I-J)	Sig.
Authoritarian	Participative	-0.29596	0.528
	Delegative	-.80717(*)	0.010
Participative	Authoritarian	0.29596	0.528
	Delegative	-0.51121	0.151
Delegative	Authoritarian	.80717(*)	0.010
	Participative	0.51121	0.151

From the table it is observed that delegative style differs significantly from authoritarian, and there is no significant difference between participative and delegative style. So it is concluded that the civil engineers transform from participative to delegative and delegative to participative. They may be rarely authoritarian.

The three attributes under study are Decision making, Leadership Skill, Behavioral Perspective.

How they are influenced by the personal profile of the respondents are discussed in this section.

Z test

To compare two groups on the basis of their means 'Z' (since sample size is greater than 30) test is applied.

CORRELATION AND REGRESSION ANALYSIS

The correlation and regression technique is applied to find the relationship between Decision making, Behavioral perspective and Leadership skill. Than dependence of Decision making; Behavioral perspective and Leadership skill is established.

The following table gives the correlation/ relationship between Decision making and Behavioral perspective.

R	R ²
0.240	0.057

R = 0.240 that indicate the relationship between decision making and behavioral perspective, is moderate; and

R² = 0.057 indicates that 5.7% of changes in decision making is influenced by Behavioral perspective.

The following ANOVA table ensures the dependence of Decision making on Behavioral perspective.

Dependent Variable: Decision Making.

Independent Variable: Behavioral Perspective.

The significant value of (p) <0.05, the level of significance in ANOVA table ensures the significance of regression.

The following table gives the regression Co-efficient.

Regression Co-efficient of Decision making and behavioral perspectives

From the table the following regression equation is derived.

ANOVA					
Model	Sum of Squares	df	MSS	F	Sig
Regression	493.546	1	493.546	13.479	0.000
Residual	8091.934	221	36.615		
Total	8585.480	222			

Decision Making = 74.185 + 0.475 Behavioral perspective

Constant	b	T	Sig.
Constant	74.185	2.659	0.000
Behavioral perspective	0.479	3.671	0.000

The regression co-efficient 0.475 says if Behavioral perspective increased by 100%, decision making skill/efficiency will improve by 47.5%.

FINDINGS

The following are the summary of the findings of the study on the application of ANOVA and Post Hoc.

ANOVA

- The leadership style may differ between civil engineer.
- The efficiency of the respondents has differed between the age groups.
- The efficiency differs between the income groups of the respondents.
- In qualification, there is no difference in decision making skill and behavioral perspective of the respondents, but differ in their leadership skill.
- In occupation, there is difference in leadership skill and behavioral perspective, but no difference in decision making.
- The competency may differ between experience groups of the respondents.

POST HOC

- The civil engineers transform from participative to delegative and delegative to participative. They may be rarely authoritarian.
- The respondents belonging to the age group greater than 25 years have higher level of decision making efficiency. Age groups 36-40 years have less leadership skill than the other groups. And the respondents belonging to the age group 31-35 years have less behavioral perspective.
- The respondents belonging to the income group greater than 2 lakhs have higher level of decision making efficiency and the income group less than 1 lakh of the respondents have higher leadership skill and have lower behavioral aspect than the other respondents.
- The respondents belonging to the qualification have less leadership skill than the diploma and the other groups do not differ significantly.
- The respondents who are having greater than 15 years of experience, that group person have higher decision making skill. The leadership skill is lower in the group of 11-15 years. And the respondents belonging to the experience group 11-15 years have higher behavioral perspective than the other groups.

CORRELATION AND REGRESSION ANALYSIS

- The decision making is influenced by behavioral perspective.

- If the behavioral perspective increased, the decision making skill improve by 100%.

CONCLUSION

The study attempts to provide knowledge on the leadership style and behavior of the civil engineers, especially using the demographic variables. The analysis shows that though there are many styles available (Autocratic, Democratic and Laissez-Faire), majority of respondents are have Democratic to Laissez-Faire and Laissez-Faire to Democratic. Because the civil engineers can meet both the illiterate and non-illiterate employees for their work. The decision making skill of the engineers can influenced by the behavioral aspect of them. So the behavioral perspective may increased, the decision making skill also increased simultaneously. Further, from the analysis the leadership style, decision making skill and behavioral perspective of the civil engineers are closely interrelated and based on their leadership style, their decision making skill and behavioral perspective can influenced by each other.

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