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**“A STUDY ON ASSESSMENT OF LEADERSHIP  
QUALITIES OF MIDDLE LEVEL EXECUTIVES IN  
ROOTS INDUSTRIES LIMITED, COIMBATORE”**

By

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**A PROJECT REPORT  
Submitted to the**

**FACULTY OF MANAGEMENT STUDIES**

**In the partial fulfillment of the requirements  
for the award of the degree**

of

**MASTER OF BUSINESS ADMINISTRATION**

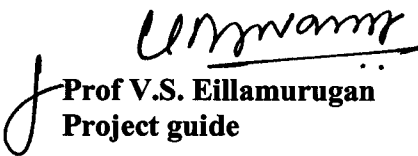
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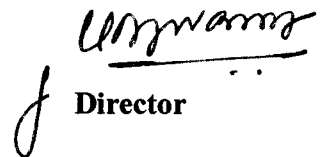


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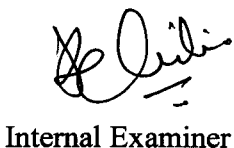
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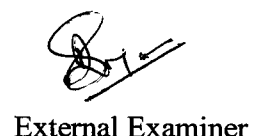
Certified that this project report titled “An Assessment Study on Leadership Skills” is the bonafide work of **Miss. M. Gowrimanohari** , **71205631016** who carried out the research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

  
**Prof V.S. Eillamurugan**  
Project guide

  
**Director**

Evaluated and Viva Voce conducted on 21/07/07

  
Internal Examiner

  
External Examiner



SL. No. : 2075

Date : 22.06.07

**PROJECT / INPLANT TRAINING / INTERNSHIP CERTIFICATE**

This is to certify that ~~Mr.~~ / Ms. M. GOWRIMANOHARI

M.B.A II<sup>nd</sup> year student of K.C.T. BUSINESS


SCHOOL has done / undergone / a Project / Inplant training / Internship on

" ASSESSMENT OF LEADERSHIP QUALITIE

in our ROOTS INDUSTRIES LIMITED during

the period from JAN'07 to JUNE'07

During this period his/ her conduct was GOOD

  
(KAVIDASAN)  
GENERAL MANAGER - CORPORATE HRD.

***Declaration***

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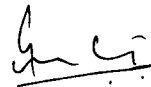
## DECLARATION

I, hereby declare that this project report entitled as “ **An Assessment Study on Leadership Skills**” has been undertaken for academic purpose submitted to Anna University in partial fulfillment of the requirements for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of **Prof V.S. Eillamurugan** during the academic year 2006 – 2007.

I, also declare hereby, that the information given in this report is correct to best of my knowledge and belief.

**Date:** 1.06.2007

**Place:** Coimbatore



**(M. GOWRIMANOHARI)**

## Executive Summary

## EXECUTIVE SUMMARY

The largest in-depth study ever undertaken on how people can become and remain authentic leaders shows that an individual does not have to be born with any universal characteristics or traits of a leader. The journey to authentic leadership begins with understanding the story of their own life. Most authentic leaders reported that their stories involved overcoming difficult experiences and using these events to give meaning to their lives. Authentic leaders work hard at understanding and developing themselves. They use formal and informal support networks to get honest feedback and help ground themselves. They temper their need for public acclaim and financial reward with strong intrinsic motivations. It may be possible to produce short-term outcomes without being authentic, but authentic leadership drives long-term results. An organization has the greatest chance of being successful when all of the employees work toward achieving its goals. Since leadership involves the exercise of influence by one person over others, the quality of leadership exhibited by middle level management is a critical determinant of organizational success.

This research going to concentrate about the assessment and development of various leadership skills in the middle management employees at Roots group of companies. This research is both useful in terms of providing feedback to Roots and in terms of building broader academic understanding about the leadership qualities and its various aspects.

*Acknowledgement*



## ACKNOWLEDGEMENT

I foremost owe my thanks to **God Almighty** who blessed me by turning the “Nothing to Something - The Best” by leading me constantly and victoriously with strength, courage and patience to carry out this work.

I express my sincere gratitude to our beloved Correspondent **Prof. Dr. K. Arumugam**, our Principal **Dr. Joseph V. Thanikal**, Kumaraguru College of Technology, Coimbatore for encouraging and providing facilities to do this project.

I express my sincere gratitude and thanks to our **Director** for permitting me to carry out the project.

I wish to place on record my heart felt thanks and sincere gratitude to my guide **Prof V. S. Eillamurugan** for her constant guidance and support throughout this project and for the valuable suggestions given by her in bringing out this report.

I am ever obliged to all the staff members of our Department for the benevolent support and encouragement.

I acknowledge my sincere thanks to **Mr. Kavidasan, Mr. Sambathkumar, Mr. Sudhakar** for giving me an opportunity for doing the project in their esteemed organization and encouraged me with his expert counseling and guidance for successful completion of my research study.

I cherish to acknowledge the benevolence of **My Family and Friends** for their encouragement, enthusiasm, co-operation and moral support.

I affirm my renewed thanks to everyone who in one way or the other helped me to complete this project.

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## ***Introduction***

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## **CHAPTER 1. INTRODUCTION**

### **1.1. BACKGROUND OF THE STUDY**

The largest in-depth study ever undertaken on how people can become and remain authentic leaders shows that an individual does not have to be born with any universal characteristics or traits of a leader. The journey to authentic leadership begins with understanding the story of their own life. Most authentic leaders reported that their stories involved overcoming difficult experiences and using these events to give meaning to their lives.

Authentic leaders work hard at understanding and developing themselves. They use formal and informal support networks to get honest feedback and help ground themselves. They temper their need for public acclaim and financial reward with strong intrinsic motivations. It may be possible to produce short-term outcomes without being authentic, but authentic leadership drives long-term results. The integrity of authentic leaders helps to sustain organizational results through good times and bad.

During the last five decades, leadership scholars have conducted more than 1,000 studies in an attempt to determine the definitive styles, characteristics, or personality traits of great leaders. None of these studies has produced a clear profile of the ideal leader. If scholars had produced a cookie-cutter leadership style, individuals would be forever trying to imitate it. They would make themselves into personae, not people, and others would see through them immediately.

No one can be authentic by trying to imitate someone else. Everyone can learn from others' experiences, but there is no way they can be successful when they are trying to be like them. People trust the leaders when they are genuine and authentic, not a replica of someone else. Amgen CEO and President Kevin Sharer, who gained priceless experience working as Jack Welch's assistant in the 1980s, saw the downside of GE's cult of personality in those days. "Everyone wanted to be like Jack," he explains. "Leadership has many voices. You need to be who you are, not try to emulate somebody else."

Over the past five years, people have developed a deep distrust of leaders. It is increasingly evident that we need a new kind of business leader in the twenty-first century. In 2003, Bill George's book, *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value* challenged a new generation to lead authentically. Authentic leaders demonstrate a passion for their purpose, practice their values consistently, and lead with their hearts as well as their heads. They establish long-term, meaningful relationships and have the self-discipline to get results. They know who they are.

Many readers of *Authentic Leadership*, including several CEOs, indicated that they had a tremendous desire to become authentic leaders and wanted to know how. As a result, the question for this research was set out "How can people become and remain authentic leaders?". This leads way to assess the level of leadership skills among the employees at Roots group of companies

## 1.2. LITERATURE REVIEW

### 1.2.1 A Definition of Leadership

A traditional definition of leadership: Leadership is an interpersonal influence directed toward the achievement of a goal or goals.

Three important parts of this definition are the terms interpersonal, influence, and goal. *Interpersonal* means between persons. Thus, a leader has more than one person (group) to lead. *Influence* is the power to affect others. *Goal* is the end one strives to attain.

Basically, this traditional definition of leadership says that a leader influences more than one person toward a goal. **Leadership** is a dynamic relationship based on mutual influence and common purpose between leaders and collaborators in which both are moved to higher levels of motivation and moral development as they affect real, intended change (Kevin F & Jackie F, 1996). Three important parts of this definition are the terms relationship, mutual, and collaborators. *Relationship* is the connection between people. *Mutual* means shared in common. *Collaborators* cooperate or work together.

This definition of leadership says that the leader is influenced by the collaborators while they work together to achieve an important goal.

## **1.2.2 Leadership Theories:**

### **1.2.2. a. Managerial Grid:**

Robert R. Blake and Anne Adams McCauley refined the Leadership Grid® which identified various types of managerial leadership based on concern for production coupled with concern for people. While they consider the “team management” style of leadership to be ideal, they recognize that it may be difficult to implement in some work situations. Effective managers have great concern for both people and production. They work to motivate employees to reach their highest levels of accomplishment. They are flexible and responsive to change, and they understand the need to change.

### **1.2.2. b. Contingency Theory:**

Fred Fiedler developed a contingency or situational theory of leadership. Fiedler postulates that three important situational dimensions are assumed to influence the leader’s effectiveness.

They are:

**Leader-member relations:** the degree of confidence the subordinates have in the leader. It also includes the loyalty shown the leader and the leader’s attractiveness.

**Task structure:** the degree to which the followers’ jobs are routine as contrasted with no routine.

**Position power:** the power inherent in the leadership position. It includes the rewards and punishments typically associated with the position, the leader’s formal authority (based on ranking in the managerial hierarchy), and the support that the leader receives from supervisors and the overall organization.

### **1.2.2. c. Path-Goal Theory:**

The path-goal theory postulates that the most successful leaders are those who increase subordinate motivation by charting out and clarifying the paths to high performance.

According to Robert House’s path-goal theory, effective leaders should:

- Motivate their followers to achieve group and organizational goals.
- Make sure that they have control over outcomes their Subordinates desire.
- Reward subordinates for performing at a high level or achieving their work goals by giving them desired outcomes.
- Raise their subordinates' beliefs about their ability to achieve their work goals and perform at a high level.
- Take into account their subordinates' characteristics and the type of work they do.

#### **1.2.2. d. Leader-Style Theory:**

The Vroom and Yetton Model describes the different ways leaders can make decisions and guides leaders in determining the extent to which subordinates should participate in decision making. The expanded version of their model, the "Vroom, Yetton, Jago Model," holds that (1) organizational decisions should be of the highest quality and (2) subordinates should accept and be committed to organizational decisions that are made. The model presents methods for determining the appropriateness of leader style.

#### **1.2.2. e. Hersey and Blanchard Theory:**

Paul Hersey and Kenneth H. Blanchard identified a three-dimensional approach for assessing leadership effectiveness:

- Leaders exhibit task behavior (the extent to which leaders are likely to organize and define the roles of followers and direct the work) and relationship behavior (the extent to which leaders are likely to be supportive, encouraging, and the like).
- The effectiveness of the leader depends on how his or her leadership style interrelates with the situation.
- The willingness and ability (readiness) of an employee to do a particular task is an important situational factor.

This approach is easy to understand, offers suggestions for changing leadership style, and shows leaders what to do and when to do it. It focuses on the need for adaptability

(the degree to which the leader is able to vary his or her style appropriately to the readiness level of a follower in a given situation).

### **1.2.2. f. Transformational Leadership:**

According to Bernard Bass, transformational leadership occurs when a leader transforms, or changes, his or her followers in three important ways that together result in followers trusting the leader, performing behaviors that contribute to the achievement of organizational goals, and being motivated to perform at a high level. Transformational leaders:

- Increase subordinates' awareness of the importance of their tasks and the importance of performing well.
- Make subordinates aware of their needs for personal growth, development, and accomplishment.
- Motivate their subordinates to work for the good of the organization rather than exclusively for their own personal gain or benefit.

Building on Bass's contributions, the characteristics of transformational leaders can be defined as follows:

- They identify themselves as change agents.
- They are courageous individuals.
- They believe in people.
- They are value-driven.
- They are lifelong learners.
- They have the ability to deal with complexity.
- They are visionaries.

### **1.2.2. g. Lewin's Leadership Styles:**

In 1939, a group of researchers led by psychologist Kurt Lewin set out to identify different styles of leadership. While further research has identified more specific types of leadership, this early study was very influential and established three major leadership styles. In the study, groups of schoolchildren were assigned to one of three groups with an authoritarian, democratic, or laissez-fair leader. The children were then led in an arts



and crafts project. Researchers then observed the behavior of children in response to the different styles of leadership.

#### **1.2.2. h. Authoritarian Leadership (Autocratic)**

Authoritarian leaders provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group. Researchers found that decision-making was less creative under authoritarian leadership. Lewin also found that it is more difficult to move from an authoritarian style to a democratic style than vice versa. Abuse of this style is usually viewed as controlling, bossy, and dictatorial. Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group.

#### **1.2.2. i. Participative Leadership (Democratic)**

Lewin's study found that participative (democratic) leadership is generally the most effective leadership style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. In Lewin's study, children in this group were less productive than the members of the authoritarian group, but their contributions were of a much higher quality. Participative leaders encourage group members to participate, but retain the final say over the decision-making process. Group members feel engaged in the process and are more motivated and creative.

#### **1.2.2. j. Delegative (Laissez-Fair)**

Researchers founds that children under delegative (laissez-fair) leadership were the least productive of all three groups. The children in this group also made more demands on the leader, showed little cooperation, and were unable to work independently. Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be effective in situations where group members are highly qualified in an area of expertise, it often leads to poorly defined roles and a lack of motivation.

## **1.2.3 Relevant Literature:**

### **1.2.3. a. Knowing Your Authentic Self:**

When the 75 members of Stanford Graduate School of Business's Advisory Council were asked to recommend the most important capability for leaders to develop, their answer was nearly unanimous: self-awareness. Yet many leaders, especially those early in their careers, are trying so hard to establish themselves in the world that they leave little time for self-exploration. They strive to achieve success in tangible ways that are recognized in the external world--money, fame, power, status, or a rising stock price. Often their drive enables them to be professionally successful for a while, but they are unable to sustain that success. As they age, they may find something is missing in their lives and realize they are holding back from being the person they want to be. Knowing their authentic selves requires the courage and honesty to open up and examine their experiences. As they do so, leaders become more humane and willing to be vulnerable.

### **1.2.3 .b. Practicing the Values and Principles:**

The values that form the basis for authentic leadership are derived from the person's beliefs and convictions, but none will not know what is their true values are until they are tested under pressure. It is relatively easy to list a person's values and to live by them when things are going well. When your success, your career, or even your life hangs in the balance, you learn what is most important, what you are prepared to sacrifice, and what trade-offs you are willing to make.

Leadership principles are values translated into action. Having a solid base of values and testing them under fire enables you to develop the principles you will use in leading. For example, a value such as "concern for others" might be translated into a leadership principle such as "create a work environment where people are respected for their contributions, provided job security, and allowed to fulfill their potential."

### 1.2.3. c. Balancing the Extrinsic and Intrinsic Motivations:

Because authentic leaders need to sustain high levels of motivation and keep their lives in balance, it is critically important for them to understand what drives them. There are two types of motivations--extrinsic and intrinsic. Although they are reluctant to admit it, many leaders are propelled to achieve by measuring their success against the outside world's parameters. They enjoy the recognition and status that come with success. ~~They~~ already achieved notable success, ~~therefore~~ naive, born of things I learned early in life about praise and being valued. ~~It's~~ just chasing the rabbit around the course, you're not running toward anything meaningful."

Intrinsic motivations are congruent with your values and are more fulfilling than extrinsic motivations. John Thain, CEO of the New York Stock Exchange, said, "I am motivated by doing a really good job at whatever I am doing, but I prefer to multiply my impact on society through a group of people." Or as Ann Moore, chairman and CEO of Time, put it, "I came here 25 years ago solely because I loved magazines and the publishing world." Moore had a dozen job offers after business school but took the lowest-paying one with Time because of her passion for publishing.

themselves. They temper their need for public acclaim and financial reward with strong intrinsic motivations. It may be possible to produce short-term outcomes without being authentic, but authentic leadership drives long-term results. An organization has the greatest chance of being successful when all of the employees work toward achieving its goals. Since leadership involves the exercise of influence by one person over others, the quality of leadership exhibited by all the employees is a critical determinant of organizational success. This explorative study determines this factor by assessing the individual leadership skills among the Roots employees.

## ***1.6. RESEARCH METHODOLOGY***

### **1.6.1. Type of Study**

The research question of this study comprises two parts. Firstly the descriptive question, concerning about the assessment of various leadership skills lies in the middle level management at Roots group of companies. The second more explorative question is concerning about the middle level management employee's attitude towards the leadership skills and how keen are they to develop their leadership skills.

### **1.6.2. Data Collection**

Questionnaire is the major tool of data collection used. That was issued to employees of the Roots, consisting of questions, among other things on company structure, number of employees, respondent's job level, the position of the management function, structure of the management, respondent's work domain, number of employees working within this organisation and changes that have taken places to the company. The questionnaire was prepared in the way to assess their leadership skills like decision making, team work etc. It was prepared through study of factors actually taken in consideration of various leadership activities. Different variety samples were done in order to make required changes in the questionnaire.

### 1.6.3. Research Instruments

Huge collections of books and journals in the library will help to get enough information about the leadership and management. This will give knowledge about the literature. As well as questionnaire and interviews will be used to get external research from Roots.

### 1.6.4 Tools of Analysis:

Two popularly known methods are used for this analysis, they are

- 1) Multiple Regression Method
- 2) Percentage Analysis Method.

#### 1). *Multiple Regression Method:*

The objective of multiple regression analysis is to predict the single dependent variable by a set of independent variables. Here both independent and dependent variables should be metric (interval or ratio data). However, under certain conditions, dummy-coded independent variables are used. There are some assumptions in using this statistics – (a) the criterion variable is assumed to be a random variable (b) there would be statistical relationship (estimating the average value) rather functional relationship (calculating an exact value) (c) there should be linear relationship among the predictors and between the predictors and criterion variable. Multiple regression analysis provides a predictive equation:

$$Y = a + b_1x_1 + b_2x_2 + \dots + b_nx_n$$

Where, a = constant

$b_1, b_2, \dots, b_n$  = beta coefficient or standardized partial regression coefficients (reflecting the relative impact on the criterion variable)

$x_1, x_2, \dots, x_n$  = scores on different predictors.

#### 2). Percentage Analysis

It's a simple arithmetic method where percentage can be calculated for different leadership dimensions. According to the percentage given to the skills the various leadership styles can be determined.



### **1.7. LIMITATIONS**

Since Roots employees have enough patience to spent time with the surveys, it's easier to collect the data without any risks. Though it's harder to access of company's certain policies, (since its confidential) it quite easier to get enough data for the research.

### **1.8 CHAPTER SCHEME**

The study is reported in five chapters.

The first chapter discusses the background of study, review of literature statement of problem, objectives, scope, limitations, methodology which includes type of research, sampling design, and method of data collection and tools of analysis. The second chapter discusses about the organization profile that includes the history of organization, management, organization structure, competitive strength of the company, future plans. The third chapter discusses about the macro-micro economic analysis which deals with the prevailing economic scenario with the industry. The fourth chapter deals with data analysis and interpretation. The fifth chapter deals with the results and discussions and considered recommendations.

# Organizational Profile

## **CHAPTER 2. ORGANIZATION PROFILE**

### **2.1. HISTORY OF THE ORGANIZATION**

Roots Industries Limited head quartered at Coimbatore in South India is the pioneer in Manufacturing Radiator Coolant recovery system in India and were also the first to introduce the servo brakes for light motor vehicles. The Company, Promoted by Mr.K.Ramaswamy a Master's degree holder in Automobile Engineering from Lincoln Technical Institute, USA diversified to manufacture high frequency wind and the Horns developed indigenously, and later started the promotion of various pneumatic horns.

With its new vibrating horns taking the market by storm the company currently holds the no.1 position in the market from 3600 horns in 1978-1979, the sales figure have touched 1.5 million horns in 1996-1997. This shows the recognition of the company as the pace setter in the Automobile Industry and its segments. The Company today is the leading supplier to O.E Manufacturers such as Hindustan Motors, Premier Automobiles, TELCO, Bajaj, Mahindra & Mahindra, LML, Maruthi, Suzuki, Pal Peugeot, UNO, Sipian, Rover and Hero Honda.

The Company has shown a tremendous growth in the export sector too, as the turnover has increased from Indian Rupees 4 million to 35 million in a span of years due its quality and Performance Coupled with cost efficiency. The firm has been participating in Automechanika since 1992 and Auto Expo 1993 at Delhi in order to expand their export division.

On the joint venture moves, the Company has tied up with the British Company to produce Inflatable Jacks. The Company has also acquired the European Homologation approvals for its Horns for EC/ECE Countries to enter in their market. Roots has entered into a technical collaboration with Robert Bosch S.A. This move will help them to increase their production capacity to 3 million horns per annum. M/S J. Osawa & Co, Japan one of the largest industrial groups of that country, has chosen Roots for their tie-up arrangement to manufacture their J-Horns for Japanese market.



Since 1985 a member of Company Aruna Auto Castings Manufactures various non-ferrous Casting products and Caters to Textile Machinery Manufactures, Auto Component Manufacture and also regularly exports to Italy and USA.

The Company has state-of-the-art manufacturing facilities one at Coimbatore and another two near the city. The facilities include the latest CAD/CAM/EDP/Quality Assurance Centers. The R&D department is headed by Mr.K.Ramaswamy, the Managing Director himself. This is the 1<sup>st</sup> Company in India that has received the ISO 9001 Certificate under writers laboratories inc, USA for electric horn design and manufacturing currently the Co has gone for diversification to manufacture floor cleaning machines in Collaboration with Hako Works GMBH & Co of Germany. The products are exported to various countries like Japan, Germany, Sweden, and Australia.

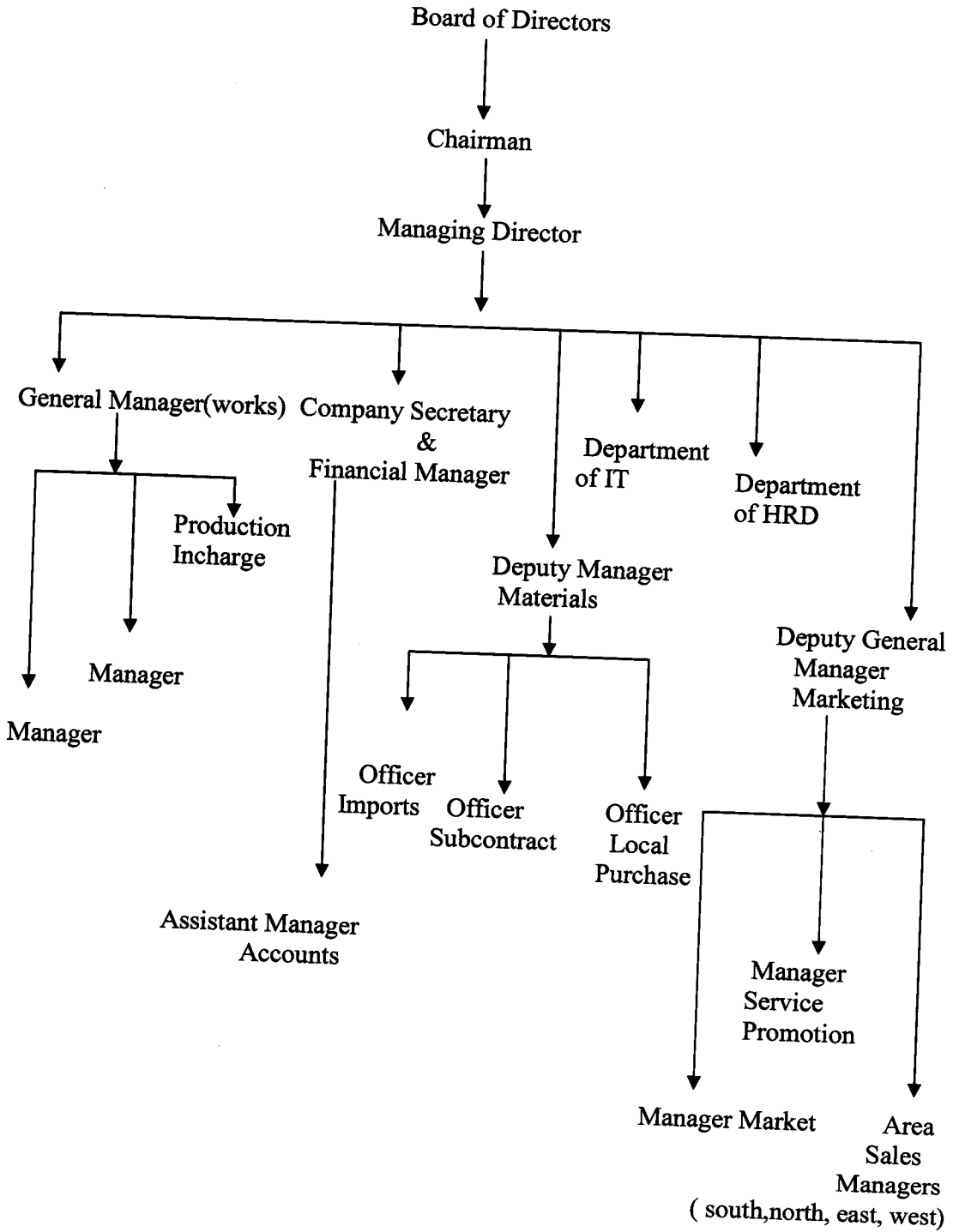
## ***2.2 COMPANY PROFILE***

Roots group of Companies is well known all over the world. They specialize in Manufacturing horns and major establishment stand as their customers. The Roots Industries have mainly two branches one of which is situated in Ganapathy and other in Thoppampatti. Apart from this the Roots family is a large concern with many divisions as follows:

- Roots Industries Limited
- Roots Auto Products Pvt Limited.
- Roots Cast Pvt Limited
- Roots Precision Products
- Roots Polycraft
- Roots Digital Engineering Services Private Limited
- Roots Brake Systems Private Limited

Roots have strong people oriented work culture that can be seen and felt across all its member concern. They have a sense of belonging and they revel in an environment of openness and trust.

### 2.3. ORGANIZATIONAL CHART



## ***2.4. GLOBAL ALLIANCES FOR COMPETITIVE ADVANTAGE***

Roots is leading Original Equipment Supplier to major vehicle manufacturers like Daimler Chrysler, Mitsubishi, Mahindra & Mahindra, Toyota, Fiat, TELCO, TVS, Kinetic etc. The technical collaboration with Robert Bosch S.A of Spain starting from 1995 has strengthened the R&D activities and increased Roots technical competence to International Standards.

Roots Multiclean Ltd., (RMCL) is a joint venture with Hako Werke GMBH & Co, Germany is one of the largest cleaning machine manufactures with global operations. RMCL is the sole representative in India and SAARC Countries for Hako Werke's entire range of cleaning .The quality of RMCL products is so well established that Hako buys back a major portion for their global market.RMCL also represents several global manufacture of cleaning products and is gearing itself up to provide customized, total cleaning solution.

## ***2.5 DEPARTMENTAL ACTIVITIES***

### **2.5.1 HUMAN RESOURCE DEPARTMENT**

Human Resources Department is a management function that helps the company to recruit, select, train and develop staffs. HR Department is concerned with the people's dimensions in organization. The functions and principles of HRD are applied to develop, maintain and compensate the employees in organization.

#### **HRD Practices in ROOTS Group**

##### **Focuses**

- Learning
- Knowledge
- Skill
- Positive attitude

**Change**

- Institutionalizing
- Proactive change

**Performance**

Performance = Skill \* Motivation \* Opportunity

**Approaches to HR**

- Accept & Appreciate
- Educate & Elevate
- Enrich the potential
- Balanced & Leadership
- MEND then SEND
- Accept noble failures Industrial – Responsible citizen

**HR Objectives**

Customer Satisfaction

Concern for Society

**Customer Satisfaction**

- Through employee satisfaction
- Development of skill and will
- Developing pro-customer approach
- People for future
- Future for people
- Development of staff
- Job enrichment
- Empowerment

### **Concern for society**

- Safety
- Health

### **HR Philosophy**

- Openness and Mutual trust
- Team Culture
- Customer first
- WIN WIN Strategy
- Empowerment

### **HR Practices**

#### **PRO Customer approach**

- 'O' ppm Movement
- Supplier Development Programmes
- Empowerment

### **Features**

- Suggestion Scheme
- Quality Circle
- EMP
- ESOF
- Positive mental activity club
- Good Morning assembly (GMA)
- Monthly Motivational Talk (MMT)
- Thirukkural Mandram
- Motivation Service Award
- Attendance Award

- Performance reward scheme
- Roots Care Services Blood donation

### **RISE (Roots Institute Skill Exchange)**

**RISE** focuses on

- Exchange
- Growth

### **Philosophy**

- WIN-WIN
- Strength to Strength
- Share to Shine

### **Institutions Under RISE**

- Avinashilingam
- Women's Polytechnic
- PSG
- VLB
- KCT

### **RISE Monitoring & Evaluation**

- Panel Evaluation
- Steering Committee
- Sub Committee

### **Welfare Scheme**

- Calculative for employees children
- Marriage Loan
- Group Insurance Scheme
- Super animation scheme

Roots have a strong people-oriented work culture that can be seen and felt across all its member concerns. Whether work in-group or in isolation their effort is well

appreciated and achievement well rewarded. They have a sense of belonging and they revel in an environment of openness and trust cross-function teams function as one seamless whole and foster the true spirit of teamwork.

Roots learning organization systematically trains its employees at all levels conducted in house the training programmes equip them to meet new challenges head on employees are encouraged to voice their feelings, ideas & opinions. There is a successful suggestion scheme in operation and best suggestions are rewarded.

Lasting relationship will evolve only when people know that their work is valued and that they contribute meaningfully to the growth of the organization. At Roots people across the group company through interaction at workshops and seminars get to know each other individually share their common experiences and learn something about life.

### **Personal Culture**

The Management has been encouraging and promoting a very informal culture “Personal Touch” sense of belonging, enabling employees to become involved and contribute to the success of the company. The top management also conscientiously inculcates values in the people.

### **Work Environment**

Special and conscious efforts are directed towards house keeping of the highest order. Renovation and modernization of office premises and office support systems are carried out in an on going basis.

### **Training**

Roots believe in systematic training for employees at all levels. As a part of the organizational development efforts, training programs are being conducted in-house for employees at all levels I addition staffs are also sponsored for need bared training programs at leading management development institutes.

## **Total Quality Management**

Customer focus is not merely a busy word but it has become an important factor of everyday work and has got internationalized into the work environment. There is an equal emphasis on internal customer focus leading to greater team efforts and better cross-functional relationship.

## **Quality Circle Movement**

To ensure worker participate and teamwork on the shop- floor, RIL has a very effective quality circle movement in the organization. As on today RIL has there operating quality circles having 24 members and some of them have own awards at different conventions and competitions

Through interaction with workman in their sections a process of two-way communication has been initiated and valuable feedback has been received on worker feelings, perception, problems and attitudes. Simultaneously management has communicated the problems faced by them and the plans to overcome these problems.

## **Personnel Activities**

To see that discipline of coordinal industries relationship are maintained.

Incase of any disputed it is the duty of HR manager to see yeast the matter in settled amicably.

An HRD manager plays the role of liason officers between the management of the workers.

- Recruitment
- Induction training of placement
- Attendance and leave regulation
- Performance Appraisal



## 1. Selection Process

- Paper advertisement
- Application Bank

## 2. Selection Criteria

- ❖ Age
- ❖ Communication Skill
- ❖ Physical & Trainer
- ❖ Leadership Skill
- ❖ Social & Human Relation
- ❖ Technical Education
- ❖ Practical/Previous experience
- ❖ Social status

## Methodology

- Aptitude test
- Intelligence test
- Personal Interview
- Achievement Test
- Group Discussion
- Attitude Test

### 2.5.2 FINANCE DEPARTMENT

Finance is the lifeblood of business. Finance is that business activities which is concerned with acquisition and conversion of capital funds in meeting the financial needs and overall objectives of business enterprises. The main function of this department is to provide finance to various departments. The finance department is controlled by the finance General Manager (Finance). There are 25 employees in finance department. The turnover of the company in 2005 is Rs.6337 (in lacs). To run the organization the working capital needed is 8-9 crores. The export rate is about 15.20 % for calculating depreciation both straight line method and Written-down method is used for income-tax

the depreciation is calculated using the Written-down method. In 1993 the advertising cost is 15%, now the advertisement cost is only 1%.

### **Software Used**

TATA EXE system (for accounts)

### **Bankers**

The banker of Roots are Citi Bank, State Bank of India, Canara Bank, Punjab National Bank, HDFC Bank, ICICI Bank is providing salary to the employees.

## **2.5.3 PURCHASE DEPARTMENT**

Purchasing procedure varies with different business firms but all of them follow a general pattern in the purchase and receipts of materials and payment obligations. The purchase department takes care of all cash and credit purchases. The materials are purchased placing orders based on indent raised from the stores. A ledger is maintained in the regard. The purchase order is send to the supplier.

The purchase orders shall contain a clear description of the products, drawing number, quality, rate, delivery, schedules, Terms payment, mode of dispatch and other relevant data.

The following steps are followed for purchasing of material:

1. The concerned department that is in need of a particular material will give a purchase requisition slips to the stores department.
2. The storekeeper of the material is available in stores they will cancel the purchase requisition and provide the material to the concerned department.
3. If it is not available in stores the storekeeper will forward the purchase requisition to the purchase manager in the purchase department.
4. In the purchase requisition slip the following things must be mentioned.

### **2.5.4 STORES DEPARTMENT**

In this department which places orders and receives raw materials on behalf of the manufactures the product are kept in stores department. A storekeeper is appointed to look after the stores. His job is assigned to take care of the spares and to maintain the stores ledger. The worker who is in need of spare parts may come and collect it at any time with the signature of the departmental heads. This book is known as Issue Order. In the store they keep the account for what are all things stored in the stores. If any item comes into the store they will register it in the book called inward register. From this inward register they will make entry in the material inward receipt from this they pass it to the store ledger and they will equalize the goods issue and the accounts.

#### **Functions of stores:**

- Identification of all material stores
- Receipt of incoming goods
- Inspection of all receipts
- Insurance Claims
- Storage Accounting
- Issues
- Materials Handling
- Packing and Dispatching
- Maintenance of stock records
- Stores Accounting
- Inventory Control
- Stock-Taking
- Disposal of scraps

## 2.5.5 QUALITY DEPARTMENT

### Quality Control

The vision statement of Roots is “Vision of Roots is to become a model company providing value to our customers. It is imperative that we give more than what we take from our customers and the society. Our products must serve our customers beyond their expectations.”

### Quality Policy

One of the quality policies of the ROOTS stands as,

- Quality is respect for people
- Quality is constancy of purpose
- Quality is global entry
- Prosperity through Quality

The other Quality policy speaks as follows.

**“We are committed to provide world-class products and services with due concern for the environment and safety of the society”**. This will be achieved through:

- Continuous improvement
- Technology Up gradation
- Cost Reduction
- Total Employee Involvement

## 2.5.6 IT DEPARTMENT

The organization uses the ERP (Enterprise Resource Planning) which all the different models are present and it's being customized. IT delicates in the concern.

There are different modules in the ERP. They include:

- PPC (Production Planning Control)
- Sales

- Purchase
- Manufacturing
- Inventory
- General Ledger
- Shop Floor Control
- Engineering Change Order
- Lot Tracking

### **Servers**

- Database Server for the Accounts Department
- A Server for the Design Department
- A Server for Novel Netware
- Main Server

### **2.5.7 MARKETING DEPARTMENT**

Marketing is a human activity directed at satisfying needs and wants through an exchange process. The main aim of marketing is to make sales in order to earn reasonable profit. In Roots marketing is basically done for the cleaning products. General Manager Mr. Raja Gopal Heads this Department.

#### **Sales Promotion Activities**

- Participate in International Marketing Exhibitions
- Direct domes in Industries
- Advertising

#### **Export Management**

The company has shown a tremendous growth in the export sector too, a the turnover has increased from 1 NR 4 million to 35 million in a span of 4 years due to its quality and performance coupled with cost efficiency. The firm has been participating in Auto Mechanika since 1992 and Auto Expo 1993 at New Delhi in order to expand there export division. One of the joint moves, the company has tied up with British Company to

produce inflatable jacks. The company has also acquired the European Homologation Approvals for its Horns for EC/ECE countries to enter in these markets. Roots have entered into a technical collaboration with Robert Bosch S.A. This move will help them increase their production capacity to 3 million horns per annum. M/s. J. Owawa & Co., Japan, one of the largest industrial groups in that country, has chosen Roots for their tie-up arrangement to manufacture their J-Horns for Japanese Market.

### **Export Procedures**

- ❖ Receipt of order
- ❖ Order acknowledge/Proforma invoice
- ❖ Approach Bank for pre-shipment credit (such as packing credit)
- ❖ Obtain ECGC Cover
- ❖ Prepare Post-shipment document
- ❖ Post shipment credit
- ❖ Liason with C&F agent for sailing details
- ❖ Assist customer to clear consignment at their end
- ❖ Identify C&F agent for completing shipment facilities
- ❖ Advice customer for insurance
- ❖ Apply for proof of export
- ❖ Bank realization certificate
- ❖ Apply for DEFB license with DGFT or follow up with customs for DBK.

# *Macro and Micro Analysis*

## **CHAPTER 3. MICRO MACRO ANALYSIS**

### **3.1. A BRIEF HISTORY**

The Indian auto ancillary industry has come a long way since it had its small beginnings in the 1940s. If the evolution of the industry is traced in India, it can be classified into three distinct phases namely: Period prior to the entry of Maruti Udyog Ltd, Period after the entry of Maruti Udyog Ltd and Period post Liberalization. The period prior to the entry of Maruti Udyog Ltd was characterized by small number of auto majors like Hindustan Motors, Premier Automobiles, Telco, Bajaj, Mahindra and Mahindra, low technology and assured business for most of the auto-component manufacturers.

The entry of Maruti in the 1980s marked the beginning of the second phase of the industry. The autoancillary industry in the country really showed a spurt in growth during this period. This period witnessed the emergence of a new generation of auto ancillary manufacturers who were required to meet the stringent quality standards of Maruti's Korean collaborator Suzuki of Japan. The good performance of Maruti resulted in a upswing for the domestic auto ancillary industry. It was during this period that auto components from India began to be exported.

The entry of foreign automobile manufacturers ranging from Mercedes Benz, Ford, and General Motors to Daewoo following the government liberalizing the foreign investment limits saw the beginning of the third phase of the evolution of the industry. The auto ancillary industry witnessed huge capacity expansions and modernization initiatives in the post liberalization period. Technological collaborations and equity partnerships with world leaders in auto components became a common affair. However, the global automobile majors soon realized the folly of their estimations in India. The market did not seem to be as big as it appeared to be. Hence, sales targets went awry. The



tough competitive scenario saw a lot of consolidation in the industry and it still continues unabated.

### **3.2. RECENT TREND ANALYSIS**

Surge in automobile industry since the nineties has led to robust growth of the auto component sector in the country. In tandem with the industry trends, the Indian component sector has shown great advances in recent years in terms of growth, spread, absorption of new technologies and flexibility. Indian auto component industry has seen major growth with the arrival of world vehicle manufacturers from Japan, Korea, US and Europe. Today, India is emerging as one of the key auto components center in Asia and is expected to play a significant role in the global automotive supply chain in the near future.

The Indian automotive industry has grown at a staggering pace over the last few years. The US\$ 6.8 billion industry has registered a CAGR of 17% between 1998-2003 and is projected by ACMA (Auto Components Manufacturers Association of India) to grow at a 15% CAGR till fiscal 2012. The opening up of the sector over the last decade has caught the attention of global auto majors as the only market rivaling China in terms of potential market size and growth opportunity. As the automobile industry has grown and matured, the Indian auto components industry has also grown tremendously, and is rapidly achieving global competitiveness both in terms of cost and quality. Infact, industry observers think that while Indian automobile market will grow at a measured pace, the auto components industry is poised for a take-off and is one of the handful of industries where India has a distinct competitive advantage.

In the 1990s, economic liberalization allowed foreign automakers such as Hyundai, Ford, Toyota and GM set up base in India. The local component manufacturers did not have the requisite size, technology or quality to meet the needs of these international carmakers. On the other hand, the high import tariffs and price sensitiveness of the Indian car buyer made it unviable for these companies to import components from their global suppliers. Therefore, the carmakers had to persuade their overseas

components suppliers to set up local manufacturing base in India. For example, Delphi followed after General Motors opened its plant in the state of Gujarat in 1995 and Visteon followed Ford in 1998. As these companies developed and stabilized their Indian operations, they realized the cost advantage of manufacturing components in India – typically lower by about 30%. They began to explore the possibility of exporting back these low cost, high quality components to their global factories and thus reduce their overall costs.

The auto parts industry has emerged as one of India's fastest growing manufacturing sectors and a globally competitive one. The auto components industry in India is dominated by around 500 key players, which contribute more than 85 percent of India's production. The industry has very deep forward and backward linkages with almost every other engineering manufacturing sector of the economy. It supports industries like automobiles, machine tools, steel, aluminum, rubber, plastics, electrical, electronics, forgings and machining.

India has also emerged as an outsourcing hub for auto parts for international companies such as Ford, General Motors, Daimler Chrysler, Fiat, Volkswagon, and Toyota. India enjoys cost advantage with regard to castings and forgings. The manufacturing costs in India are 25 to 30 percent lower than its western counterparts. India's competitive advantage does not come from costs alone, but from its full service supply capability.

To encourage the smooth growth of the industry, the government of India has allowed automatic approval for foreign equity investment up to 100 percent of manufacture of auto components. Further, the engineering export promotion council under the aegis of Ministry of Commerce and Industry, Government of India, over the years has been engaged in promoting exports of engineering goods including auto parts. Besides, the Automotive Component Manufacturers' Association of India (ACMA) represents the Indian auto component industry. The association is engaged in promoting trade, technology upgradation, quality enhancement, and collection and dissemination of

information. The vital statistics pertaining to the auto components sector during 2003-04 and 2004-05 are outlined below:

Indicators	2003-04	2004-05
Output	Rs. 24, 500 crore	Rs. 30, 640 crore
Exports	Rs. 3, 800 crore	Rs. 4, 620 crore
Employment	5,00,000 persons	5,00,000 persons

The past few years have been a revelation for the Indian auto components industry, which has reinvented itself from being a domestic demand fulfiller to the global supplier of choice for world leading auto OEMs. India's growing importance in the auto-component designing, manufacturing and outsourcing is being repeatedly emphasized in a number of ways:

\* Exports of Indian auto components are at US\$ 1.1 bn and growing rapidly at 24% CAGR

\* Indian Auto components industry likely to record a five-fold growth to touch US\$ 33-40bn by 2015 - McKinsey

\* India is Number one destination in terms of quality of supply - Frost & Sullivan study 384 companies with ISO 9000 certifications

\* GM, Delphi, Daimler Chrysler, Toyota, Delphi and MICO/Bosch set up R&D bases in India

\* Technical collaborations with world leaders such as Koya Seiko, Bosch, Mitsubishi

\* Cost of auto designing in India less than one-twelfth of that in Europe and US

\* Cost of manufacturing in India less than one-tenth of that in US

### **3.3. EXPORTS**

Auto component exports shot up phenomenally by 40 percent in 2004-05 to a level of US\$ 1.4 billion. A high growth of 30 percent is expected to continue in 2005-06 also. Indian auto-components are being exported throughout the world. During the year 2004-05, total export was of the order of Rs. 6237 crore.

## *Analysis and Interpretations*

**2). Percentage analysis of different factors for all employees:**

<b>Sl.no</b>	<b>personal</b>	<b>discipline</b>	<b>business</b>	<b>managing</b>	<b>leading</b>
<b>K.maria william gerard</b>	92.9	71.43	76.67	70	73.04
<b>M.Bennek jayakumar</b>	83.87	68.57	76.67	100	94.78
<b>R.Susheela</b>	89.03	65.71	80	80	77.39
<b>A.Sivakumar</b>	92.9	68.57	86.67	80	83.48
<b>R.Selvakumar</b>	83.23	68.57	76.67	70	83.48
<b>H.Antoniviumal</b>	83.23	62.86	76.67	80	77.39
<b>V.A.Shanmugasundaram</b>	87.1	68.57	83.33	90	75.65
<b>K.Balachandar</b>	99.35	85.71	100	100	100
<b>Senthilnathan</b>	92.26	82.86	96.67	100	91.3
<b>M.Kannan</b>	86.45	68.57	96.67	100	94.78
<b>V. Anand</b>	87.74	65.71	80	80	75.65
<b>K.Bagyavathy</b>	78.71	54.29	86.67	50	80
<b>Sureshkumar</b>	89.03	71.43	76.67	60	83.48
<b>K.M.Rajasekar</b>	72.9	62.86	63.33	80	68.7
<b>V.Ramalingam</b>	85.16	85.71	96.67	100	97.39
<b>T.Arunkumar</b>	72.9	68.57	80	80	84.35
<b>R.Mohankumar</b>	90.97	85.71	83.33	90	91.3
<b>A.Sumitra</b>	82.58	74.29	86.67	90	89.57
<b>G.S.Nandakumar</b>	86.45	68.57	83.33	80	80
<b>G.Sundarapandiyan</b>	85.81	65.71	76.67	90	80
<b>N.Ganesh</b>	92.9	71.43	96.67	80	97.39
<b>N.Prakash babu</b>	86.45	65.71	80	80	78.26
<b>Thirunavukkarasu</b>	91.61	71.43	93.33	80	87.83
<b>N.Mahendran</b>	84.52	68.57	80	80	80
<b>M.Kannan</b>	80.65	68.57	76.67	70	80
<b>R.Kowsikan</b>	81.29	68.57	76.67	80	80
<b>N.Sekar</b>	89.68	85.71	83.33	100	93.91
<b>N.Gopalakrishnan</b>	87.1	71.43	83.33	100	98.26
<b>R.Kamalakannan</b>	78.71	65.71	80	60	81.74
<b>V.S.Karthik</b>	78.71	68.57	80	80	79.13
<b>D.Karivaradarajan</b>	85.81	68.57	76.67	100	70.43
<b>K.Thirumalai selvan</b>	92.9	68.57	90	80	87.83
<b>K.Rangaraj</b>	82.58	68.57	80	80	80
<b>G.Thangavel</b>	84.52	68.57	90	70	82.61
<b>R.Jayanth</b>	96.77	85.71	100	100	100
<b>S.Anand</b>	72.26	65.71	80	80	79.13
<b>Moorthy</b>	80	68.57	80	80	80
<b>Dev anand</b>	92.9	74.29	96.67	90	98.26
<b>Rajendran</b>	92.9	85.71	86.67	100	94.78
<b>Gurumoorthy</b>	77.42	68.57	76.67	80	80
<b>Sivasankar</b>	83.23	80	86.67	70	86.96
<b>Lakshmi devi</b>	92.26	77.14	73.33	80	79.13

Jeyaram	79.35	68.57	63.33	80	78.26	73.90
Nandakumar	78.71	65.71	73.33	80	76.52	74.85
Sathyamoorthy	82.58	68.57	76.67	80	85.22	78.61
Chandra	78.06	68.57	73.33	80	79.13	75.82
Gopalsamy	76.77	68.57	76.67	70	75.65	73.53
Kowsik	81.94	68.57	80	80	80	78.10
Maheswaran	78.71	54.29	86.67	50	80	69.93
Vasanth raj	85.16	85.71	96.67	100	97.39	93.00
Jeyaram	72.9	68.57	80	80	84.35	77.16
Arumugam	90.97	85.71	83.33	90	91.3	88.26
Kumar	89.68	85.71	83.33	100	93.91	90.53

Depends on the overall percentage we can group the middle level executives of Roots employees into four different leadership styles. The discussion is given below;

Group 1: Overall Percentage between 75 to 100

Leadership Style: Transformational Leadership

A person with this leadership style is a true leader who inspires his or her team constantly with a shared vision of the future. Transformational leaders are highly visible, and spend a lot of time communicating. They don't necessarily lead from the front, as they tend to delegate responsibility amongst their team. Working for a Transformational Leader can be a wonderful and uplifting experience. They put passion and energy into everything.

Group 2: Overall Percentage between 50 to 75

Leadership Style: Charismatic Leadership

A charismatic leadership style can appear similar to a transformational leadership style, in that the leader injects huge doses of enthusiasm into his or her team, and is very energetic in driving others forward. However, a charismatic leader tends to believe more

in him- or herself than in their team. As such, charismatic leadership carries great responsibility, and needs long-term commitment from the leader.

Group 3: Overall Percentage between 25 to 50

Leadership Style: Autocratic Leadership

Autocratic leadership is an extreme form of transactional leadership, where leader has absolute power over his or her employees or team. Employees and team members have little opportunity for making suggestions, even if these would be in the team or organization's interest. Most people tend to resent being treated like this. Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group.

Group 4: Overall Percentage between 0 to 25

Leadership Style: Delegative (Laissez-Fair)

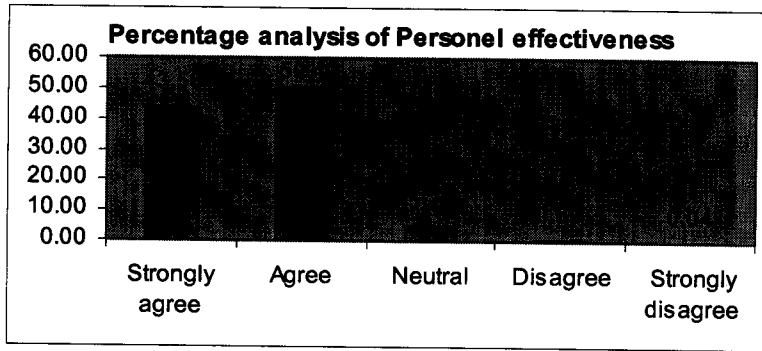
Researchers founds that employees under delegative (laissez-fair) leadership were the least productive among the other groups. The employees in this group also made more demands on the leader, showed little cooperation, and were unable to work independently. Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be effective in situations where group members are highly qualified in an area of expertise, it often leads to poorly defined roles and a lack of motivation.

### ***Influence of each factors on total scores***

From this percentage analysis, it is understood that

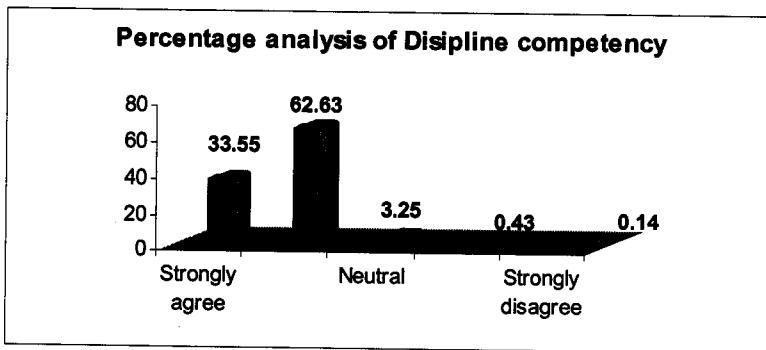
- The maximum percentage for personnel factor is 99 and minimum percentage is 72.





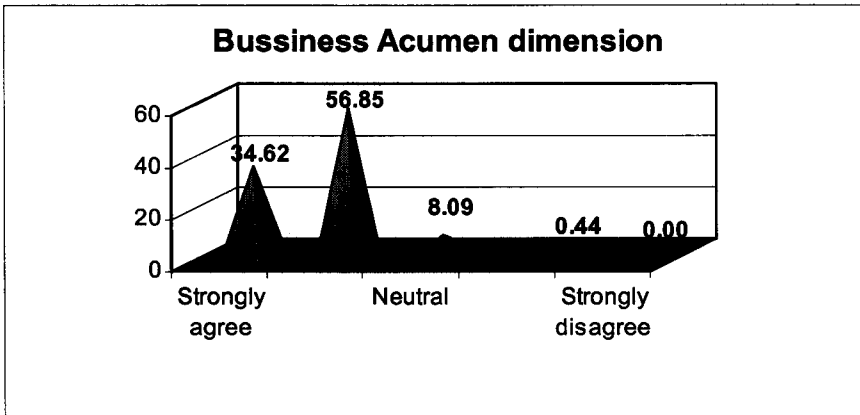
More than 90% of the people shown their personal effectiveness capability by agreeing the questions. Only 5 percentage of the people were in neutral,(i.e) they don't know what they have. Very few people are having the low level personal effectiveness.

- The maximum percentage for discipline factor is 86 and minimum percentage is 54



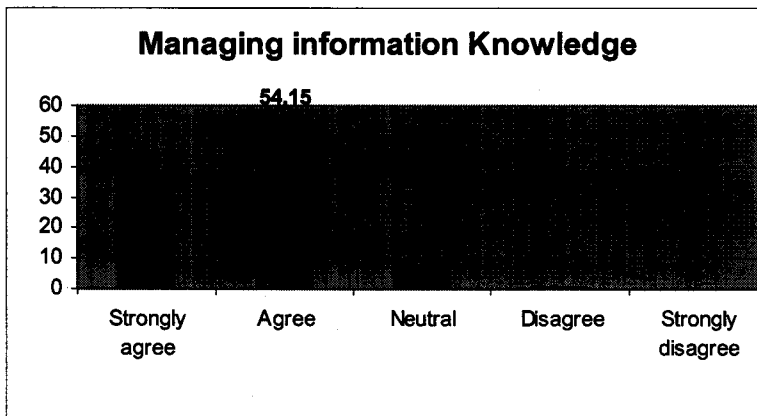
More than 90 percentage of the employees shown their excellent business discipline competency during the survey. Some 3 percentage of employees haven't come to a decision. And very few shown their low level discipline competency by disagree the questions.

- The maximum percentage for business factor is 100 and minimum percentage is 63



Nearly 90 percentage of people are good in Business Acumen skills. But 8 percentage of people are oscillating that whether they got the the Business Acumen or not. Only very few people are shown low level Business Acumen Skills.

- The maximum percentage for management factor is 100 and minimum 58



Managing Information knowledge again scores more than 90 percentage of employees on its positive edge. And 7 percentage of employees got its neutral end. Very few are on the negative edge of information managing skills.

- The maximum percentage for leading factor is 100 and minimum percentage is 67.  
More than 90 percentage of the employees shown their excellent business discipline competency during the survey. Some 3 percentage of employees haven't come to

a decision. And very few shown their low level discipline competency by disagree the questions.

This study shows most of the employees are having excellent leadership and management qualities. The 100 percentage on business, management and leading factors has shown this. Though they all have to improve their attitude and skills in the personnel and business discipline factor, most of the employees are good in leadership qualities.

***Overall weighted average:***

Depends on the analysis above the overall weighted average has been calculated for the each dimension and it has been ranked. According the answers the personal dimension has more effectiveness in determining the leadership qualities. So it has been ranked as no1. Managing and leading has got the second position since managing very important while leading. Discipline and business has got the the third and fourth positions respectively. And most of the respondents were not considering the managing the information as an important factor for determining the leadership qualities. So it has been ranked as a least factor among others.

<i>Factors</i>	<i>Weighted Average</i>	<i>Rank</i>
Personnel	72.66	First
Discipline	13.86	Third
Business	13.72	Fourth
Managing Information	4.58	Fifth
Managing and Leading	53.74	Second

**Multiple regression analysis**

The objective of multiple regression analysis is to predict the single dependent variable by a set of independent variables. Here both independent and dependent variables should be metric (interval or ratio data). However, under certain conditions, dummy-coded independent variables are used. There are some assumptions in using this statistics – (a) the criterion variable is assumed to be a random variable (b) there would be statistical relationship (estimating the average value) rather functional relationship (calculating an

exact value) (c) there should be linear relationship among the predictors and between the predictors and criterion variable. Multiple regression analysis provides a predictive equation:

$$Y = a + b_1x_1 + b_2x_2 + \dots + b_nx_n$$

Where, a = constant

$b_1, b_2, \dots, b_n$  = beta coefficient or standardized partial regression coefficients (reflecting the relative impact on the criterion variable)

$x_1, x_2, \dots, x_n$  = scores on different predictors.

### ***The Analysis:***

#### ***I. Influence of personnel effectiveness on total score***

The regression coefficient value for this personnel factor is **0.875**. So it has more effect on total scores

#### ***II. Influence of personnel effectiveness and discipline on total score***

The regression coefficient value for this combined effect is **0.940**. The value increased from 0.875 to 0.940 when compared with personnel effectiveness alone. It indicates that discipline factor has its **own influence** on total scores

#### ***III. Influence of personnel effectiveness, discipline and business on total score***

The regression coefficient value for this three factors combined effect is **0.973**. The value increased from 0.940 to 0.973. The increasing value is minimum only when compared with combined effect of personnel effectiveness and discipline. It indicates that business factor has **minimum influence** on total scores

#### ***IV. Influence of personnel effectiveness, discipline, business and management on total score***

The regression coefficient value for this four factors combined effect is **0.977**. The value increased from 0.973 to 0.977. The increasing value is very minimum only when compared with combined effect of personnel effectiveness, discipline and business factors. It indicates that management factor has **very minimum** influence on total scores

## *Conclusion & Suggestions*

## **CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS**

### **5.1.CONCLUSION**

An organization has the greatest chance of being successful when all of the employees work toward achieving its goals. Since leadership involves the exercise of influence by one person over others, the quality of leadership exhibited by middle level management is a critical determinant of organizational success. Leadership studies can be classified as trait, behavioral, contingency, and transformational. Earliest theories assumed that the primary source of leadership effectiveness lay in the personal traits of the leaders themselves. Yet, traits alone cannot explain leadership effectiveness. Thus, later research focused on what the leader actually did when dealing with employees. These behavioral theories of leadership sought to explain the relationship between what the leaders did and how the employees reacted, both emotionally and behaviorally. Yet, behavior can't always account for leadership in different situations. Thus, contingency theories of leadership studied leadership style in different environments. Transactional leaders, such as those identified in contingency theories, clarify role and task requirements for employees. Yet, contingency can't account for the inspiration and innovation that leaders need to compete in today's global marketplace. Newer transformational leadership studies have shown that leaders, who are charismatic and visionary, can inspire followers to transcend their own self-interest for the good of the organization. There is no one "right" way to lead or manage that suits all situations. To choose the most effective approach the following factors must be consider;

- The skill levels and experience of your team
- The work involved (routine or new and creative)
- The organisational environment (stable or radically changing, conservative or adventurous)
- You own preferred or natural style.

A good leader will find him- or herself switching instinctively between styles according to the people and work they are dealing with. This is often referred to as "situational leadership".

## 5.2 RECOMMENDATIONS

The following attitudes can be developed to develop the leadership qualities of middle level executives at Roots. Studies of leadership have suggested qualities that people often associate with leadership. They include:

- Guiding others through modeling (in the sense of providing a role model) and through willingness to serve others first (compare followership)
- Initiative and entrepreneurial drive
- Charismatic inspiration - attractiveness to others and the ability to leverage this esteem to motivate others
- Preoccupation with a role - a dedication that consumes much of leaders' life - service to a cause
- A clear sense of purpose (or mission) - clear goals - focus - commitment
- Results-orientation - directing every action towards a mission - prioritizing activities to spend time where results most accrue
- Cooperation-work well with others
- Rejection of determinism - belief in one's ability to "make a difference"
- Ability to encourage and nurture those that report to them - delegate in such a way as people will grow
- Role models - leaders may adopt a *persona* that encapsulates their mission and lead by example
- Self-awareness - the ability to "lead" (as it were) one's own self prior to leading other selves similarly
- Understanding *what* others say, rather than listening to *how* they say things - this could partly sum this quality up as "walking in someone else's shoes" (to use a common cliché).



Appendix

## ***Bibliography***

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7	Experiment with new and novel ideas and approaches.					
8	Encourage creative thinking and innovation on the team.					
9	Secure through negotiation and influence the resources needed for team work					
10	Facilitate win-win solutions.					
11	Facilitate the open exchange of ideas and information.					
12	Communicate results and decisions in a timely manner.					
13	Ensure that people are clear about the information s/he has communicated.					
14	Display effective oral and written communication.					
15	Display effective listening with an understanding of others', needs.					
16	Pay close attention and seek to understand others.					

17	Establish trust and mutual respect when relating to others.					
18	Admit a mistake when one is made.					
19	Build supportive relationships with people.					
20	Demonstrate a positive and caring attitude toward others.					
21	Adjust to multiple demands, ambiguity and change.					
22	Maintain a high level of effectiveness, even when angry or frustrated.					
23	Operate with truthfulness whether delivering good news or bad					
24	Display actions that match their words.					
25	Treat others' concerns and issues with the utmost sensitivity and confidentiality.					
26	Honor commitments and promises.					
27	Emphasize and demonstrate commitment and persistence in achieving goals.					

39	Explain general roles and responsibilities of Headquarters, Centers and functional organizations.					
40	Engage in discussions with team members about Roots culture and its impact.					
41	Set technical direction and goals for the team that aligns with Roots Strategic Plan and the Roots Vision and Mission.					
42	Use their knowledge of Roots products, services and capabilities to deliver solutions that match customer and stakeholder needs and wants.					
43	Understand the principles of full cost management principles.					
44	Make effective use of information technology to organize and manage workflow.					
45	Encourage capturing, storing, and sharing of best practices and lessons learned from team activities.					
46	Provide a vision of the future that captures the commitment of the team.					

47	Create a sense of urgency for change					
48	Communicate why change is necessary.					
49	Address employees' concerns about the impact of change.					
50	Create an environment that encourages change when change is necessary.					
51	Emphasize a team approach to work.					
52	Promote an atmosphere of cooperative and collaborative effort.					
53	Actively promote teamwork across Roots centers and functions.					
54	Clearly set performance expectation for team members.					
55	Provide regular and timely feedback on performance.					

56	Remove obstacles that interfere with performance.					
57	Provide rewards and recognition for good performance.					
58	Encourage people to take on assignments that make the best use of their skills and abilities.					
59	Resolve conflicts constructively.					
60	Promote an atmosphere where mistakes can be discussed openly.					
61	Promote inclusion of all employees in all work related areas.					
62	Leverage talent of all team members regardless of background.					
63	Align team norms and behaviors with Roots values.					
64	Work with team members to set priorities and adjust them regularly.					
65	Delegate work to team members.					

66	Balance the workload among team members.					
67	Solicit information from team members about their opinions and concerns about work.					
68	Help others gain clarity about role expectations.					



## QUESTIONNAIRE

Dear respondents,

The response given by you are considered to be more valuable and it will be used for academic purpose only. I assure you that these data will be kept highly confidential.

### PERSONAL BACKGROUND

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>➤ Respondent name:</li> <li>➤ Age:</li> <li>➤ Gender:</li> <li>➤ Basic education:</li> <li>➤ Professional education(if any):</li> <li>➤ Workplace and department:</li> </ul> | <ul style="list-style-type: none"> <li>➤ Designation :</li> <li>➤ No. of year experience in the company:</li> </ul> |
|---|---|

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

NO	DESCRIPTION OF ITEMS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1	Make decisions even when solutions may produce unpleasant consequences.					
2	Support decisions others make on their own.					
3	Obtain relevant information before making a decision.					
4	Seek diverse opinions before making decisions.					
5	Explain the impact and implications of decisions to the team.					
6	Clarify issues and keeps focused on the things that are most important.					

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