

# A Study Of Assessment Of Leadership Styles Of The Successful Business Leaders In Mumbai

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## ABSTRACT:

Leadership is about influence, which is often defined as the ability to improve another's behaviour or productivity. The goal of leadership is to exert influence with the involvement of others; e.g., they willingly agree to change; leadership involves the use of power and influence to affect a person or group whether the person wielding the influence has the ultimate authority (position power) to do so or not. Numerous theories have been developed when one talks about leadership in general. One can hardly keep a count of all model and its sub models proposed by different scholars to make the concept of leadership easier for the readers to understand. Earlier studies reveals that there on evidence for a particular leadership is most successful. The style of leadership called Situational Leadership is taken into consideration. Its four sub styles of leadership is explored here and later this paper tries to prove the popular style of today in the city of Mumbai uses for its followers. In this research primary data is collected and analyses is done using SPSS software.

## Keywords:

Leadership style, Coaching style, Facilitating style, Delegation style and Directing style.

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## 1. INTRODUCTION

Leadership is one of the most significant branches of management. Today's business environment has changed than last century. New kind of crises also introduced in corporate world. Implementations of leadership styles also changing according to situation command. Perform of leadership style not remain same as of last century. In this research efforts are made to diagnose four types of leadership styles. Four leadership styles under the study are Leadership style, Coaching style, Facilitating style, Delegation style and Directing style.

**Directing Leadership:** It is most commonly leadership style. It is the first concept in the Situational model of leadership. As the name suggest, the manager or the leader is required to demonstrate the task that his/her employees are asked to do where the main idea is to train/guide the employees in doing their task. This leadership styles requires the leader to supervise his employees closely once he/she shares the goals and the objectives that the employees need to achieve on a regular basis. This style of leadership makes the leader not only share instruction immaculately, but also share their experience in the same regards.

**Coaching:** Selling, Explaining, or better yet known as 'Coaching' is a style of leadership wherein the leader tailors the style as per the motivational aspect of the team. Most of the time this type of leadership is seen in leaders where in the followers has limited experience or no experience. Constant feedback is the backbone of this style of leadership as well as construction criticism. Motivational methods which can be both monetary as well as non-monetary are used in raising the spirits of the employees.

**Facilitating Leadership Style:** Collaborative, Supporting, or Facilitating leadership style is more followers driven approach as compared to the other styles as mentioned in the situational leadership styles. Contrasting to the other styles of leadership which makes the leader a very authoritative figure in any organization, this style of leadership gives the liberty to the followers to be an active participant in major day to day operations of the organization. May it be the right to be informed, the right to ask questions or even take part in the decision-making process is all considered in this style. This style works for the betterment of not only the organization but also of its the human resources as well. Regular meetings are held where employees can raise their concerns without being subjected to any judgments, biases, or criticism.

Delegating style leadership: Another follower driven approach in the situational leadership model is empowering, monitoring, or delegating. This type of leadership is more suited where the followers tend to be more experienced and can deliver more than expected. The followers are required to learn the skill set on their own and rectify their error once their tasks are handed over to them by their leader.

**Literature Reviews:**

Eagly H, Alice, et al, 2001, Northwestern University, The leadership styles of Women and Men, in this paper the author compares the leadership styles of both the genders. The traditional thinking pattern of the leadership styles among men and women is analysed here. The barriers that the female workforce face in their line of leadership in order to align themselves in a male dominated workforce are highlighted.

John D. Politis, 2001. The relationship of various leadership styles to knowledge management, in this paper the author tries to find the link between the styles of leadership with the attributes of knowledge management. The author talks about the new emerging leadership styles while giving importance to the determiners of knowledge management.

Victor Dulewicz et al, University of Reading, March 2005, Assessing leadership styles and organisational context, this paper investigates the emerging styles of leadership and tries to assess its dimensions with the framed questionnaire with the help of the respondents from UK. A Leadership Dimension Questionnaire (LQD) has been designed here along with its tree sub scales which measures the context of the firm, the commitment of the followers and the way the leader performs. Chartered Management Institute, Understanding Leadership style checklist 256 proposes the situational leadership model with 4 sub styles of leadership consisting of delegating, directing, coaching and explaining. This paper also talks about other leadership styles such as transactional, transformational, action centered and so on. A thorough guideline where how one can be an effective leader and what actions should be avoided are highlighted here.

Rene van Eeden et al, Department of Psychology, University of South Africa, June 2008, Leadership styles and associated personality traits: Support for the conceptualisation of transactional and transformational

leadership talks about the behavioral aspects of leadership with reference to the laissez faire behavior. The styles of leadership such as transactional and transformational have been explored here.

Dr Sandhya Mehta, et al, Ludhiana, Leadership styles of managers among public and private sector banks and its relationship with other constructs, in this paper the author put forth the different style of leadership that one can see in the banking sector in India. This paper tries to understand the theories put forth to make the concepts of leadership far more convenient to understand in the banking sector in India.

Murray Johanssen, March 9, 2014, Types of Leadership styles. In his paper, Mr Murray has classified twenty different styles of leadership with reference to famous historical figures in the world such as Mahatma Gandhi, Abraham Lincoln, Queen Victoria, Stalin etc. Leadership styles right from the era of Napoleon (Autocratic Leadership) till the date of Social Media influencers has been talked about here.

Kavitha Sethuraman & Jayshree Suresh, Tamil Nadu, July 2014, Effective leadership styles, this paper puts more emphasis on the psychological aspect of leadership. The personality trait model of leadership is proposed here which can be proved by the Myer Briggs Type Indicator (MBTI). Continuous feedback technique along with the practice of 360\* feedback is talked about in this study.

**Research Methodology:** Study is based on primary data. Information is collected through structured questionnaire. Business leader are respondents of the primary data. Convenience sampling method is used to collect data. Questionnaire was floated to 50 prospective respondents. There are 40 successful responses for analysis. Questions were randomly placed for of four different leadership styles. Data is analysed using SPSS software.

Objectives of Study:

1. To study level leadership styles of respondents.
2. To identify most commonly followed leadership style

**DATA ANALYSIS:**

Information related to the study of “Leadership style tendency” is collected through a detailed structured Questionnaire. Data related to the Demographics is rated, classified and presented in the following table:

Demographics		Frequency	Percent
Gender	Male	32	80.0
	Female	8	20.0
Age Group	26 to 35 years	1	2.5
	36 to 45 years	15	37.5

	46 to 55 years	21	52.5
	Above 55 years	3	7.5
Educational Qualification	Graduate	13	32.5
	Postgraduate	19	47.5
	Professional	8	20.0
Total Leadership Experience	Up to 10 years	10	25.0
	11 to 20 years	12	30.0
	21 to 30 years	15	37.5
	More than 30 years	3	7.5

The above table indicates that out of 40 respondents there are 32 Male and 8 Female respondents. These respondents are divided into various Age groups. There is 1 respondent aged between 26 to 35 years, 15 respondents are aged between 36 to 45 years, 21 respondents are aged between 46 to 55 years and 3 respondents are aged above 55 years. Out of these 40 respondents, 13 are Graduates, 19 are Postgraduates and 8 respondents are Professionally qualified.

Out of these 40 respondents 10 respondents have a total leadership experience of up to 10 years, 12 respondents have a total Leadership Experience of 11 to 20 years, 15 respondents have a total Leadership Experience of 21 to

30 years and 3 respondents have total Leadership Experience of more than 30 years.

**Objective 1: To study Leadership Styles of respondents.**

Leadership styles can be divided into four major styles, namely, i) Facilitating Style ii) Coaching Style iii) Delegating Style and iv) Directing Style.

**Facilitating Style:**

Facilitating style of Leadership tendencies can be captured from statement number 3, 7, 11, 15, 19 and 23 of the Questionnaire. Responses for these statements from the respondents are rated, classified and presented in the table as follows:

St.no	Statement	To almost no extent	To a slight extent	To a moderate extent	To a great extent	To a very great extent
3	I appoint staff into task groups to action policies affecting them	3	6	10	16	5
7	I discuss any organisational or policy changes with staff prior to taking action	0	3	11	16	10
11	I avoid making judgements or premature evaluation of ideas or suggestions	2	2	8	14	14
15	I rotate the role of team briefer among the staff	2	10	12	9	7
19	I provide staff with the time and resources to pursue	2	2	8	13	15

	their own developmental objectives					
23	I avoid evaluating problems and concerns as they are discussed	7	10	12	7	4

The above responses are rated as follows:

- To almost no extent = 1
- To a slight extent = 2
- To a moderate extent = 3
- To a great extent = 4
- To a very great extent = 5

Using these rating, the mean score for Facilitating style of Leadership is calculated using the formula as follows:

**Mean Facilitating style**

$$= \frac{\text{Totalscoreof rating of respondent(for 6 statements)} \times 100}{\text{Maximum rating(30)}}$$

The mean Score for Facilitating style of Leadership is calculated for each respondent and subsequently for all 40 respondents and is represented in the table below:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Facilitating Style	40	43.33	100.00	70.0000	15.00237
Valid N (listwise)	40				

The above table indicates that the mean score for Facilitating style of Leadership is 70.00 percent. Corresponding Standard Deviation is 15.00, suggesting that there is moderate variation in the responses.

**Coaching Style:**

Coaching style of Leadership tendencies can be captured from statement number 2, 6, 10, 14, 18 and 22 of the Questionnaire. Responses for these statements from the respondents are rated, classified and presented in the table as follows:

St.no	Statement	To almost no extent	To a slight extent	To a moderate extent	To a great extent	To a very great extent
2	I hold periodic meetings to show support for company policy and mission	2	3	15	11	9
6	I recognise staff's achievements with encouragement and support	0	1	4	8	27
10	I meet with staff regularly to discuss their needs	0	5	12	15	8

14	I explain the benefits of achieving their work goals to staff	0	2	8	11	19
18	I hold regular meetings to discuss work status	3	6	12	12	7
22	I focus on opportunities and not problems	0	3	12	11	14

The above responses are rated as follows:

- To almost no extent = 1
- To a slight extent = 2
- To a moderate extent = 3
- To a great extent = 4
- To a very great extent = 5

Using these rating, the mean score for Coaching style of Leadership is calculated using the formula as follows:

$$\text{Mean Coaching style} = \frac{\text{Totalscoreof rating of respondent(for 6 statements)} \times 100}{\text{Maximum rating}(30)}$$

The mean Score for Coaching style of Leadership is calculated for each respondent and subsequently for all 40 respondents and is represented in the table below:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Coaching Style	40	50.00	100.00	77.1667	14.13307
Valid N (listwise)	40				

The above table indicates that the mean score for Coaching style of Leadership is 77.16 percent. Corresponding Standard Deviation is 14.13, suggesting that there is moderate variation in the responses.

**Delegating Style:**

Delegating style of Leadership tendencies can be captured from statement number 4, 8, 12, 16, 20 and 24 of the Questionnaire. Responses for these statements from the respondents are rated, classified and presented in the table as follows:

St.no	Statement	To almost no extent	To a slight extent	To a moderate extent	To a great extent	To a very great extent
4	I provide staff with clear responsibilities and allow them to decide how to accomplish them	0	0	5	13	22
8	I discuss the organisation’s strategic mission with staff	0	2	8	16	14
12	I ask staff to think ahead and develop long-term plans for their areas	0	0	9	12	19
16	I emphasise the importance of quality but I allow my	3	2	9	12	14

	staff to establish the control standards					
20	I expect staff to create their own goals and objectives and submit them to me in finished form	4	6	11	8	11
24	I ensure that information systems are timely and accurate and that information is fed directly to staff	0	2	8	16	14

The above responses are rated as follows:

- To almost no extent = 1
- To a slight extent = 2
- To a moderate extent = 3
- To a great extent = 4
- To a very great extent = 5

Using these rating, the mean score for Delegating style of Leadership is calculated using the formula as follows:

$$\text{Mean Delegating style} = \frac{\text{Totalscoreof rating of respondent(for 6 statements)} \times 100}{\text{Maximum rating}(30)}$$

The mean Score for Delegating style of Leadership is calculated for each respondent and subsequently for all 40 respondents and is represented in the table below:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Delegating Style	40	53.33	100.00	79.9167	13.70190
Valid N (listwise)	40				

The above table indicates that the mean score for Delegating style of Leadership is 79.91 percent. Corresponding Standard Deviation is 13.70, suggesting that there is moderate variation in the responses.

**Directing Style:**

Directing style of Leadership tendencies can be captured from statement number 1, 5, 9, 13, 17 and 21 of the Questionnaire. Responses for these statements from the respondents are rated, classified and presented in the table as follows:

St.no	Statement	To almost no extent	To a slight extent	To a moderate extent	To a great extent	To a very great extent
1	I check staff’s work on a regular basis to assess their progress and learning	0	8	17	10	5
5	I make sure staff are aware of, and understand, all company policies and procedures	0	1	5	12	22

9	I demonstrate each task involved in doing the job	4	10	13	9	4
13	I set down performance standards for each aspect of my staff's job	0	5	10	13	12
17	I have staff report back to me after completing each step of their work	9	8	13	7	3
21	I try to assign work in small, easily controlled units	3	7	11	12	7

The above responses are rated as follows:

- To almost no extent = 1
- To a slight extent = 2
- To a moderate extent = 3
- To a great extent = 4
- To a very great extent = 5

Using these rating, the mean score for Directing style of Leadership is calculated using the formula as follows:

$$\text{Mean Directing style} = \frac{\text{Totalscoreof rating of respondent(for 6 statements)} \times 100}{\text{Maximum rating}(30)}$$

The mean Score for Directing style of Leadership is calculated for each respondent and subsequently for all 40 respondents and is represented in the table below:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Directing Style	40	40.00	100.00	68.1667	14.18136
Valid N (listwise)	40				

The above table indicates that the mean score for Directing style of Leadership is 68.16 percent. Corresponding Standard Deviation is 14.18, suggesting that there is moderate variation in the responses.

**CRONBACH'S ALPHA TEST:**

**Test of reliability of scale:** This test is used for validation of likert scale used in the questionnaire. To validate the scale in this study Cronbach Alpha test is applied. Test is applied for all 110 respondents. Following table represents the results of the test:

Variable Name	No. of subgroups	Cronbach's Alpha	Result
Facilitating Style	6	0.761	Scale is reliable and accepted
Coaching Style	6	0.807	Scale is reliable and accepted
Delegating Style	6	0.783	Scale is reliable and accepted
Directing Style	6	0.750	Scale is reliable and accepted

Above results indicate that Cronbach Alpha value is 0.761, 0.807, 0.783 and 0.750 for the respective variables. It is more than the required value of 0.700. Hence the test is accepted. Conclusion is **scale is reliable and accepted.**

**HYPOTHESIS TESTING:**

**Null Hypothesis H<sub>01</sub>:** There is no significant importance of Delegating Leadership Styles as compared to the other Leadership styles.

**Alternate Hypothesis H<sub>11</sub>:** There is a significant importance of Delegating Leadership Styles as compared to the other Leadership styles.

To test the above Null Hypothesis Paired t-test is applied on all types of Leadership styles among respondents. The p-value is calculated and is shown in the below table:

Paired Samples Test							
		Paired Differences			t	df	p-value
		Mean	Std. Deviation	Std. Error Mean			
Pair 1	Delegating Style - Facilitating Style	9.91667	8.35425	1.32092	7.507	39	.000
Pair 2	Delegating Style - Coaching Style	2.75000	8.76693	1.38617	1.984	39	.054
Pair 3	Delegating Style - Directing Style	11.7500	12.17132	1.92445	6.106	39	.000

**Interpretation:** The p-value for the pair of Delegating style and Facilitating style of Leadership and Delegating style and Directing style of Leadership among respondents is 0.000. This is less than 0.05. Hence the Paired t-test is rejected for these pairs. Hence Null Hypothesis is rejected and Alternate Hypothesis is accepted.

Also, for the pair Delegating style and Coaching style of Leadership, the p-value is 0.054. This is more than 0.05. Hence the paired t-test is accepted for this pair. Hence Null Hypothesis is accepted and Alternate Hypothesis is rejected.

**Finding** is that the Delegating style of Leadership among respondents is significantly important as compared to the other types of Leadership styles. This can also be seen in the below table:

Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Delegating Style	79.9167	40	13.70190	2.16646
	Facilitating Style	70.0000	40	15.00237	2.37208
Pair 2	Delegating Style	79.9167	40	13.70190	2.16646
	Coaching Style	77.1667	40	14.13307	2.23463
Pair 3	Delegating Style	79.9167	40	13.70190	2.16646
	Directing Style	68.1667	40	14.18136	2.24227

The above table indicates that the highest mean score Leadership style among respondents is for Delegating style at 79.91 as compared to other Leadership styles

among the respondents, while the lowest mean Score for Leadership styles is for Directing Style at 68.16 as compared to other Leadership styles among the respondents.

Leadership Style				
Leadership Style	Frequency	Percent	Valid Percent	Cumulative Percent
Coaching Style	13	32.5	32.5	32.5
Facilitating Style	4	10.0	10.0	42.5
Delegating Style	19	47.5	47.5	90.0
Directing Style	4	10.0	10.0	100.0
Total	40	100.0	100.0	

Above table indicate that most commonly followed is “Delegating Style” of leadership. There are 19 respondents out of 40 who follow Delegating leadership style. Next leadership style followed is “coaching style”. Least followed are “Facilitating style and Direction style”

**Findings and Conclusions:** The statistical figures wherein the leadership styles are compared with one another to get the desired output. Delegating leadership is used highest. Mean score is 79.91 per cent. Leadership followed by this is Coaching style. Mean score for coaching leadership style is 77.16 per cent. Mean score of facilitating leadership style is 70.00. Finally mean score of directing leadership style is 68.16 per cent. Conclusion of the study is most commonly Delegating leadership is followed by respondents. Delegating leadership style is significantly better than facilitating leadership style and directing leadership style.

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