# KCT
## BUSINESS SCHOOL

A STUDY ON IMPACT OF MEASURING LEADERSHIP STYLE AND EMPLOYEE EMPOWERMENT ON PERCEIVED ORGANIZATIONAL REPUTATION

by

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I.    A PROJECT REPORT

submitted

In partial fulfillment of the requirements

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of

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## DECLARATION

I hereby declare that this project report entitled as "A Study on Impact of Measuring the Leadership style And Employee Empowerment on perceived organizational Reputation – Butterfly Gandhimathi Appliances limited" hay undertaken for academic purpose submitted to Anna University in partial fulfillment 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 Dr. Kirupa Priyadharshini. M, during the academic year 2012.

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

Place: Coimbatore

Date:                                             ……………………….

(.VARCHANA)

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**BONAFIDE CERTIFICATE**

Certified that this project report titled **A STUDY ON MEASURING THE IMPACT OF LEADERSHIP STYLE AND EMPLOYEE EMPOWERMENT ON PERCEIVED ORGANIZATIONAL REPUTATION"** is the bonafide work of Miss.Archana.V 11MBA 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.

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Preffessor- KCTBS                             KCTBS

**Evaluated and vice-voce conducted on ………………………**

**INTERNAL EXAMINER**                         **EXTERNAL EXAMINER**

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# TABLE OF CONTENTS

## LIST OF TABLES

| Table no | Title of the table | Page no |
|---|---|---|
| 4.1.1 | Classification of respondence based on age | Page no |
| 4.1.2 | Classification of based on gender of respondence | 25 |
| 4.1.3 | Classification of respondents based on education | 26 |
| 4.1.5 | Classification of based on respondence of experience | 27 |
| 4.2.1 | Mean score of articulate vision | 28 |
| 4.2.2 | Mean score of providing an appropriate model | 29 |
| 4.2.3 | Mean score of fostering the acceptance of group goals | 30 |
| 4.2.4 | Mean score of high performance expectations | 31 |
| 4.2.5 | Mean score of individual support | 32 |
| 4.2.6 | Mean score of contingent reward | 33 |
| 4.2.7 | Mean score of feeling of competence | 34 |
| 4.2.8 | Mean score of feeling of control | 35 |
| 4.2.9 | mean score of emotional appeals | 36 |
| 4.2.10 | Mean score of products and services | 37 |
| 4.2.11 | Mean score of financial performance | 38 |
| 4.2.12 | Mean score of vision and leadership | 39 |
| 4.2.13 | Mean score of work environment | 40 |
| 4.2.13 | Mean score of social responsibility | 41 |
| | | 42 |

## LIST OF FIGURES

| Table no | Title of the figure | Page no |
|---|---|---|
| 4.1.1 | Classification of respondence based on age | 25 |
| 4.1.2 | Classification of based on gender of respondence | 26 |
| 4.1.3 | Classification of respondents based on education | 27 |
| 4.1.5 | Classification of based on respondence of experience | 28 |
| 4.2.1 | Mean score of articulate vision | 29 |
| 4.2.2 | Mean score of providing an appropriate model | 30 |
| 4.2.3 | Mean score of fostering the acceptance of group goals | 31 |
| 4.2.4 | Mean score of high performance expectations | 32 |
| 4.2.5 | Mean score of individual support | 33 |
| 4.2.6 | Mean score of contingent reward | 34 |
| 4.2.7 | Mean score of feeling of competence | 35 |
| 4.2.8 | Mean score of feeling of control | 36 |
| 4.2.9 | mean score of emotional appeals | 37 |
| 4.2.10 | Mean score of products and services | 38 |
| 4.2.11 | Mean score of financial performance | 39 |
| 4.2.12 | Mean score of vision and leadership | 40 |
| 4.2.13 | Mean score of work environment | 41 |
| 4.2.13 | Mean score of social responsibility | 42 |

**CHAPTER 1**

**1.1 INTRODUCTION TO THE STUDY**

**Leadership style**

Leadership is the process of influencing followers. Leaders play an important role in the attainment of organizational goal by creating a climate that would influence employees' attitudes, motivation, and behavior. Today leader face the challenge of recruiting and holding on to competent employees in organizations.

A leader's ability to inspire, motivate and create commitment to common goal is crucial Traditional leadership theories focused mainly on rational process. But theories of transformational and Charismatic leadership emphasizes emotions and values and implies that leader and Followers raise one another to higher levels of morality and motivation Transformational leaders have been described as broadening and elevating the interest of followers, Generating awareness and acceptance among followers, and motivating followers to go beyond self interest for the good of the groups.

The main components of transformational leadership are; idealized influence and inspirational motivation, which serving as a charismatic role model and articulating a vision of the future that can be shared. Individualized consideration involves the leader paying attention to individual differences. Intellectual stimulation defined as questioning old assumptions and the status Quo Transformational leadership has been contrasted with transactional behaviour, in which cooperation is obtained by establishing exchange of rewards.

**Some other types of leadership style**

- Autocratic leadership
- Bureaucratic leadership
- Charismatic leadership
- Democratic/participative leadership

- Laissez-faire leadership
- Task-oriented leadership
- People-oriented/relations-oriented leadership

**Autocratic leadership**

Autocratic leadership is an extreme form of transactional leadership, where leaders have complete **power** over their people. Staff and team members have little opportunity to make suggestions, even if these would be in the team's or the organization's best interest.

The benefit of autocratic leadership is that it's incredibly efficient. Decisions are made quickly, and work gets done. The downside is that most people resent being treated this way. Therefore, autocratic leadership often leads to high levels of absenteeism and high staff turnover.

**Bureaucratic leadership**

Bureaucratic leaders work "by the book." They follow rules rigorously, and ensure that their people follow procedures precisely. This is an appropriate leadership style for work involving serious safety risks (such as working with machinery, with toxic substances, or at dangerous heights) or where large sums of money are involved. Bureaucratic leadership is also useful in organizations where employees do routine tasks (as in manufacturing).

The downside of this leadership style is that it's ineffective in teams and organizations that rely on flexibility, creativity, or innovation. Much of the time, bureaucratic leaders achieve their position because of their ability to conform to and uphold rules, not because of their qualifications or expertise. This can cause resentment when team members don't value their expertise or advice.

**CHARISMATIC LEADERSHIP**

A charismatic leadership style can resemble transformational leadership because these leaders inspire enthusiasm in their teams and are energetic in motivating others to move forward. This excitement and commitment from teams is an enormous benefit.

The difference between charismatic leaders and transformational leaders lies in their intention. Transformational leaders want to transform their teams and organizations. Charismatic leaders are often focused on themselves, and may not want to change anything.

**Democratic/participative leadership**

Democratic leaders make the final decisions, but they include team members in the decision-making process. They encourage creativity, and team members are often highly engaged in projects and decisions. There are many benefits of democratic leadership. Team members tend to have high job satisfaction and are productive because they're more involved in decisions. This style also helps develop people's skills.

**Laissez-faire leadership**

This French phrase means "leave it be," and it describes leaders who allow their people to work on their own. This type of leadership can also occur naturally, when managers don't have sufficient control over their work and their people. **Laissez-faire** leaders may give their teams' complete freedom to do their work and set their own deadlines. They provide **team support** with resources and advice, if needed, but otherwise don't get involved. This leadership style can be effective if the leader monitors performance and gives feedback to team members regularly.

**Task-oriented leadership**

Task-oriented leaders focus only on getting the job done and can be autocratic. They actively define the work and the roles required, put structures in place, and plan, organize, and monitor work. These leaders also perform other key tasks, such as creating and maintaining standards for performance.

The benefit of task-oriented leadership is that it ensures that deadlines are met, and it's especially useful for team members who don't manage their time well. However, because task-oriented leaders don't tend to think much about their team's well-being, this approach can suffer many of the flaws of autocratic leadership, including causing motivation and retention problems**.**

**People-oriented/relations-oriented leadership**

With people-oriented leadership, leaders are totally focused on organizing, supporting, and developing the people on their teams. This is a participatory style and tends to encourage good teamwork and creative collaboration. This is the opposite of task-oriented leadership.

People-oriented leaders treat everyone on the team equally. They're friendly and approachable, they pay attention to the welfare of everyone in the group, and they make themselves available whenever team members need help or advice.

**EMPLOYEE EMPOWERMENT**

Since we are in a process through which it is well understood that "human" asset is one of the most reliable sources of organizational performance, efficiency and effectiveness, organizations are expecting from their employees to demonstrate higher levels of efficiency, effectiveness, and performance. Work processes which are getting more complex and gradually challenging conditions of competition are the other factors which heighten the expectations of organizations from their human resources.

Especially in the face of rapid developments in the areas of communications and information technologies, the organizations which transformed into data processing structures need to employ new and different production methods and techniques for their manufacturing processes of their new products.

The importance of a human resources approach based on initiative, creativity, competence, autonomous behavior and empowerment, is becoming more of an issue. In lieu of an understanding of management based on formal authority descriptions as "the masterful", "the regnant and the authoritative", a concept of leadership in which managers act as a coach, a mentor and a problem solver is increasing the significance of empowerment of human resources.

The empowerment of human resources is usually used in the same meaning with authorizing and assigning responsibility, in other words, as empowering and transfer of authority. It should be noted that this understanding has some deficiencies. It is a need for human resources to empower. However, empowerment has to have some more aspects such as motivation and taking part in.

Employee empowerment starts from high level managers; and continues with the understanding of vision, mission and values of the organization and the applications which enables the employees to feel them responsible, free, and competent for the organization. Employee empowerment is also a period which consists of taking risks, development and change (Quinn and Gretchen, 1997).

The main purpose of the employee empowerment is to strengthen the achievement motives of the employees and therefore increase their "contextual performance" with the devices such as fertility, efficiency, work satisfaction, and organizational dependence. Achievement motive is the motive (sting) that encourages increasing the efforts of the employees to reach the results they desired. (McClelland, 1985).

Achievement motive is a quality factor that basically puts forward the individual differences. The desires of the persons who have a high achievement motive that are aimed for the individual and professional targets, the pleasure they felt for achieving the work and inner achievement feeling are comparatively higher (Epstein and Harackiewicz, 1992). Therefore, the persons who have a high achievement motive have a strong desire of showing the significant devices of the contextual performance such as undertaking extra role behavior in their organizations, having institutional dependence, organizational citizenship feelings to achieve their aims and realize their aims.

According to Cassidy and Lynn (1989), achievement motive indicates itself with the tendencies such as work ethic, having superiority, competitiveness, passion of status, fondness of money and Wealth. Ames (1992) states that achievement motive encourages individuals into two purposes. The first of these purposes is to acquire

competence and demonstrate the mentioned competence; the second is to improve, and develop the competences to make the achievement consistent.

## 1.2 INDUSTRY PROFILE

The Index of Industrial Production (IIP) quick estimates data for October 2010 shows a growth of 11.3 percent in the manufacturing sector as compared to October. The cumulative growth during April-October 2010-2011 over the corresponding period of 2009-2010 is 11.36 percent, according to data by the Ministry of Statistics and Program Implementation.

The selling industry in India is generally defined as a low investments and high returns affair. The rapid growth of the selling market in India means that sales in the country could bring in more than $1 billion by the fiscal year ending March 2013. The forecast was made by the World Federation of Direct Selling Associations.

The Association pointed out that the current Indian market for direct selling products is worth around U$600m and provides employment to around 1.8 million people, of which 1.2 million are women. Hence, though India continues to witness a phenomenal growth of shopping malls and specialty retail stores, direct selling industry, too, is on a fast route to success.

**GROWTH TRENDS**:

India is ranked direct in terms of manufacturing competence, according to report '2010 Global manufacturing Competitiveness Index', by Deloitte Touche Tohmastu and the US Council on Competitiveness. The report states that the country's talent pool of scientists, researchers, and engineers, together with its English-speaking workforce and democratic regime make in an attractive destination for manufacturers.

### HOME APPLIANCES

Home Appliances are that without which a modern home is considered incomplete, especially in urban areas. We have become so used to some of the home appliances that it seems difficult to live without them. Indeed, they have made our life our life more comfortable and easier than ever. In metro cities and big towns, such household appliances are regarded as a boon, as they are instrumental in

cutting down the time involved in most of the domestic chores. This is really a great helps since people often find it difficult to keep a balance between professional obligation and household needs.

### HOME APPLIANCES PRODUCT

Products such as microwave ovens, juicer- mixer- grinder, fully automatic washing machines, and frost-free refrigerators are the most popular category of home appliances. This is because they have made the work of housewives less tiresome and more enjoying.   Most of the domestic appliances are useful in various kitchen related jobs and hence are termed as kitchen appliances. Gas stoves, toasters, microwave ovens, mixer & grinders, juices & blenders, rotti makers, refrigerators, water purifiers are some of the most common kitchen appliances in India. There is a category of electronic products that have become an integral part of modern houses. These are air conditioners, fans, room coolers, room heaters, geysers, electrical irons etc.

### HOME APPLIANCES COMPANIES IN INDIA

There are Home Appliances in India like Videocon, Voltas, Godrej, Blue star, Ken star etc. Apart from them there are various international companies also that deal in domestic appliances. Some of these home appliances manufacturers are Samsung, LG, IFB Whirpool, and Kenmore etc. With the arrival of international brands in Indian market, the competition among rival companies have become stiff, which results in further improvement in qualities and depreciation in prices of the home appliances in India.

### HOME APPLIANCES STORES

Most of the leading home appliances manufacturers and companies have set up their exclusive retail outlets in important towns and cities of the country. Besides, there are local home appliances suppliers, manufacturers, wholesalers and retailers spread throughout India. Apart from that Home Appliance stores and shops are located in every locality, which let you compare products at one place. Some manufacturers also offer sale service, and if needed, repair the damaged parts of your electronic products. So here you will find the sites of some of the leading Home Appliances manufacturers and suppliers.

**Samsung**

Samsung India has its head office in Delhi and 19 branches all over the country. It manufacturers a comprehensive range of home appliances such as microwave ovens, refrigerator, air conditioners and washing machines. All these products come in various sizes and styles and offer various functions according to your need and budget.

**LG-Life's Good**

LG Electronics is a South Korean company and was established in India 1997. They started their business with manufacturing of color Televisions, LG washing Machines, Air conditioners and Microwave Ovens and other electronics products. Till date it has gained a reputed name in Indian home appliances industry and serving their customers satisfactorily from the past one decade.

**Videocon**

There are number of Home Appliances companies in India among which Videocon is one of them who tops the list. Their domestic products include refrigerators of various types, microwave, mixer grinder, television etc.

**Godrej**

Godrej is one of the prominent manufacturers of home appliances in India. Its domestic appliances products include refrigerator, washing machines, air conditioners and cooking ranges. Its kitchen appliances are vast such as rotti maker, sandwich maker, and toaster. They offer full warranty on their products.

**1.3 COMPANY PROFILE**

The butterfly group, pioneers in stainless steel appliances started operations four decades ago. The company was the first in India, to introduce stainless steel pressure cookers and vacuum flasks, acquire the ISO 9002 certification, in the LPG and mixie divisions. Over the years under the enterprising leadership of Mr.VMurugesa chettiar and his sons, butterfly has grown to be a household name among millions in India.

Today, manufactures a comprehensive range of home appliances, kitchen products and cookware. Four state-of-the-art-manufacturing units, backed by the latest D facilities ensure total compliances to standards of excellence in design and quality.

Quality and consistency are our prime motivating factors. Our in house design facilities tool& die making facilities with an impetus on quality control has enabled us to consistency produce products of the highest quality sticking to the finest functionality norms.

The company has state of the art manufacturing facility. The company's R&D facility has the latest design and development tools, spectrum analyzer etc. to keep its passion for progress at all levels. This passion would constantly give birth to new product ranges.

Over the BUTTRFLY group has grown from just manufacturing a handful of basic kitchen utensils to an organization involved in a comprehensive range of domestic appliances, kitchen products and cookware.

Their products are also exported to the United Kingdom, Canada. Australia, Japan, Middle East and the Asian countries, among others. Across the globe, butterfly products have been recognized for their quality standards by various international organizations.

The success of butterfly is attributed to its customer's orientation. Serving the customer with the finest quality products and adapting to the changing needs and

tastes of customers have been the company's primary motive. Butterfly is set to conquer wider Horizons

**PRODUCTS PROFILE**

- Kitchen Appliances
- Home Appliances
- Kitchen Products

Kitchen appliances

- Desire Glass Top LPG Stoves
- SS LPG Stoves
- Mixer Grinders
- Table-top wet Grinders
- Microwave Ovens
- Electric Rice Cookers
- Power Hobs
- Electric Kettles
- Sandwich makers
- Toasters
- Yogurt Makers
- Chapati Makers

**Home appliances**

- Air coolers
- Electric Fans
- Water heaters
- Emergency lanters

**Kitchen products**

- Pressure cookers
- Non stick cookware

- SS cookware &tableware
- Vacuum flasks
- Eco water bottles
- Kitchen sinks

Manufacture and sale of steel home appliances, kitchen products and cookware products in India. The Company's butterfly products line includes LPG stoves, mixer, grinders, table top wet grinders, pressures cookers, vacuum flasks and lunch boxes, and cookware sets. Its products also comprise electric cookers; kitchen sinks its products primarily to the United Kingdom, Canada Australia, Japan, the Middle East and the East Asian countries. Gandhimathi Appliances limited is based in Chennai, India.

The company's products Command a Premium valuation in the home appliances market. The company has excellent reach in south India and the company has established branches across the country.

Today, it manufactures a comprehensive range of home appliances kitchen products and cookware. Four state-of-the-art-manufacturing units, backed by the latest R&D facilities ensure total compliance to standards of excellence in design and quail

## 1.4 STATEMENT OF THE PROBLEM

A strong organization will focus on the environment it creates for workers because that will help encourage a more efficient and productive company. Focusing a building and sustaining organizational leadership and employee empowerment shows that they are considered an important part of the company. This type of company generally has among the response from its employees and thus will also have a much better chance of achieving its goals.

How much of an impact do leadership style and Employee Empowerment have on perceived Organizational reputation? The researcher examines this research question in this study.

Organizational leadership style and employee empowerment is still necessary for any company of size, and a strong organizational leadership combined with openness to new creative ideas and problem solving can be the building blocks.

## CHAPTER 2

## REVIEW OF LITERATURE

**Transformational Leadership: An Evolving Concept Examined through the Works of Burns, Bass, Avolio, and Leithwood Bass & Avolio,(1997),** Leadership has progressed from being the study of top down, directive behaviors focused on teaching and learning, to a bottom up collaborative process of guided change for school improvement. Political, critical, and cultural lenses have significantly expanded our leadership repertoires. It is necessary to collectively determine the purpose of school leadership and to make changes in our school systems that positively impact student learning. This guiding purpose will help us determine what we are likely to do, and where we are likely to go from here.

**A Test of Excellent Leadership in Public Relations: Key Qualities, Valuable Sources, and Distinctive Leadership Perceptions (Bruce K. Berger and Karla K. Gower)** The study also supported the practice of pluralistic leadership in public relations. Throughout the sample, both female and male professionals presented very similar perceptions about excellent leadership in public relations. Although demographic factors such as age, educational background, organization type, organization size, and the size of PR employees in the organization were varied, consistent findings were identified in all three ranking questions. The results further confirmed the important qualities of excellent leadership in public relations, the valuable sources for leadership skills and development, and the distinctive features associated with public relation leaders.

**Role of transformational and transactional leadership on job satisfaction and career satisfaction Majella J. Albion** This research has been conducted to determine the impact of transformational and Transactional leadership style on job success and career satisfaction. About job success and career satisfaction, employees are found highly satisfied with what they have achieved during the span of their career like earning, advancement, skill development and professional goals. Moreover, they also feel that their supervisors are satisfied with them and they feel a sense of emotional attachment with the organization they are working with, which ultimately gives them a sense of job success.

**TESTING Behling and McFillen's Syncretical Model of Charismatic Transformational Leadership, Behling and McFillen** deserve praise for the development of what appear to be efficient (i.e., relatively short but still comprehensive) and psychometrically sound measures of leader behaviors and follower beliefs. They also presented a testable model that summarizes and reconciles many different charismatic, transformational, and visionary theories of leadership. Results were found emphasizing the strong link between charismatic transformational leadership and follower awe, and between follower inspiration and affective commitment. Finally, the analyses in this study raised questions about the relevance of the charismatic leader behavior of "enhances image" and the follower belief of empowerment for understanding the interplay between charismatic transformational leadership, follower beliefs, and follower responses.

**Empowering leadership in management teams effects on knowledge sharing, efficacy, and performance**, **kirkman and rosen (1999)** the knowledge of an important intervening team process and emergent state through which empowering leadership indirectly affects team performance. Our findings highlight the importance of empowering leadership for knowledge sharing. They also provide evidence for certain management team characteristics as potential strategic assets for an organization.

**A countrywide study on factors influencing the public relations practice in higher education in Taiwan,** (**yang 2007)** this study was to examine what organizational factors are most associated with the performance of PR practice in terms of PR functions in higher education in Taiwan. Public relations are still a young industry in the educational field in Taiwan. Not all the participants in this study have an appropriate concept of PR or are informed of all the ongoing PR tasks and strategies in their universities/colleges. In other words, some answers from certain items of the questionnaire would be limited because of the participants' limited perceptions of PR under their present educational environment. Furthermore, to reveal the importance of PR toward the development of universities and colleges, future research may examine the extent of PR practice devoted toward strengthening higher educational institutions' competitiveness.

**Corporate Reputation, Marketing and Corporate Psychopaths, Gotsi and Wison (2001)** Reputation has many benefits to a company, including benefits to do with forming partnerships with other companies, hiring good quality new employees and launching new brands. Corporate reputation is thus important to marketers and therefore Corporate Psychopaths should also be of interest. This research shows that the presence of Corporate Psychopaths in an organization has a negative impact on corporate social responsibility, workplace conflict, organizational constraints, job satisfaction and withdrawal from the organization. These elements are all potential influencers of corporate reputation. A way forward for marketers may be for them to try and ensure that psychopath scales are built into staff satisfaction surveys so that organizational areas that contain problem managers and leaders can be identified for further study and monitoring.

**Preserving corporate reputation in the social media era, Hong & yang (2009)** this study is aims to defend the argument that various business industries should take advantage of this new form media because it's effective. The goal is to find supporting evidence in the debate that financial companies should be more active on social networking sites for maximum exposure and reputation preservation. The goal is to find supporting evidence in the debate that financial companies should be more active on social networking sites for maximum exposure and reputation preservation.

# CHAPTER 3

## RESEARCH METHODOLOGY

### RESEARCH DESIGN

"A research design is the specification of methods and procedures for acquiring the information needed. It is the over-all operational pattern or framework of the project that stipulates what information is to be collected from which source by what procedures".

A research design is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data. The research design may be exploratory, descriptive and experimental research for the present study. The descriptive research is adopted for this project.

### 3.1 TYPE OF RESEARCH:

Descriptive research deals with everything that can be measured or counted. In statistical methods, study measures of mean, Standard deviation, correlation analysis. All these measures are used to describe the characteristics of data. In this research carried out impacts of leadership style and employee empowerment on reputed organization.

### 3.2 OBJECTIVES OF THE STUDY

1. To assess the leadership style in Butterfly Gandhimathi Appliances ltd.
2. To assess the Employee Empowerment with reference to feeling competence And feeling of control.
3. To assess the perceived organizational reputation among the employees.
4. To assess relationship between leadership style and employee empowerment.
5. To assess the relationship between the Leadership style and Perceived Organizational Reputation.
6. To assess the relationship between Employee Empowerment and Perceived Organizational Reputation.

### 3.3 DATA SOURCE

### PRIMARY DATA

The primary data was collected through structured Questionnaire which was carefully designed keeping the entire objective in mind. The questionnaire had two parts. The first part captured demographic details records which are Age, gender, education and experience.

The second part of the questionnaire used five-point likert scales. When a Likert scale is used, the item is presented as a declarative sentence, followed by response items that indicate Likert scaling is widely used in instruments measuring leadership style and Employee Empowerment on a perceived reputation organization. There are four major dimensions,

- ➢ **TRANSFORMATIONAL LEADERSHIP**
- ➢ **TRANSACTIONAL LEADERSHIP**
- ➢ **EMPLOYEE EMPOWERMENT**
- ➢ **PERCEIVED ORGANISATIONAL GROWTH**

### TRANSFORMATIONAL LEADERSHIP

Transformational leaders are charismatic. They motivate subordinates and appeal to their ideals and moral values by creating and representing an inspiring vision of the future. This form of leadership involves the creation of an emotional attachment between leaders and employees. It has got five dimensions they are**,**

- Articulate vision
- Providing an appropriate model,
- Fostering the acceptance of group goals,
- Setting high performance expectations,
- Providing individual support

### Articulating a vision

It involves leaders identifying new opportunities for the unit or the company, and developing, articulating, and inspiring with the vision of future

### Providing on appropriate model

Providing appropriate model refers to leaders setting examples for employees that are consistent with the values they hold.

### Fostering the acceptance of group goals

Fostering the acceptance of group goals means promoting cooperation among employees and getting them to work together toward common goals.

### High performance expectation

High performance expectation refers to leaders demonstrating their expectation for excellence, quality and high performance expectation. It has the variables are 'My manager shows us that he/she expects a lot from us. My manager insists on only the best performance. My manager will not settle for second best'.

### Individual support

Providing individual support means that leaders respect employees and attend to their personal feelings, needs, and well being intellectual stimulation refers to leaders stimulating employees to challenge their status quo and to "think creatively, take risk, and participate intellectually.

### TRANSACTIONAL LEDERSHIP

It is an exchange process. It is a matter of contingent reinforcement of employees based on performances. It motivates subordinates by appealing to their personal desires, based on instrumental economic transactions. Transactional leaders are generally use organizational bureaucracy, policy, power, and authority to maintain control. This style of leadership is occasionally referred to as authoritative it has the sub dimension is

- contingent reward

### Contingent reward

It involves leaders clarifying roles and task expectations and providing contingent rewards on the fulfillment of contractual obligations, as principle behavior to represent transactional leadership because it "captures the exchange notion fundamental to transactional leader behavior"

## EMPLOYEE EMPOWERMENT

Empowerment has the symmetrical concept of power, which means collaborating to increase the power of everyone in the organization, to the benefit of everyone in the organization. In contrast, the asymmetrical concept of power involves leaders trying to control and make decisions, can use and expand their abilities and skills, can create and accomplish organizational work in ways that are meaningful to them. It has sub dimensions they are

- Feeling of competence
- Feeling of control

### Feeling of competence

Feeling of competence is the perception of self efficiency which focuses on individual's sense of competence. The self efficiency or competence is a necessary but insufficient condition for employee empowerment

### Feeling of control

Perceived control ability or decision making authority, which views empowerment as shared power to make decision. When the employees believe they possess the skills and competence to perform, they may not have the authority or freedom delegated by their managers to make necessary decisions.

## PERCEIVED ORGANIZATIONAL REPUTATION

Reputation as "a collective assessment of a company's ability to provide valued outcomes to a representative group" The field of public relations has gradually become a central plank of strategic communication focusing on building and protecting reputation. It has sub dimensions they are

- Emotional appeal
- Products and services
- Financial performance
- Vision and leadership style
- Work environment and

- Social Responsibility

### Emotional Appeal

Emotional Appeal refers to whether stakeholders have good feelings about the company, admire and respect the company, and trust the company.

### Products and Services

Products and services refers to whether stakeholders think the company sells products are services that are of high quality, innovative, or have a good value for money.

### Financial Performance

Financial performance measures whether stakeholders are satisfied with the company's profitability, and believe it has strong future prospects and worth to invest in and also they believe the company is a leader in industry .

### Vision and leadership

It denotes stakeholder's feeling that the company has a clear vision for the future, effective leadership, and the capability to recognize and seize marker opportunities. The vision clearly articulated and practiced by corporate leaders provides stakeholders with a sense of purpose and direction, which inspires confidence and positive a evaluation.

### Work environment

It refers to whether stakeholders believe the company is well managed, has a good workforce, and is a good place to work. A hospitable environment created for all employees, regardless of gender, ethnicity, and sexual orientation, can significantly contribute to corporate reputation.

### Social responsibility

It measures whether stakeholders feel the company is a responsible citizen that supports good causes and demonstrate accountability to the environment and community.

## SECONDORY DATA

Secondary data were collected from the

- Journals,
- Magazines,
- Internet

## 3.4 TIME PERIOD COVERED:

The time period covered for the project completion is 45 days from June24 to Aug6.

## 3.5 POPULATION SIZE

The total population in Butterfly Gandhimathi Appliances limited 2000. 750 people are working in Staffs in Human Resource Department and Production Department.

## SAMPLE SIZE

The study sample size consists of 80 employees. This study has targeted 15% out of 750 people as the sample. 112 Questionnaire were distributed to employees. Only 80 complete and usable responses were received.

## 3.6 SAMPLING METHOD

In this research judgement sampling were used. In such type of sampling, the selection of units, to be included in the sample, depends on the judgement or assessment as to would constitute leadership ability a representative sample. This is especially useful when the sample size is small.

## 3.7 STATISTICAL TOOLS

Mean, standard deviation,

Correlation analysis

Multiple regression analysis

## MEAN

The mean is defined for grouped data.

Mean of a set of *n values, say, x1, x2, x3… xi,….xn, is defined a*

Sum of Observations

$$X \ = \text{----------------------------------}$$

Number of Observations

## CORRELATION

Correlation is the degree of relationship between two or more variables. It is also referred to as covariation. The degree of correlation between two variables is called simple correlation. The degree of correlation between one variable and several other variables is called multiple correlations.

Covariance of x and y

$$r = \text{----------------------------------------------------------------}$$

(Standard deviation of x) and (standard deviation of y)

## CHAPTER 4

### ANALYSIS AND INTERPRETATION

#### Percentage analysis

#### TABLE: 4.1.1

#### CLASSIFICATION OF RESPONDENTS BASED ON AGE

| Age | No. of respondents | Percentage of Respondents |
|-----|-----|-----|
| Below 25 | 17 | 21.3 |
| 26-35 | 35 | 43.8 |
| 35-45 | 20 | 25 |
| Above 45 | 8 | 10 |

#### CHART 4.1.1

#### CLASSIFICATION OF RESPONDENTS BASED ON AGE
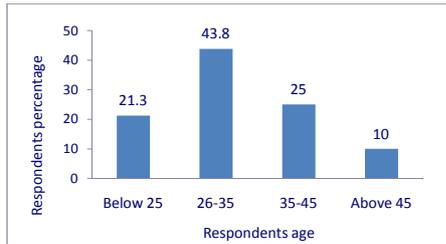


#### INTERPRETATION

The frequency of the age group contains 35 respondents belonged to the age group 26-35 years numbering the highest with 43.8% of the sample size, 8 respondents belonged to the age group above 45 years numbering the lowest with 10%.
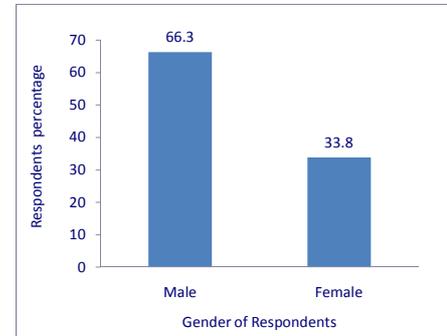
#### TABLE 4.1.2

#### CLASSIFICATION OF BASED ON GENDER OF RESPONDENTS

| Gender | No. of Respondents | Percentage of Respondents |
|-----|-----|-----|
| Male | 53 | 66.3 |
| Female | 27 | 33.8 |

#### CHART 4.1.2

#### CLASSIFICATION OF BASED ON GENDER OF RESPONDENTS



#### INTERPRETATION

The data collection was done for 80 sample sizes comprising of male 57 and female, 27 which is of 66.3% of male respondent and 33.8% of female respondents.
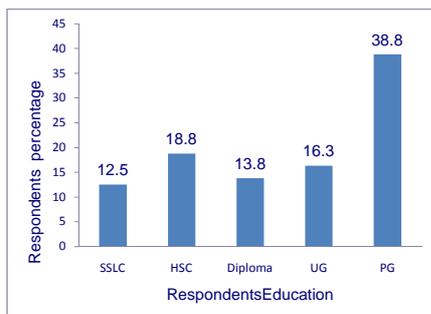
#### TABLE NO 4.1.3

#### CLASSIFICATION OF RESPONDENTS BASED ON EDUCATION

| Education | No. of. Respondents | Percentage of Respondents |
|-----|-----|-----|
| SSLC | 10 | 12.5 |
| HSC | 15 | 18.8 |
| Diploma | 11 | 13.8 |
| UG | 13 | 16.3 |
| PG | 31 | 38.8 |

#### CHART NO 4.1.3

#### CLASSIFICATION OF RESPONDENTS BASED ON EDUCATION



#### INTERPRETATION

Above the table shows that 31 respondents belonged PG to numbering the highest with 38.8%. 15 respondents belonged to HSC with 18.8%. 13 respondents belonged to UG with 16.3%. 11 respondents belonged to Diploma with 13.8%. 10 respondents belong to SSLC to numbering the lowest with 12.5%.

#### TABLE: 4.1.4

#### CLASSIFICATION OF BASED ON RESPONDENTS OF EXPERIENCE

| Experience | NO. of Respondents | Percent of Respondents |
|-----|-----|-----|
| 1 to 5 | 18 | 22.5 |
| 6 to 9 | 37 | 46.3 |
| 10 and above | 25 | 31.3 |
| Total | 80 | 100.0 |

#### CHART: 4.1.4

#### CLASSIFICATION OF BASED ON RESPONDENTS OF EXPERIENCE



#### INTERPRETATION

Above table shows that 37 respondents belonged to the work experience 6-9 years numbering the highest with 46.3%. 25 respondents belonged to the work experience 10 and above years with 31.3%. 18 respondents belonged to the work experience of 1-5 years numbering with lowest with 22.5%.

## TRANSFORMATIONAL LEADERRSHIP
### TABLE: 4.2.1
### MEAN SCORE OF ARTICULATE VISION

| S.NO | VARIABLES | MEAN |
|---|---|---|
| 1 | My manager is always seeking new opportunities for the unit (AV1) | 2.11 |
| 2 | My manager paints an interesting picture of the future for us (AV2) | 2.35 |
| 3 | My manager has a clear understanding of where we are going (AV3) | 2.43 |
| 4 | My manager is able to get others committed to his/her dream of the future (AV4) | 2.52 |

### CHART: 4.2.1
### MEAN SCORE OF ARTICULATE VISION
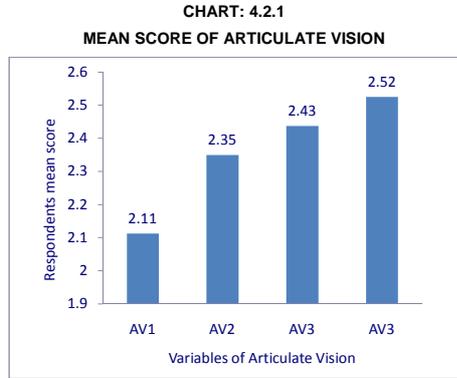


**INTERPRETATION**

The above the table shows that the mean level for Transformational leadership style under the construct "Articulate vision" it can be noted that the fourth statement 'my manager is able to get others committed to his/her dream of the future' has got the highest mean score of 2.52 the first statement 'my manager is always seeking new opportunities for the unit/department/organization has got lowest mean score of 2.11

### TABLE: 4.2.2
### MEAN SCORE OF PROVIDING AN APPROPRIATE MODEL

| S.NO | VARIABLES | MEAN |
|---|---|---|
| 1 | My manager leads by doing" rather than simply by telling (PAM1) | 2.31 |
| 2 | My manager provides a good model to follow (PAM2) | 2.56 |
| 3 | My manager leads by example  (PAM3) | 2.37 |

### CHART: 4.2.2
### MEAN SCORE OF PROVIDING AN APPROPRIATE MODEL
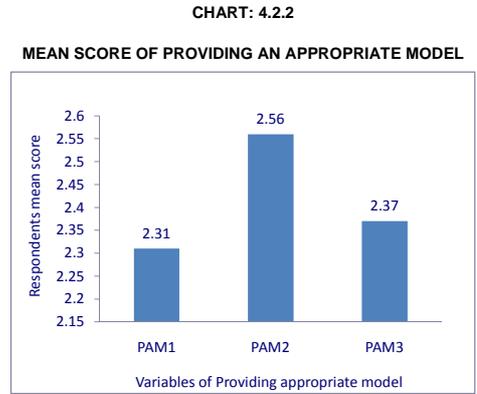


**INTERPRETATION**

The above the table shows that the mean level for the individual statement under the construct of 'Providing an appropriate model' It can be noted that the second statement "My Manager provides a good model to fellow" has got the highest mean score of 2.56 the first statement "My manager leads by doing rather than simply by telling" has got lowest mean score of 2.31

### TABLE: 4.2.3

### MEAN SCORE OF FOSTERING THE ACCEPTANCE OF GROUP GOALS

| S.NO | VARIABLES | MEAN |
|---|---|---|
| 1 | My manager fosters collaboration among work groups. (FAGG1) | 1.4 |
| 2 | My manager encourages employees to be team players (FAGG2) | 1.66 |
| 3 | My manager gets the group to work together for the same goal (FAGG3) | 2.28 |
| 4 | My manager develops a team attitude and spirit among his/her employees (FAGG4) | 2.48 |
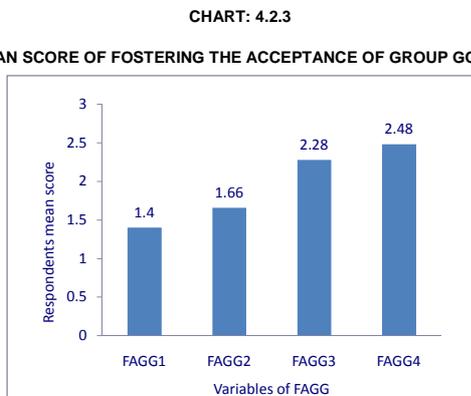
### CHART: 4.2.3

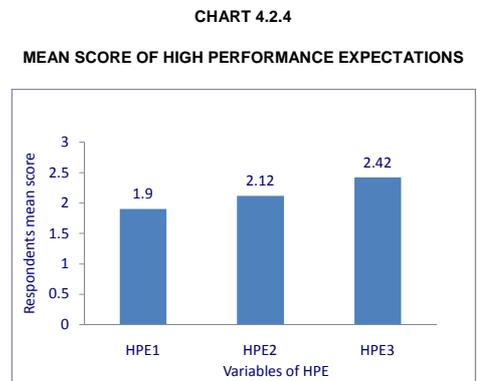### MEAN SCORE OF FOSTERING THE ACCEPTANCE OF GROUP GOALS



**INTERPRETATION**

The above the table shows that the mean level for individual statement under the construct of "fostering the acceptance of group goals" It can be noted that the fourth statement 'My manager develops a team attitude and spirit among his her employees' has got the highest mean score of 2.48 the first statement 'My manager fosters collaboration among work groups' has got lowest mean score of 1.4

### TABLE 4.2.4

### MEAN SCORE OF HIGH PERFORMANCE EXPECTATIONS

| S.NO | VARIABLES | MEAN |
|---|---|---|
| 1 | My manager shows us that he/she expects a lot from us. (HPE1) | 1.9 |
| 2 | My manager insists on only the best performance. (HPE2) | 2.12 |
| 3 | My manager will not settle for second best. (HPE3) | 2.42 |

### CHART 4.2.4

### MEAN SCORE OF HIGH PERFORMANCE EXPECTATIONS



**INTERPRETATION**

The above the table shows that the mean level for individual statement under the construct of "High performance expectations" It can be noted that that the 'My manager will not settle for second best' has got highest mean score of 2.42 the first statement 'My manager acts without considering my feelings' has got lowest mean score of 1.9
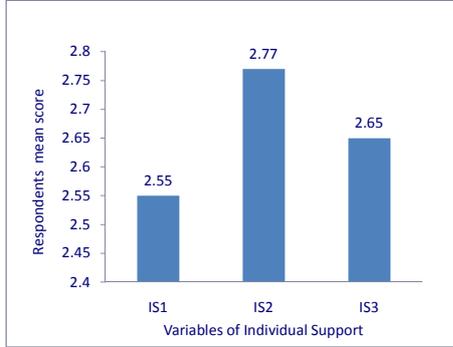
**TABLE NO 4.2.5**

**MEAN SCORE OF INDIVIDUAL SUPPORT**

| S.NO | VARIABLES | MEAN |
|------|-----------|------|
| 1 | My manager acts without considering my feelings (IS1) | 2.55 |
| 2 | My manager shows respect for my personal feelings (IS2) | 2.77 |
| 3 | My manager behaves in a manner that is thoughtful for my personal needs. (IS3) | 2.65 |

**CHART4.2.5**

**MEAN SCORE OF INDIVIDUAL SUPPORT**



**INTERPRETATION**

The above the table shows that the mean level for individual statement under the construct of "individual support" It can be noted that the third statement 'My manager shows respect for my personal feelings' has got highest score of 2.77 and 'My manager acts without considering my feelings' it has got lowest mean score of 2.55

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**TRANSACTIONAL LEADERSHIP**

**TABLE NO 4.2.6**

**MEAN SCORE OF CONTINGENT REWARD**

| S.NO | VARIEABLES | MEAN |
|------|-----------|------|
| 1 | My manager always gives me positive feedback when I perform well.(CR1) | 1.6 |
| 2 | My manager gives me special recognition when my work is very good (CR2) | 1.82 |
| 3 | My manager commands me when I do a better than average job (CR3) | 2.03 |
| 4 | My manager personally compliments me when I do outstanding work (CR4) | 2.06 |
| 5 | My manager frequently does not acknowledge my good performance (CR5) | 2.52 |

**CHART NO 4.2.6**

**MEAN SCORE OF CONTINGENT REWARD**
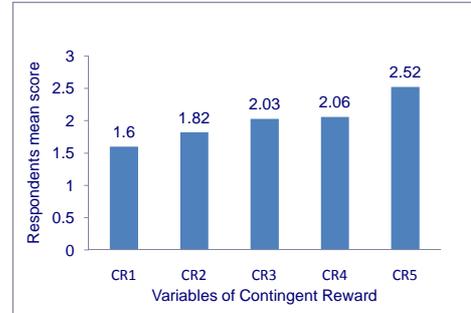


**INTERPRETATION**

The above the table shows that the mean level for individual statement under the construct of "Contingent reward" It can be noted that the fifth statement 'my manager frequently does not acknowledge my good performance' and instrumental support has got the highest mean score of 2.52 the first statement 'my manager gives me positive feedback when o perform well' has got lowest mean score of 1.6
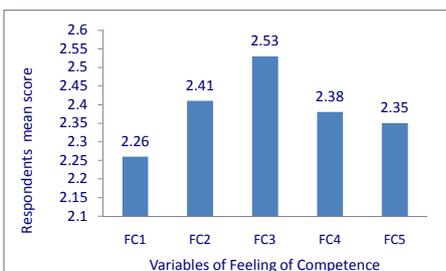
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**EMPLOYEE EMPOWERMENT**

**TABLE NO 4.2.7**

**MEAN SCORE OF FEELING OF COMPETENCE**

| S.NO | VARIABLE | MEAN |
|------|----------|------|
| 1 | I feel competent to perform the tasks required for my Position. (FC1) | 2.26 |
| 2 | I feel adequately prepared to perform my job (FC2) | 2.41 |
| 3 | I do not have the skill to excel in my job. (FC3) | 2.53 |
| 4 | I am confident about my ability to do my job (FC4) | 2.38 |
| 5 | I am self assured about my capabilities to perform my work Activities (FC5) | 2.35 |

**CHART NO 4.2.7**

**MEAN SCORE OF FEELING OF COMPETENCE**



**INTERPRETATION**

The above table shows that the mean level for individual statement under the construct "Feeling of competence" it can be noted that the third statement 'I do not have the skill to excel in my job' Instrumental support has got the highest mean score of 2.53 and the first statement 'feel competent to perform the task required for my position has got lowest mean score of 2.26
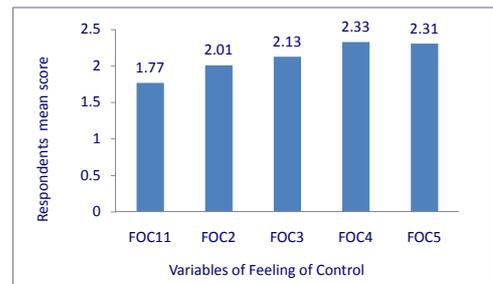
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**TABLE NO 4.2.8**

**MEAN SCORE OF FEELING OF CONTROL**

| S.No | VARIABLE | MEAN |
|------|----------|------|
| 1 | I have the authority to make the decisions that need to be made to perform my job well. (FOC1) | 1.77 |
| 2 | My manager trusts me to make the appropriate decision in my job (FOC2) | 2.01 |
| 3 | I have significant autonomy in determining how I do my job (FOC3) | 2.13 |
| 4 | I cannot decide on my own how to go about doing my work (FOC4) | 2.33 |
| 5 | I have considerable opportunity for interdependence and freedom in How I do my job. (FOC5) | 2.31 |

**CHART NO 4.2.8**

**MEAN SCORE OF FEELING OF CONTROL**



**INTERPRETATION**

The above table shows that the mean level for individual statement under the construct "Feeling of control" It can be noted that that the fourth statement 'I cannot decide on my own to go about doing my work' and instrumental support has got the highest mean score of 2.33 the first statement 'I have the authority to make decision that need to be made to perform my job well' has got lowest mean score of 1.77
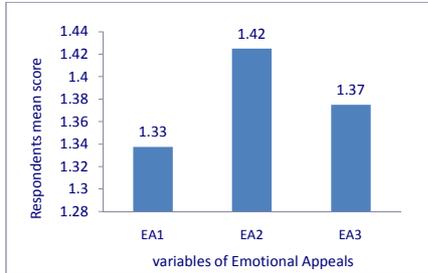
**PERCEIVED ORGANISATIONAL REPUTATION**

**TABLE NO 4.2.9**

**MEAN SCORE OF EMOTIONAL APPEALS**

| S.NO | VARIABLES | MEAN |
|------|-----------|------|
| 1 | I feel good about company (EA1) | 1.33 |
| 2 | I admire and respect the company (EA2) | 1.42 |
| 3 | This is a company I can trust (EA3) | 1.37 |

**CHART NO 4.2.9**

**MEAN SCORE OF EMOTIONAL APPEALS**
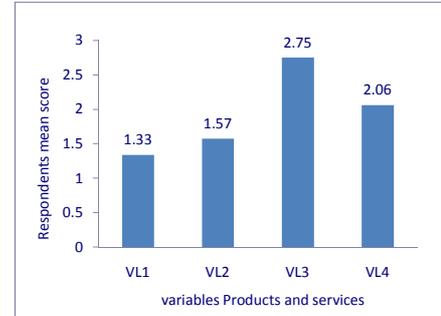


**INTERPRETATION**

The above table shows that the mean level for individual statement under the construct "Emotional Appeals" It can be noted that the second statement 'I admire and respect the company' and instrumental support has got the highest mean score of 1.42 the first statement 'I feel good about the company' has got lowest mean score of 1.3

**TABLE NO 4.2.10**

**MEAN SCORE OF PRODUCTS AND SERVICES**

| S.NO | VARIABLES | MEAN |
|------|-----------|------|
| 1 | The company sells high products or services. (PS1) | 1.33 |
| 2 | The company is innovative in its products and services (PS2) | 1.57 |
| 3 | The products and services of this company are unfairly priced (PS3) | 2.75 |
| 4 | This company provides excellent value to the customers (PS4) | 2.06 |

**CHART NO 4.2.10**

**MEAN SCORE OF PRODUCTS AND SERVICES**



**INTERPRETATION**

The above table shows that the mean level for individual statement under the construct "Products and Services" It can be noted that the third statement 'The products and services of this company are unfairly priced' has got the highest mean score of 2.75 the first statement 'the company sells high products or services' has got lowest mean score of 1.33
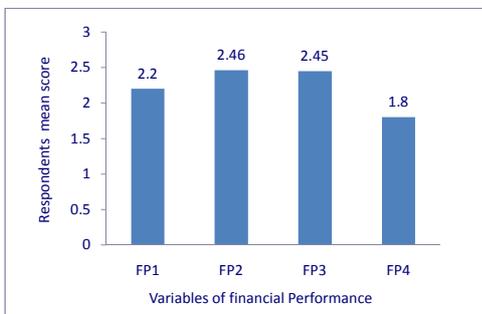
**TABLE: 4.2.11**

**MEAN SCORE OF FINANCIAL PERFORMANCE**

| S.NO | VARIABLES | MEAN |
|------|-----------|------|
| 1 | I have been happy with the company's profitability (FP1) | 2.2 |
| 2 | I believe that company has strong future growth prospects (FP2) | 2.46 |
| 3 | There is low risk investing in this company (FP3) | 2.45 |
| 4 | The company outperforms its competitors (FP4) | 1.8 |

**CHART NO 4.2.11**

**MEAN SCORE OF FINANCIAL PERFORMANCE**



**INTERPRETATION**

The above table shows that the mean level for individual statement under the construct "Financial performance" It can be noted that the second statement 'I believe that company has strong future growth prospects' has got highest mean score of 2.46 the fourth statement 'the company outperforms its competitors' has got lowest mean score of 1.8

**TABLE: 4.2.12**

**MEAN SCORE OF VISION AND LEADERSHIP**

| S.NO | VARIABLES | MEAN |
|------|-----------|------|
| 1 | The company can identify its market opportunities (VL1) | 1.88 |
| 2 | The company is a leader in the industry (VL2) | 1.98 |
| 3 | The company has a clear vision for the future (VL3) | 1.97 |

**CHART NO 4.2.12**

**MEAN SCORE OF VISION AND LEADERSHIP**



**INYERPRETATION**

The above table shows that the mean level for individual statement under the construct "Vision and Leadership" It can be noted that the second statement 'the company is a leader in the industry' has got highest mean score of 1.98 the first statement 'the company can identify its market opportunities' has got lowest mean score of 1.88
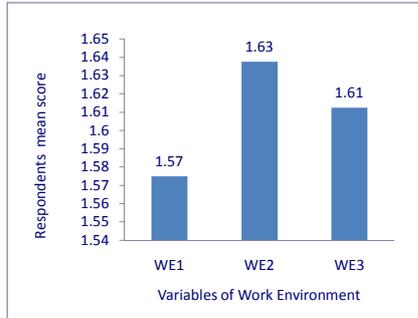
## TABLE 4.2.13

### 4.2. MEAN SCORE OF WORK ENVIRONMENT

| S.NO | VARIABLES | MEAN |
|------|-----------|------|
| 1 | The company is a good place to work (WE1) | 1.57 |
| 2 | The company has good employees (WE2) | 1.63 |
| 3 | The company rewards employees fairly (WE3) | 1.61 |

### CHART NO 4.2,13

### MEAN SCORE OF WORK ENVIRONMENT



**INTERPRETATION**

The above table shows that the mean level for individual statement under the construct "Work environment" It can be noted that the second statement 'the company has good employees' highest mean score of 1.6375 the first statement 'the company is good place to work' has got lowest mean score of 1.575
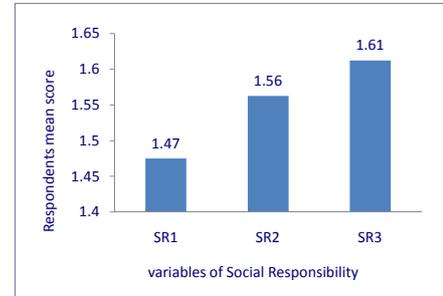
## TABLE NO 4.2.14

### MEAN SCORE SOCIAL RESPONSIBILITY

| S.NO | VARIABLES | MEAN |
|------|-----------|------|
| 1 | The company supports good causes (SR1) | 1.47 |
| 2 | The company assumes social responsibility for the environment (SR2) | 1.56 |
| 3 | The company assumes responsibility for the community (SR3) | 1.61 |

### CHART NO 4.2.14

### MEAN SCORE SOCIAL RESPONSIBILITY



**INTERPRETATION**

The above table shows that the mean level for individual statement under the construct "social responsibility" It can be noted that the third statement 'the company assumes responsibility for the community' has got the highest mean score of 1.61 the first statement 'the company supports good causes' has got lowest mean score of 1.47

### 4.3 CORRELATION ANALYSIS

### CORRELATION FOR LEADERSHIP

The objective of the study was to test the correlation among the leadership style. The first step towards this objective was to study if there exists any correlation among the leadership style. A correlation analysis carried out and the results of the same are exhibited in the below table.

### TABLE NO 4.3.1

### CORRELATION FOR LEADERSHIP

|     | AV | PAM | FAG | HPA | IS | CR |
|-----|-----|-----|-----|-----|-----|-----|
| AV | 1 | | | | | |
| PAM | .207 | 1 | | | | |
| FAG | .138 | .259$^*$ | 1 | | | |
| HPA | -.222$^*$ | .130 | .144 | 1 | | |
| IS | .178 | .148 | .322$^{**}$ | .358$^{**}$ | 1 | |
| CR | .078 | .250$^*$ | .215 | -.001 | .098 | 1 |

**INTERPRETATION**

From the above table shows it is evident that there is a very good correlation among the factors with a Pearson correlation. The first highest correlation value of 0.358 is found between high performance appraisal and individual support. The second highest correlation value of 0.322 is found between fostering and acceptance of group goals. The lowest correlation value of -.222 found between articulate vision and individual support.

### CORRELATION FOR EMPLOYEE EMPOWERMENT

The objective of the study was to test the correlation among the employee empowerment .first step towards this objective was to study if there exists any correlation among the employee empowerment. A correlation analysis carried out and the results of the same are exhibited in the below table.

### TABLE NO 4.3.2

### CORRELATION FOR LEADERSHIP

|  | Feeling of competence | Feeling of control |
|--|-----------------------|--------------------|
| Feeling of competence | 1 | |
| Feeling of control | .441$^{**}$ | 1 |

**INTERPRETATION**

From the above table shows it is evident that there is a very good correlation among the factors with a Pearson correlation. Good correlation has found between feeling of competence and feeling of control value of 0.441

## CORRELATION FOR PERCEIVED ORGANISATIONAL REPUTATION

The objective of the study was to test the correlation among the perceived organizational reputation. The first step towards this objective was to study if there exists any correlation among the perceived organizational reputation. A correlation analysis carried out and the results of the same are exhibited in the below table.

### TABLE NO 4.3.3

### CORRELATION FOR PERCEIVED ORGANISATIONAL REPUTATION

|  | EA | PS | FP | VL | WE | SR |
|---|---|---|---|---|---|---|
| Emotional Appeal (EA) | 1 |  |  |  |  |  |
| Products and Services (PS) | -.050 | 1 |  |  |  |  |
| Financial Performance (FP) | -.041 | .169 | 1 |  |  |  |
| Vision and Leadership (VL) | .023 | -.015 | .239* | 1 |  |  |
| Work Environment (WE) | -.043 | .111 | .215 | .277* | 1 |  |
| Social Responsibility (SR) | .038 | -.063 | -.084 | .073 | -.022 | 1 |

### INTERPRETATION

From the above table shows it is evident that there is a very good correlation among the factors with a Pearson correlation. The first highest correlation value of 0.277 is found between vision and leadership and Work environment. The second

highest correlation value 0.239 is found between financial performance and vision and leadership. The lowest correlation value of -.084 found between financial performance and social responsibility.

## CORRELATION FOR LEADERSHIP STYLE AND EMPLOYEE EMPOWERMENT

The objective of the study was to test the correlation between leadership style employee empowerment. The first step towards this objective was to study if there exists any correlation the leadership style and employee empowerment. A correlation analysis carried out and the results of the same are exhibited in the below table.

### TABLE NO 4.3.4

### CORRELATION FOR LEADERSHIP STYLE AND EMPLOYEE EMPOWERMENT

|  | Feeling of competence | Feeling of control |
|---|---|---|
| Articulate vision | .216 | .019 |
| Providing Appropriate model | .214 | .189 |
| Fostering and Acceptance of group goals | .012 | .107 |
| High Performance Expectation | -.118 | .073 |
| Individual Support | -.025 | .131 |
| Contingent Reward | .281* | .228* |

### INTERPRATATION

From the above table shows it is evident that there is a very good correlation among the factors with a Pearson correlation. The first highest correlation value of 0.281 is found between feeling of competence and contingent reward. The second highest correlation value 0.228 is found between feeling of control and contingent reward. The lowest correlation value of -.118 feeling of competence and high performance expectation

## LEADERSHIP STYLE AND PERCEIVED ORGANIZATIONAL REPUTATION

The objective of the study was to test the correlation between leadership style and perceived organizational reputation. The first step towards this objective was to study if there exists any correlation between the leadership style and employee empowerment employee empowerment. A correlation analysis carried out and the results of the same are exhibited in the below table.

### TABLE NO 4.3.5

### LEADERSHIP STYLE AND PERCEIVED ORGANIZATIONAL REUTATION

|  | EA | PS | FP | VL | WE | SR |
|---|---|---|---|---|---|---|
| Articulate vision | .037 | -.083 | -.074 | .078 | -.036 | .030 |
| Providing an appropriate model | -.004 | .208 | .045 | -.182 | -.100 | .002 |
| Forecasting and acceptance of group goals | .152 | .103 | .086 | -.046 | -.057 | -.127 |
| High performance appraisal | -.007 | .152 | .162 | -.127 | -.153 | -.181 |
| Individual support | .041 | .064 | .052 | -.148 | -.075 | -.133 |
| Contingent reward | .128 | .372** | .026 | .196 | .032 | -.042 |

### INTERPRATATION

From the above table shows it is evident that there is a very good correlation between the leadership style and perceived organizational reputation. The first highest correlation value of .372 is found between product and services and contingent reward. The second highest correlation value 0.208 is found between product and services and providing appropriate model. The lowest correlation value of -.153 is found between working environment and high performance appraisal.

## CORRELATION FOR EMPLOYEE EMPOWERMENT AND PERCEIVED ORGANIZATIONAL REPUTATION

The objective of the study was to test the correlation between employee empowerment and perceived organizational reputation. The first step towards this objective was to study if there exists any correlation the employee empowerment and perceived organizational reputation. A correlation analysis carried out and the results of the same are exhibited in the below table.

### TABLE NO 4.3.6

### EMPLOYEE EMPOWERMENT AND PERCEIVED ORGANIZATIONAL REPUTATION

|  | Emotional Appeal | Products and Services | Financial Performance | Vision and Leadership | Working Environment | Social Responsibility |
|---|---|---|---|---|---|---|
| FC | .051 | -.029 | .045 | -.126 | .045 | -.126 |
| FOC | .263* | .033 | .054 | -.068 | .054 | -.068 |

### INTERPRETATION

From the above table shows it is evident that there is a very good correlation between the employee empowerment and perceived organizational reputation. The first highest correlation value of .263 is found between emotional appeal and feeling of competence. The lowest correlation value of -.126 feeling of competence and vision and leadership.

## CHAPTER 5

### FINDINGS, SUGGESTIONS, AND CONCLUSION

#### 5.1 FINDINGS

➢ The age group of the respondents was 26-35 with 43.8%, below 25 with 21.3, 35-45 with 25%, above 45 with 10%

➢ The genders of ratio employees are male (66.3) female (33%) it shows that majority of male are working in the organization than female

➢ Majority of employees are PG holders (38.8) HSC (18.8) UG holders (16.3%) Diploma holders (13.3) SSLC (12.5)

➢ Work experiences of employees are 1-5 years 22.5%, 6-9 years 46.3, above 10 years 31.3%

➢ Articulate vision of the organization mean score 2.52% which shows that manager able to get others committed to his/her dream of the future.

➢ Providing appropriate models to the employees mean score 2.56% it shows that manager provides a good model to follow.

➢ Fostering and acceptance of group goals of the organization mean score 2.48% it shows that the manager develops a team attitude and spirit among his/her employees.

➢ High performance expectations of the organization mean score is 2.42% it shows that the manager will not settle for second best.

➢ Individual support for employees the mean score is 2.77% it shows that the manager shows respect for my personal feelings.

➢ Contingent reward of the employees mean score is 2.52% it shows that manager frequently does not acknowledge my good performance.

➢ Feeling of competence mean score is 2.53% it shows that employees do not have the skill to excel in their job.

➢ Employee's emotional appeal about the organization mean score is 1.42% it shows that the employees admire and respect the organization.

➢ Company's products and services mean score 2.75 %it shows that the products and services are unfairly priced.

➢ Financial performances of the company mean score 2.46% it shows that an employee believes that company have strong future growth prospects.

➢ Vision and leadership of the company mean score 1.98% it shows that the company is a leader in the industry.

➢ Working environment of the organization mean score 1.63% it shows that the company has good employees.

➢ Social responsibility of the organization man score 1.61% it shows that the company assumes responsibility for the community

➢ Among the leadership style correlation is .358 it shows that highly influence the high performance expectation and individual support.

➢ Among the employee empowerment the correlation is .441 it shows that highly influence feeling of competence and feeling of control.

➢ Among the perceived organizational reputation correlation is .277 it shows that highly influence the financial performance and work environment.

➢ Correlation between the leadership style and employee empowerment is .281 it shows that highly influence the contingent reward and feeling of control.

➢ Correlation between leadership style and perceived organizational reputation is .372 it shows that highly influence the contingent reward and product and services.

➢ Correlation between employee empowerment and perceived organizational reputation is .263 it shows that highly influence the feeling of control and emotional appeal.

#### 5.2 SUGGESTIONS

• Company should decide upon increasing female employees.

• Manager frequently should acknowledge on employees good performance and also provide some rewards.

• Make the employee to feel competitive so that employees will enhance their skill and excel in their job.

• Company should concentrate on enhancing products and services more efficiently.

• Provide the hygienic dining hall to the employees so that it will add up value to the company and it will create good environment.

#### 5.3 CONCLUSION

The nature of organization determines that the public relations functions highly influences with organizational achievement and goals. The current reveals that the leadership styles and employee empowerment is also highly influence the organizational goal. The company should concentrate on transactional leadership style of employee to recognize their value and performance.