

A Comparative Study of Leadership Effectiveness I.E., Interpersonal Relations, Intellectual Operations, Behavioural and Emotional Stability, Ethical and Moral Strength, Operation as A Citizen between Male and Female in Mizo- Population.

Naorem Binita devi
Mizoram University; India

Abstract: *The present title of the problem is “A comparative study of leadership effectiveness i.e., interpersonal relations, intellectual operations, behavioural and emotional stability, ethical and moral strength, operation as a citizen between male and female in Mizo- population”. The objectives of the present study is: To find out the descriptive statistics of leadership effectiveness of male and female included in the study; To study the correlational analysis of leadership effectiveness of male and female included in the study; To compare the leadership effectiveness between male and female included in the present study. To achieve this objective eighty participants are randomly selected and included in this study. The Data are collected from Aizawl area. Participants are ranging age group from 20-24 years. All the participants are administered leadership effectiveness scale (to measure interpersonal relations, intellectual operations, behavioural and emotional stability, ethical and moral strength, adequacy of communications, operation as a citizen). Data can be analyzed quantitatively. The obtained data is processed by Mean and standard deviation of the Male and Female of all variables included in the study; Pearson’s intercorrelational analysis among all the variables included in the present study; One way of analysis for the comparisons of Male and Female (included in the study).Results have indicated that The mean value of International relations between Male and female are found 56.43 and 61.06 respectively and F value between groups ($F=11.122$) are found to be statistically significant. The mean value of Intellectual operations (IOS) between Male and Female are found 40.06 and 40.36 respectively and F value between groups ($F=.131$) are found statistically insignificant. The mean value of Behaviour & Moral Strength (BMS) between Male and Female are found 34.86 and 38.20 respectively and F value between groups ($F=9.74$) are found to be Statistically significant. The mean value of Ethical & Moral Strength between Male and Female are found 61.56 and 61.43 respectively and F value between groups ($F=.021$) are found to be insignificant. The mean value of Adequacy of communication (AOC) between Male and Female are found 33.73 and 34.80 respectively and F value between groups ($F=.751$) are found to be insignificant. The mean Value of Operations as a citizen (OC) between Male and Female are found 31.83 and 29.83 respectively and F Value between groups ($F=.085$) are found to be insignificant. The correlation coefficients of .20 and .25 are significant at .05 and .01 level of significance respectively. The correlation coefficients are ranged between .20 to .59. All 15 correlation are significant at .05 and .01 level respectively.*

Keywords: *Leadership, Interpersonal relations, intellectual operations, behavioural and emotional stability, ethical and moral strength,*

Leadership is an integral part of work and social life. In fact in any given situation where a group of people want to accomplish a common goal, a leader may be required. Leadership behaviour occurs in almost all formal and informal social situations. Even in a non formal situation such as a group of friends some sort of a leadership behaviour occurs wherein one individual usually takes a lead in most of the group activities.

I. Some characteristic of Leaders are

a) Adaptable of situations; b) Alert towards social situation; c) cooperative; d) decisive; e) dependable; f) assertive ;g) confident and persistent knowledge.

There are many ways in which leadership can be categorized. Accordingly there are many types of leaders as given below.

Visionary Leader:

Visionary leader is the one who has a long-term perspective, who is externally oriented and has a broad interest in industry, economy, regulations, and politics. His tasks include forming a mission statement, vision and values. He is supposed to transform and structure the organization to ensure survival and growth. Example of visionary leader can be a director, senior executive, chair and head of school, senior partner etc.

Integration Leader:

Integration leader is the one who has medium-term perspective. He has an inside out orientation where his main focus is on his own organization. His main function is to develop organization's systems and processes. He reconciles conflicting interests. He develops and champions a strong culture. He ensures effective running of whole organization by using and innovating corporate knowledge and recruiting and retaining talent.

Fulfilment Leader: Fulfilment leader is the one who has a short-term perspective. He is a knowledge expert who is result oriented and who has customer service thinking. He pleases the customer by delivering results on time. He makes continuous improvement by unlocking individual potential and optimum usage of resources.

Transactional Leader: Transactional leaders are the ones who take the initiative in offering some form of need satisfaction in return for something valued by the employees, such as pay promotion, improved job satisfaction or recognition. The leader sets clear goals, and is adept at understanding the needs of employees and selects appropriate, motivating rewards.

Transformational Leaders: Transformational leadership is the process of engaging the commitment of the employees in the context of the shared values and the shared vision. It is particularly relevant in the context of managing change. It involves relationship of mutual trust between the leaders and the followers.

Charismatic Leader

Till now we have read about different types of leaders but some time it happens that we are awed by a leader and follow him/her blindly. The personal charm of the person influences us. These types of leaders are known as charismatic leaders.

II. Factors of Leadership

There are four major factors in leadership:

Follower: Different people require different styles of leadership. A person who lacks motivation requires a different approach than one with a high degree of motivation. The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation.

Leader: You must have an honest understanding of who you are, what you know, and what you can do. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

Communication: You lead through two-way communication. Much of it is nonverbal. What and how you communicate either builds or harms the relationship between you and your employees.

Situation: All are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation.

Researchers like Hemant ; neha Sharan; Shalini Singh (2011) have intended to investigate the relationship between leadership style, emotional intelligence and psychological distress amongst managers working in private Insurance sector. Regression analysis has revealed the Bureaucratic leadership style to be a major contributor of psychological distress showing poor general health, high anxiety and depression. Other researchers like Ali Bousbia Brahim ;Ogjen Ridic and Tomislav Jukic (November 2015)'s research was conducted to see how efficiently and effectively managers used available human and other material and financial resources to satisfy customers and achieve organizational goals. The paper investigated the impact of transactional leadership style on employees' performance in Algerian banks. This research indicated that charismatic leadership, relation-oriented leadership, and ethic-based contingent reward leadership were positively associated with employee motivation. A group of researchers like Mei-Hui Lin¹ and Tsai-Fu Chuang (2014) investigate the effect of leadership styles of science teachers on the learning motivation of elementary school students. The results showed that: 1) Both the transformational and transactional leadership styles have been employed by elementary school teachers in this study. 2) The correlations between the above two leadership styles and the learning motivation of students are both "moderate to good relationship". 3) The transformational and the transactional leadership styles can explain 52.60% of variance for the learning motivation of students. 4) Multiple regression analysis can be used to infer causal relationships between the leadership styles of teachers and the learning motivation of students. Again Researchers like Iqbal N ; Anwar S;

and Haider(2015) investigate the effect of leadership styles practiced in an organization and their effect on employee performance. The purpose of this study is to understand the effect of different leadership styles autocratic, democratic, and participative style- on employee performance. It was concluded that the autocratic leadership is useful in the short term and democratic leadership style is useful in all time horizon. And participation leadership style is most useful in long term and effect on employees is positive.

III. Methodology

The present study has been designed to investigate “A comparative study of leadership effectiveness i.e., interpersonal relations, intellectual operations, behavioural and emotional stability, ethical and moral strength, operation as a citizen between male and female in Mizo- population “ranging age groups of 20-24 yrs. For this study, a sample of 80 participants are randomly selected from Mizoram. All the participants are administered leadership effectiveness scale.

Sample: Sample (N=60 i.e.,30 male and 30 female) for the present study was drawn randomly from Aizawl area. The selected participants are administered test of and leadership effectiveness scale. The testing is made on individual setting.

Tests Used: The following tests are used for the present study:

1. Leadership effectiveness scale.

Brief description of the test is as follows:

1. Leadership Effectiveness Scale: This scale was developed by Mrs.Haseen Taj (2001). In identifying the areas of leadership effectiveness scale, one needs to examine carefully the traits that make a leader effective or ineffective. It consists of 79 statements and five points (i.e., always, often, occasionally, rarely, never) against each statement and the participant has to choose one out of the five alternatives. It measures six major areas (i.e., interpersonal relations, intellectual operations, behavioural and emotional stability, ethical and moral strength; adequacy of communication, operation as a citizen). Positive scoring like always (A) 5; often (B), 4; Occasionally (c),3; Rarely (D), 2 and Never (E) 1 respectively. For negative items scoring like always (A) 1; often(B) 2; occasionally (C) 3, rarely (D) 4 and never (E) 5 respectively.

Let's describe six areas of leadership effectiveness scale:

1. Interpersonal Relations: Leadership effectiveness depends upon followers perceiving and responding to the leader's display of competence, fairness and identification.
2. Intellectual operations: The most effective leaders appear to exhibit a greater degree of versatility and flexibility that enables them to adapt their behaviour to the changing and contradictory demands made on them.
3. Behavioural and emotional stability: Leaders regularity and practicability of behaviour is important in smoothing ongoing interaction. In case of a leader, this stability of behaviour provides a basis for the group to function on an even plan, without unnecessary disturbance, if a leader's position is known and can be counted on, obviously there is less uncertainty in the system. The behavioural stability alone does not judge the leader's effectiveness; in addition, he should possess the emotional stability too. When a leader behaves on the basis of momentary whim, or seems to be arbitrary in making decisions, a destructive element is introduced into the leadership process. Therefore, the leader should possess predictable behaviour and emotional stability to exhibit effective leadership. In this area the institutional heads leads to challenge the crisis with calmness, self-confidence, dependability and consistency in words and actions are included.
4. Ethical and Moral strength: The leader who has ethical and moral commitment/strength is fully committed to the goals of the organization and his role in accomplishing these goals. A leader who values his organization's goals and takes great pride in fulfilling his organizational role will be example of his moral strength. He believes it morally right to belong to the organization. He is likely to be defensive to the criticism of his firmness and criticism of those he sees not putting forth a maximum efforts in their work. A leader should also serve as a behaviour model for the group members. His behaviour should be congruent with the norms of openness and trust. His modelling serves as an important function of enabling the members to experiment with new kinds of behaviour that may turn out to be effective for them.
5. Adequacy of communications: Adequacy of communication is vital to the process of effective leadership. Effective leadership uses communication to get people committed to a joint activity with a common plan. Barnard (1962) said, “infusing a belief in a common purpose is an essential executive

function". The leader who fails to keep communication less open on a developing issue will find that followers are less able to understand the necessity for a particular course of action.

6. Operation as a citizen: An effective leader should be a friendly liaison officer between the organization and community. He should adapt in fostering good public relations, securing community participation for improving and developing his institution, making institution conscious of the need to serve the community better.

Scoring:

1. Positive items:
2. 1,2,3,4,5,7,8,10,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,30,32,35,36,38,39,42,43,44,45,46,47,48,50,51,53,56,57,59,60,63,64,65,66,67,73,74,75,78. (Positive scoring: Always (A)=5; Often (B)=4; Occasionally (O)=3; Rarely (D)=2; Never (E)=1).
3. Negative items:
4. 6,9,11,29,31,33,34,37,40,41,49,54,55,58,61,62,68,69,70,71,72,76,77,79.(Negative scoring: Always (A)=1; Often (O)=2; Occasionally (C)= 3; Rarely (D)=4; Never= 5).

Different areas:

1. Interpersonal relations items are 1,7,13,15,16,22,23,33,34,38,47,53,57,58,67,73.(16 items).
2. Intellectual operations items are 3,5,12,17,18,39,40,41,51,56,59,60,75. (13 items).
3. Behavioural and emotional stability items are 10,11,48,55,61,68,69,72,74,76,77.(11 items).
4. Ethical and Moral Strength items are 6,8,9,20,21,26,27,28,29,30,31,35,37,42,50,66,70,71,79.(19 items).
5. Adequacy of communication items are 2,4,14,32,45,46,49,54,62,64,65. (11 items).
6. Operations as a citizen items are 19,24,25,36,43,44,52,63,78. (9 items).

Procedures: The randomly selected samples for the present study from different parts of Aizawl are administered Individually.

IV. Scoring of the test

Hand scoring was done by using prescribed scoring keys for different tests.

Statistical analysis:

Data can be analyzed quantitatively. The obtained data is processed to obtain the following information:

1. Mean and standard deviation of the Bank employees and businessmen of all variables included in the study.
2. Pearson's intercorrelational analysis among all the variables included in the present study.
3. One way of analysis for the comparisons of Male and Female (included in the study).

V. RESULT

The result tables for the present study were as follows:

TABLE:I

Mean, standard deviation of Male and Female on Interpersonal Relations (IRS),Intellectual Operations (IOS),Behaviour & Moral Strength (BMS), Ethical & Moral strength (EMS), Adequacy of communication (AOC) and Operations as a citizen (OC).

<i>Variables</i>	<i>N</i>	<i>Mean</i>	<i>S.D.</i>
IRS	Male	30	56.43
	Female	30	61.06
IOS	Male	30	40.06
	Female	30	40.36
BMS	Male	30	34.86
	Female	30	38.20
EMS	Male	30	61.56
	Female	30	61.43
AOC	Male	30	33.73
	Female	30	34.80
OC	Male	30	31.83
	Female	30	29.83

TABLE:II

Intercorrelation matrix for all the variables included in the study.

IRS	IOS	BMS	EMS	AOC	OC
IRS	----	.35**	.22*	.17	-.06
IOS		-----	-.11	.20*	-.01
BMS			-----	-.07	-.04
EMS				-----	.06
AOC					-----
OC					

Note: *p<.05; **p<.01 (2-tailed level)

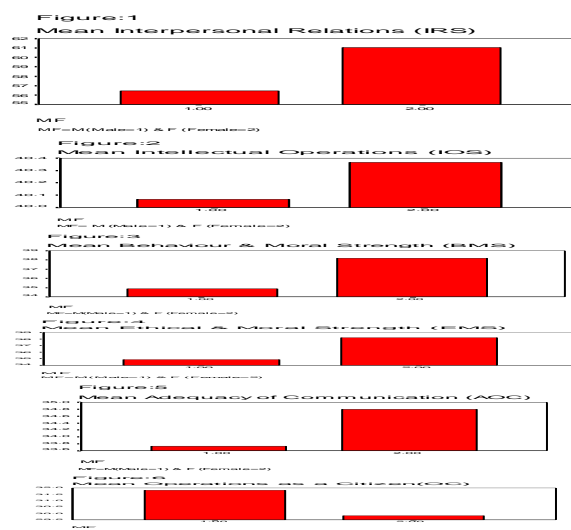
TABLE:III

Summary of ANOVA of significance difference between Male and Female on Interpersonal Relations (IRS),Intellectual Operations (IOS),Behaviour & Moral Strength (BMS), Ethical & Moral strength (EMS), Adequacy of communication (AOC) and Operations as a citizen (OC).

Variables		SS	df	MS	F
IRS	Between groups	322.017	1	322.017	11.12SN
	Within groups	1679.233	58	28.952	
	Total	2001.250	59		
IOS	Between groups	1.350	1	1.350	.131 NS
	Within groups	596.833	58	10.290	
	Total	598.183	59		
BMS	Between Groups	166.667	1	166.667	9.74 SN
	Within Groups	992.267	58	17.108	
	Total	1158.933	59		
EMS	Between Groups	.267	1	.267	.021NS
	Within Groups	730.733	58	12.579	
	Total	731.000	59		
AOC	Between Groups	17.067	1	17.067	.751NS
	Within groups	730.733	58	14.529	
	Total	859.733	59		
OC	Between groups	60.029	1	3.079	.085NS
	Within groups	1130.333	58	19.830	
	Total	1190.333	59		

VI. FIGURES

The following figures are showing Mean Bar Diagram comparison on Interpersonal relations (IRS), Intellectual operations (IOS),Behaviour & Moral Strength (BMS),Ethical & Moral Strength (EMS),Adequacy of Communication (AOC),and Operations as a citizen (OC).



VII. DISCUSSION

The results are discussed in the following ways:

The result Table-I shows mean, standard deviation and Table-III shows F value of all the variables i.e., interpersonal relations (IRS), Intellectual operations (IOS), Behaviour & Moral strength (BMS), Ethical & Moral Strength (EMS), Adequacy of communication (AOC) and Operations as a citizen (OC). The mean value of International relations between Male and female are found 56.43 and 61.06 respectively and F value between groups (F=11.122) are found to be statistically significant. The mean value of Intellectual operations (IOS) between Male and Female are found 40.06 and 40.36 respectively and F value between groups (F=.131) are found statistically insignificant. The mean value of Behaviour & Moral Strength (BMS) between Male and Female are found 34.86 and 38.20 respectively and F value between groups (F=9.74) are found to be Statistically significant. The mean value of Ethical & Moral Strength between Male and Female are found 61.56 and 61.43 respectively and F value between groups (F=.021) are found to be insignificant. The mean value of Adequacy of communication (AOC) between Male and Female are found 33.73 and 34.80 respectively and F value between groups (F=.751) are found to be insignificant. The mean Value of Operations as a citizen (OC) between Male and Female are found 31.83 and 29.83 respectively and F Value between groups (F=.085) are found to be insignificant. Table II shows the intercorrelation matrix for all the variables included in the study. The correlation coefficients of .20 and .25 are significant at .05 and .01 level of significance respectively. The correlation coefficients are ranged between .20 to .59. All 15 correlations are significant at .05 and .01 level respectively. Interpersonal Relations (IRS) has positive significant correlation with Intellectual operations (IOS) (.35<.01); Behaviour & Moral strength (BMS) (.22<.05); Operation as a citizen (OC) (.25<.01) respectively. Intellectual operations (IOS) has positive significant Ethical & Moral strength (EMS) (.20<.05) and operation as a citizen (OC) (.21<.05) respectively. Behaviour & Moral Strength (BMS) has no significant correlations on ethical & moral strength (BMS), adequacy of communication (AOC) and Operation as a citizen (OC). Ethical and Moral strength (EMS) has positive significant correlation with operation as a citizen (OC) (.59 <.01).

VIII. Conclusion

In conclusion part, the investigator found very interesting finding about the measures of leadership effectiveness i.e., interpersonal relations (IRS) Intellectual operations (IOS), Behaviour and Moral strength (BMS), Ethical and moral strength (EMS), adequacy of communication (AOC) and operations as a citizen (OC). Here the investigator found that interpersonal relations (IRS) and behaviour & moral strength (EMS) have statistically significant and the females have more mean values than the male counterpart. When the investigator observed the mean value i.e., intellectual operations (IOS), female has some more point value than male counterpart; for ethical and moral strength (EMS), Male has little point value than female counterpart; for adequacy of communication (AOC), female have little more value than male counterpart, and for operation as a citizen (OC), male have more mean value than female counterpart. This study is totally based on the data collected by the investigator.

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