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LEADERSHIP STYLE-A CASE STUDY



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ABSTRACT:

The leadership is an art of getting things done through others to achieve the target. It is a style to put efforts of all people towards organizational goals. All these can be possible to a foresighted leader who will be regarded as the leader in the present LPG era. We find an ideal case of Asha Jain, the Director of Gnat Foundry Pvt. Ltd. She is leading 300 employees with her unique leadership style. She brought her unit out of worldwide recession (2008-2011), when some foundry units were in loss and few units were closed. Further, she

established another unit named Yashaswi Foods and Products Pvt. Ltd. in such a critical situation in 2009 and also succeeded in it. The exclusive feature of this unit is 40 imprisoned women labourers out of 160. She started this unit with purely social responsibility under which she has tried to empower the effluent women's. She started as a founder, a Rotary Club of Gargi, - a branch of Rotary Club in 2007. She is also a founder president of Jain International Women Organisation (2010). Aim of all this organization is to empower women – socially, economically as well as educationally. Considering the uniqueness of her working at industrial and social level, the researchers have decided to study the leadership style of Asha Jain as a case study. This study will bring out the unique features of successful leader which will be regarded as roadmap to others.

KEYWORDS

Leadership, Leadership style, Foundry, Roadmap .

INTRODUCTION:

Men are the most important components of an organization. The success of an organization depends upon successful utilization of manpower resources. It can be effectively done in two ways:

1. by exercising authority vested in it and
2. by winning whole hearted cooperation of the people

Out of these, the second alternative is more effective in motivating the behavior of the people. It is possible only if one becomes their leader to influence the behavior of the people in right direction.

Leadership is an indispensable activity which every leader has to perform for directing the people working under him. A leader must be able to lead the group working under him for inspiring group efforts for the accomplishment of the organizational goals. A good leader achieves maximum cooperation from the group members by providing two way communication and motivating them. He also coordinates the activities of the group members by reconciling their individual goals with the organizational goals.

Every community or society is in need of sound and healthy persons to guarantee its proper progress and development. The main factor in this regard, is the role of women especially as virtuous wives and affectionate mothers in strengthening the family and firming up the foundations of the society. It is the faith and piety that insightful influence team and even society. The Leadership of women strengthens the family environment, love, affection and dignity. So, we selected dynamic personality of Asha Jain, a renowned industrialist and a famous social worker of Kolhapur District, State Maharashtra, India, for studying her qualities of leader and leadership style.

DEFINITIONS

1. Leader

- According to Louis A. Allen, "A leader is one who guides and directs other people. A leader gives the efforts of his followers a direction and purpose by influencing their behavior." 1
- According to Robert Dubin, "The leader is expected to play many roles and, therefore, must be qualified to guide others to organizational achievement and must also be capable of interpersonal relations." 2

2. Leadership

- According to Theo Haimann, "Leadership is the process by which an executive imaginatively directs, guides and influences the work of other in choosing and attaining specified goals by mediating between the individuals and the organization in such a manner that both will obtain maximum satisfaction." 3
- According to Peter F. Drucker, "Leadership is the lifting of man's vision to higher sights, the raising of man's performance to higher standard, the building of man's personality beyond its normal limitations." 4

3. Leadership Style

- The leadership style in a particular situation is determined by the leader's personality, experience and value system, nature of followers and nature of environment. 5

•The leadership styles are also known as leadership techniques. 'Leadership Styles' can be defined as the patterns of behavior which, a leader adopts in influencing the behavior of his followers (sub-ordinates) in context of the organization."6

OBJECTIVES OF THE STUDY

- 1.To study the leadership qualities of respondent
- 2.To study the leadership style of respondent
- 3.To recommend suggestions to improve leadership style of respondent.

Profile of Asha Jain and her contribution

Asha Jain born on 04th Dec. 1959. Her educational qualification is B.Com with first class. She belongs to well educated and financially sound Gadhi family. She married to Shri. Surendra S. Jain, C.A., L.L.B and has two sons. Both have completed B.E., M.B.A.



She started her career as founder Executive Director of Gnat Foundry Pvt. Ltd since 1990. Then in 1992 she started Yashvi Food Products Mfg. Pvt. Ltd.. Kolhapur for empowerment of womens whom spouse are working in Gnat Foundry. She is also founder Secretary of Rotary Club of Gargi, since its inception.She is president of Jain International Women organization, Kolhapur Chapter till date. She is one of the prominent founder member of Art of Living, Kolhapur branch. She has lot of qualities of dynamic leader and she favors democratic participative leadership style. Due to these qualities and aspiration, she is one of the successful industrialist and prominent social worker of South Maharashtra. She is recipient of various awards by well known organizations

- Best Mahila Udhojag from Shirola Manufacturers Association, Kolhapur
- Yashvi Mahila Udhojika from Maharashtra Pradeshik Marwadi Yova Manch.
- Best President from Rotary Club
- Best Secretary from Rotary Club
- Best Administrator from Rotary Club
- Six awards from other prominent organization.

Gnat Foundry Pvt. Ltd



Gnat Foundry Pvt. Ltd established in 1990 is manufacturer of graded casting . She is a executive director of this unit. Gnat Foundry has 300 employees and it has production capacity of 800 mt tones per month. Actual production capacity used is of 600 mt tones per month. This unit sales their final product to internal and external market. At the time of recession in foundry industry all over the world (2008-2011), she led her unit very effectively. When other foundries were in loss and somewhere closed, her Gnat Foundry in Kolhapur was survived. All credit of this goes to dynamic leadership style of Asha Jain.

Net profit of this unit of last 5 years is as follows-

Sr. No.	Year	Net Profit in Lacs
1	2008-09	1.66
2	2009-10	8.25
3	2010-11	-113.3
4	2011-12	14.65
5	2012-13	23.41

Yashvi Food Products Mfg. Pvt. Ltd.

Asha Jain is founder Chairmen and Managing Director of this unit, which is established in 2009. This unit produces 'Papad and Sanitary napkins'. About 120 women's workers from weaker sections of society are working. Also 40 women's who are imprisoned in Kalamba Jail produces 'Papad' for this unit. Final products are sold in the market with very low profit margin. Sanitary napkins are sold all over Maharashtra and in Tamilnadu. The State government is the main customer for this unit. This unit had Rs.1.55 lacs of net profit in the year 2011-12 and Rs.1.71 lacs of profit in 2012-13. The aim of unit is to bring the awareness among girls and women from weaker sections of society about good hygiene by using sanitary napkins in the light of this unit manufacture sanitary napkins. This unit distributes certain quantity of sanitary napkins as free samples and arrange seminars and workshops for girl students in school and colleges about the awareness of physical hygiene as a social responsibility.

Rotary Club of Gargi

This is one of the branch of Rotary Club. It was started in 2007 in Kolhapur. Asha Jain is founder secretary of this club. It is a social club of professional women's. All social activities of Rotary club are carried out through Rotary Club of Gargi.

Jain International Women organization

A branch of this organization was started in 2010 in Kolhapur. Asha Jain is founder president of Kolhapur Chapter from its opening till today. Aim of this organization is to empower Jain women and to, provide income source, and improve educational, social and economical level of the women in the Jain community.

She acts as an ideal social worker. She performs social duties very honestly and by heart. She works at various prestigious levels

Research Methodology.

The present research study is based on primary data. The primary data is collected through the structured interview of the officers and the employees working in the Gnat Foundry Pvt. Ltd. and Yashvi Foods Products Mfg. Pvt. Ltd, Kolhapur. The researches informally discussed with them regarding the leadership qualities, leadership style, capability of solving disputes and ability to solve family problems

etc of the respondent. Researcher randomly selected 5 officers out of 10 and 58 employees out of 290 from Gnat Foundry Pvt. Ltd. and 2 officers and 32 employees out of 158 from Yashvi Foods Products Mfg. Pvt. Ltd, as sample. The secondary data was used wherever necessary. The data collected was interpreted and analyzed.

Data Analysis and Interpretation

As per the discussion with officers and workers and from analysis of responses collected through questionnaire following results are found.

Sr. No	Particulars	More than 100% (If Yes)		75% - 100% (If Yes)		50% - 75% (If Yes)		less than 50% (If Yes)		Total	
		Offi cers	Empl oyees	Offic ers	Empl oyees	Offi cers	Empl oyees	Offic ers	Emplo yees	Offi	Emp
1	Effective and dynamic leadership	--	11	5	63	2	16	--	--	7	90
2	Democratic , Consultative leadership style	--	18	6	55	1	17	--	--	7	90
3	Successful and ideal leader	01	17	5	57	1	16	--	--	7	90
4	Capability in solving disputes between officers & worker , between worker & workers	--	13	04	55	3	22	--	--	7	90
5	Work related facilities provided more than required	02	14	05	70	--	06	--	--	7	90
6	Labour welfare facilities provided more than required	01	17	05	63	01	10	--	--	7	90
7	Ability to solve family and individual problems of workers	--	15	04	56	03	19	--	--	7	90
8	Competency to overcome work related problems	--	11	03	48	04	31	--	--	7	90
9	Successful to raise friendly and family relations with officers and workers	01	19	04	59	02	12			7	90
10	Capability to face challenges before industries arising due to LPG	--	09	03	53	04	28			7	90

•Above table reveals that 11 employees belong to category more than 100%, 5 officers and 63 employees belongs to category between 75% to 100%, 2 officers and 16 employees belong to category 50% to 75% and neither officer and nor employee belong to category less than 50%. Their opinion says that she has effective and dynamic leadership.

•Above table state that 18 employees belong to category more than 100%, 6 officers and 55 employees belongs to category between 75% to 100%, 1 officer and 17 employees belong to category 50% to 75% and neither officer and nor employee belong to category less than 50%. The opinions of the respondent about Asha Jain is that she has democratic, consultative leadership style.

•Above table shows that 1 officer and 17 employees belong to category more than 100%, 5 officers and 57 employees belongs to category between 75% to 100%, 1 officer and 16 employees belong to category 50% to 75% and no officer and no employee belong to category less than 50%. The opinions of the respondent about Asha Jain is that she is successful and ideal leader.

•Above table reveal that 13 employees relates to category more than 100%, 4 officers and 55 employees relates to category between 75% to 100%, 3 officer and 22 employees relates to category

50% to 75% and no officer and no employee belong to category less than 50%. They say that she is capable in solving disputes between officers & worker , between worker & worker.

- Above table depict that 2 officers and 14 employees relates to category more than 100%, 5 officers and 70 employees relates to category between 75% to 100%, 6 employees relates to category 50% to 75% and no officer and no employee belong to category less than 50%. They say that she provides work related facilities more than required.

- Above table indicates that 1 officer and 17 employees belong to category more than 100%, 5 officers and 63 employees belongs to category between 75% to 100%, 1 officer and 10 employees belong to category 50% to 75% and no officer and no employee belong to category less than 50%. They say that she provides labour welfare facilities more than required.

- Above table represent that no officer and 15 employees concerns to category more than 100%, 4 officers and 56 employees concerns to category between 75% to 100%, 3 officer and 19 employees concerns to category 50% to 75% and no officer and no employee belong to category less than 50%. Their opinion is that she has ability to solve family and individual problems of workers.

- Above table represent that no officer and 11 employees belong to category more than 100%, 3 officers and 48 employees belong to category between 75% to 100%, 4 officer and 31 employees belong to category 50% to 75% and neither officer and nor employee belong to category less than 50%. The respondents opinion is that she has competency to overcome work related problems.

- Above table depict that 1 officer and 19 employees relate to category more than 100%, 4 officers and 59 employees relate to category between 75% to 100%, 2 officer and 12 employees relate to category 50% to 75% and neither officer and nor employee belong to category less than 50%. The respondent says that she is successful to raise friendly and family relations with officers and workers.

- Above table represents that no officer and 9 employees relate to category more than 100%, 3 officers and 53 employees relate to category between 75% to 100%, 4 officer and 28 employees relate to category 50% to 75% and neither officer and nor employee belong to category less than 50%. The respondent says that she is capable to face challenges before industries arising due to LPG.

CONCLUSION

As per the informal interviews of selected officers and employees and analysis of questionnaires, researchers conclude that neither an officer, nor an employee says that respondents qualities and abilities are not less than 50% .This proved that respondent is an ideal leader with best dynamic leadership style, has capacity to solve disputes and work related problems and is able to face challenges of LPG.

15% to 25% officers and 10% to 20% employees of both firms stated that the leadership style of Asha Jain and her other qualities and abilities are more than 100%.

SUGGESTIONS

For improving the leadership style, leadership qualities, other abilities and skills researchers recommended following suggestions.

- 1.She has no technical skill so we suggest to complete a short term course in foundry or a diploma to acquire technical skill.
- 2.She should overcome work related problems with the help of competent technical knowledge and

should take more experience in production processes.

3. She should improve her capability to solve disputes among officers and workers by understanding psychology and expectations of workers and views and work system of officers.

4. She should widen the scope of social work which will be helpful to needy section of society.

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