

Is “Individual Focused” Leadership More Effective And Satisfying Than “Group Focused” Leadership! An Empirical Research.



Subba Rao Tulasi, S.Suman Babu

Abstract: Purpose- The purpose of this paper is to explore the relationship between individual focused and group focused Transformational Leadership and outcomes measured in terms of extra effort, effectiveness and satisfaction through an empirical survey in three Indian industry segments.

Transformational leadership is a leadership form which is fully evolved. Leadership is essentially motivating others but not coercing them. The focus of transformational leadership is to change the thought process of the followers to enable them to contribute their might for the organization instead of seeking rewards from the organization. Transformational leadership was explained in detail by James M Burns and was further elaborated by Bass and Avolio as consisting of five leadership constructs ie idealized influence related to the leader's behaviors, idealized influence related to the leader's attributes, inspirational motivation, intellectual stimulation, and individualized consideration. **Process-** Correlation between Transformational leadership and its impact in motivating people has been an interesting subject to evaluate. Bass and Avolio developed MLQ (Multi factor leadership questionnaire) to carry out such a study. This survey was carried out in a large Indian Paper and Paperboard manufacturing division, a tobacco division and an agri division of an enterprise of repute in which about 326 managers participated and the survey findings were subjected to statistical analysis. **Findings-**Transformational leadership is reputed to enhance employee satisfaction, motivation, technological innovation, and leader effectiveness ratings. While all of these have been proved by the survey quoted above, it was interesting to note the relationship between Individual focused leadership and Group focused leadership and the outcomes measured in terms of extra effort, effectiveness and satisfaction.

Research limitations-In the empirical survey carried out, participants were males which is a limitation caused by non availability of lady managers.

Originality/value-The current research compared the individual constructs of the Leadership style in terms of Individual focused leadership and Group focused leadership and each of the outcomes in detail and established their relationship.

Key words –Group focused leadership , Individual focused Leadership, Multifactor leadership questionnaire, Transformational leadership

I. INTRODUCTION-LEADERSHIP

Leadership is an art which is to be mastered over long periods of practice and not simply by reading books. A search of the widely used Social Science Citation Index reveals over 15,000 entries under the general descriptor of “leadership” for the period of 1980 to 2004.

Over the years several researchers have spent significant time to the topic of leadership and this interest was humorously described as the “romance of leadership,” which denotes an almost unrealistic belief in the importance of leadership factors in the functioning of organizations. (Meindl & Ehrlich, 1987). [1]. The study of leadership has been central to the literature of man-management and organizational effectiveness for several decades (Yukl 1989) and has attracted scholars from various disciplines (Weiner 1988; Yukl 1989; Wang and Satow 1994) [12]

Although written about extensively, Leadership is still not well understood not only on account of its complexity but also because of a number of variables associated with the concept of leadership. Kotter (1999) pointed out that “Leadership is the development of vision and strategies, the alignment of relevant people behind those strategies, and the empowerment of the individuals to make the visions happen despite obstacles”(p 10). It is the leader's responsibility to generate the visions, create the mental images and drive the Organization to reach those goals. In addition to charting the organizational course, leaders must be able to communicate the ideas and point the direction in a way that all levels in the organization can understand [11].

In addition, there is a clear distinction between *leader* and *leadership* . Leader is a position, while leadership is a social and psychological process [3]. Burns comments that “Leadership is one of the most observed and least understood phenomena on earth” [4] . Yukl defines leadership as “the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish shared objectives” [10] . The “Leadership phenomenon” debatably had received more attention than any other management rudiment.

The word “Leadership” means different things to different scholars. It has been described in terms of the official position, commanding personality, responsibility, ability to influence , an instrument to achieve a goal, behaviors, result from interaction and given several other meanings by various scholars.

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Leadership is defined by Bass and Avolio as “the observed effect of one individual’s ability to change other people’s behaviors by altering their motivations.” [7] The subject of leadership continues to be complicated. The complication is due in part to the fact that there is no consensus as to the definition of the term “ Leadership”. Northouse (2001) concludes, “As soon as we try to define leadership we immediately discover that leadership has many different meanings”. The before mentioned statement should not be taken to mean that there is gross confusion over what leadership is. However it is made to show that leadership is more than a definition [19] . “Leadership as a concept has been understood with several discrete meanings and with more than 130 different definitions” (Burns,) [13] .

Since India is an emerging economy and a major player globally, Indian firms are finding that job satisfaction is a challenge to retain talented Indian employees It should be noted that within India’s population today, which includes a billion people, the average age is less than 25 years (Wharton – School of the University of Pennsylvania, 2014). It will be important for the Indian leadership to recognize job satisfaction as a key factor in retaining and motivating workers for the new generation. Cappelli et al. (2010) found that the majority of senior executives interviewed and surveyed from the largest Indian-based companies were transformational leaders who consider motivating employees and empowering through communication as high priorities. Job satisfaction is an important factor to organizational success . Researchers have studied leadership styles and job satisfaction for centuries and have found a positive relationship between leadership styles and job satisfaction. [6] . Research has

shown that transformational leadership can influence followers’ job satisfaction.

However, there is no enough research that measures the relationship of Indian transformational leadership to Indian followers’ job satisfaction. With India becoming a major economic power in the global economy, such research is important to conduct in the global leadership field of study. Empirical studies have shown that leadership behavior, in particular transformational leadership, has a consistent influence on employees’ job satisfaction (Givens, 2008). The proposed study will attempt to investigate whether there is any relationship between transformational leaders and followers’ job satisfaction, in an Indian context apart from the followers’ willingness to put in extra effort under such leaders and also their ability to make their leaders effective. If so, more Indian firms could be motivated to practice transformational leadership which in turn could result in increased employee job satisfaction [18] .

II. AN OVERVIEW OF LEADERSHIP THEORIES :

Northouse asserted that leadership is not necessarily a trait with which one is born but can be acquired through consistent efforts to learn. Avolio (2005) suggested that natural leaders might exist, but that society attributed visible leadership capabilities to nature because of the elusiveness or complexity of identifying the source of the characteristics society admires in leaders. Gardner argued emphatically that individuals learned leadership skills. [15] . The following table gives a snapshot of some of Northouse’s observations on leadership under various Leadership theories [2] .

Table I : Leadership theories

Author : Northouse

Leadership theory	Details of Leadership
Skills theory	Leaders develop competencies
Style theory	Leaders <i>do</i> tasks according to the relationship to the follower
Situational theory	Leaders adjust their style to fit the situation
Contingency theory	Leaders focus on style and ability to match followers with their tasks
LMX (exchange) theory	Leaders develop high quality exchanges with followers
Transformational theory	Leaders inspire the followers to accomplish great things
Team theory	Leaders help groups accomplish goals by Monitoring/diagnosing and taking necessary action things
Psychodynamic theory	Based on assessments of personalities of leaders / Briggs-Meyers, Briggs-Meyers
Women in Leadership	Women tend to develop democratic/transformational leadership styles things

A)Transformational leadership :

Increased globalization has increased business competition . For a company to succeed in this fast changing world, each employee must contribute his/her full potential, add value to the bottom line, and embrace change quickly. James McGregor Burns (1978) and Bernard Bass (1985) along

with many others believe that transformational leadership is a key to our future success.

Research has indicated that leadership style can influence employees' willingness to exert Extra Effort, job Satisfaction, burnout, and productivity [17].

Transformational leadership is viewed as a leadership theory crossing diverse cultures (Bass & Stogdill, 2008). It is also an integral part of the global leadership field (Dunn et al., 2012).

Global leadership is about leaders understanding and internalizing the differences of their culture with that of others so as to effectively communicate and provide direction in accomplishing a common goal. Because there are many different societies throughout the world, a manager working with or in different countries from his or her own must be able to understand and adapt to different cultural environments to be an effective global leader. [18]

B)Transformational leadership theory :

Downton formally introduced the concept of transformational leadership in 1973, but the political historian James MacGregor Burns was the first to use the terms transactional leadership and transformational leadership (Humphreys, 2002, p. 137) [5] . Research revealed that transformational leadership is one of the newer theories concerning leadership styles that continue to gain broader acceptance as a valid concept within the leadership field of study. Transformation leadership envelops almost all leadership theories based on traits, styles, situations, and processes [12] . According to Bass (1999, p. 11) “ transformational leadership refers to the leader moving the follower beyond immediate self-interests, elevates the follower’s level of maturity and ideals as well as concerns for achievement, self-actualization, and well-being of others, the organization, and society.” Northouse (2007) found that transformational leaders exhibit a high degree of values, ideas, and motivate followers to behave in a certain way toward a common articulated vision and goal. Transformational leaders act as change agents as well as good role models. They conceptualise and articulate a clear vision for the organization; empower followers to achieve higher standards; act in ways that make others want to trust them; and give meaning to organizational life (Bass & Avolio, 1990b).

Transformational leadership was conceived as consisting of five leadership constructs (Avolio and Bass,):

- idealized influence (Attributes),
- idealized influence (Behavior),
- inspirational motivation,
- intellectual stimulation, and
- individualized consideration.

First, *idealized influence (charisma-attributed)* refers to the situation where the leader uses attributes such as considering the needs of others over his/her own to inspire trust, respect, and admiration from followers (Bass & Avolio 1995). Such leaders act as strong role-models for followers, and whom followers seek to follow and emulate. These leaders have very high standards of conduct, moral principles and ethical values (Aronson, 2001). They also provide their followers with a clear vision and a mission for their organizations and, in turn, earn a high degree of respect and trust by their followers [14] .

Second, *idealized influence -behavior* too involves the leader acting as a role model for subordinates through his behavioural attributes. The leader engages in high standards of moral and ethical acts. The displayed behaviour of the Leader inspires the subordinates to identify with the leader and try to emulate him/her to serve the Organization they serve (Bass and Avolio 1990, 1994, 1995).

Third, *inspirational motivation* involves the leader behaving in a way that provides meaning and challenge to subordinates’ work. The leader makes sure that s/he communicates clearly the stated expectations and motivates the employees to strive to meet these expectations. The leader can use symbols and metaphors to increase subordinates’ understanding. Further, the inspirational appeal of transformational leaders brings out the best efforts in followers such as harmony, sense of purpose and focused attention. The leader develops team spirit in followers who in turn display enthusiasm and optimism in achieving organizational goals . [14]

Fourth, *intellectual stimulation* fosters creative problem-solving abilities among subordinates to face the vagaries of uncertainties at grassroots. Employees are facilitated to question the status quo and become creative problem solvers. By inspiring a shared vision, leaders encourage followers to view problems from different perspectives in order to develop alternative solutions.

Fifth, *individualized consideration* involves the leader paying special attention to the development of each subordinate by acting as a mentor. The leader diagnoses the deficiencies of each of the subordinates and overcomes those through training, coaching and counselling. The leader seeks followers’ participation in goal-setting, problem-solving, and decision- making which enhances his self esteem.

The outcomes of this leadership style is assessed in three measures ie willingness of the followers to *put in extra efforts* to resolve the obstacles they face when assigned responsibilities, the *effectiveness* of the leaders with whom the followers are assigned and more importantly *the job satisfaction* the followers experience while performing their responsibilities.

C)Individual focused leadership vs group focused leadership:

Individual-focused leadership (individualized consideration and intellectual stimulation) aims at considering the uniqueness of each follower, whereas group-focused leadership (idealized influence and inspirational motivation) deals with influencing the group as a whole by creating shared values and seeking a common purpose. In fact, transformational leaders behave flexibly to match the needs of specific individuals and groups and in different work situations such that individual-focused leadership is more effective for personal identity while group-focused leadership is more effective for social identity. Brewer and Gardner (1996) assert that individuals with a strong personal identity often perceive themselves to be different from others and identify themselves based on their own needs, goals, and desires. Such individuals seek to achieve personal distinctiveness by being special in a group, and that will enhance their self-worth and self-esteem

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(Turner et al., 1987; van Knippenberg, 2000). According to Wu et al. (2010), individual-focused transformational leadership has direct impact on individual differentiation because leaders adjust their behaviors based on followers' individual differences and personal distinctiveness. Herman Tse makes the same observation to demonstrate the differential effects of transformational leadership behaviors. According to him the individual focused leadership and the group focused leadership together constitute behavioral foci of transformational leadership and are more relevant than the overall transformational leadership. It is because not all the components of transformational leadership are conducive to

both identity orientations. In addition, Kark and Shamir (2002) and Yammarino and Bass (1990) call for research to investigate how individual components of transformational leadership relate to work outcomes because examining specific components provides insights on how transformational leadership affects individual and group effectiveness. [8].

A summary of the five transformational components and their characteristics is presented in the following table. (Bass, 1998; Bass & Avolio, 1994, 2000; Avolio, et al., 1991). [16]

Table II : Transformational Leadership: Components & Characteristics

Component	Characteristics
Inspirational motivation	Communicates a vision/Energizes others Expresses confidence
Idealized Influence- Behaviors	Discusses values and beliefs/shows respect for others/Emphasizes mission
Idealized Influence-Attributes (Attributed Charisma)	Instills pride in others/Goes beyond self-interest, Admired, respected, trusted
Intellectual stimulation	Fosters creativity/Encourages new ideas/ Questions assumptions
Individualized consideration	Listens attentively/Recognizes contributions/Develops subordinates

These five dimensions represent an effective leader in a knowledge-based economy grounded on developing and managing intellectual capital within organizations.

Transformational leaders achieve the greatest performance from subordinates since they are able to inspire their subordinates to raise their capabilities for success and develop subordinates' innovative problem solving skills. This leadership style has also been found to lead to higher levels of organizational commitment and is associated with business unit performance (Barling et al.,1996).[9].

It was Burns who first clearly understood the difference in leaders who were oriented to change, those he identified as transformational leaders (Burns, 1978). A leader oriented to change will recognize the need for completing routine tasks and duties, plus the leader extends the routine orientation to include the individualized needs of followers. Where transactional leaders see task and relationship orientations as opposing, the transformational leader sees them as complementary with both being necessary and not individually sufficient. Burns(1978) suggests that the transformational leader is dependent on the relationship rather than the position of authority.[3]

D)MLQ to measure full range of leadership:

Full range of Leadership is assessed by MLQ (Multifactor Leadership Questionnaire). The most current version, MLQ (Form 5X), consists of 45 questions grouped under three broad categories: transformational leadership (attributes, behaviors, motivation, stimulation, consideration), transactional leadership (contingent reward, management by exception active), and passive-avoidant behaviors (management by exception-passive, laissez-faire). The MLQ began as a pilot test by Bass to determine whether the concept of transformational leadership would work in

complex organizations. Using an open-ended survey, 70 male senior executives read a description of a transformational leader and were asked to describe someone they had worked with who fit that description. The executives described the person as working limitless hours, accomplishing more than anyone expected, inspiring them to want to always meet that person's expectations and to emulate and work towards higher performance (Bennett, 2009; F. W. Brown & Reilly,2009). Bass titled these responses “second-order increases” and conducted another study to understand how transformational leaders produced these increases using an in-depth national survey of 845 employees. The results indicated that though most of the respondents liked their supervisors, few felt their employer knew how to motivate them; less than 25% said they were working as hard as they could although 70% believed they had a strong work ethic (Hinkin & Schriesheim, 2008; Limsila & Ogunlana, 2008; Yavus, 2009).[13].

The current questionnaire , MLQ (Form 5 X) contains 45 questions that aim to measure key leadership behaviors linked to both individual and Organizational success. Each of the nine leadership components is measured by four questions with inter correlated items that are as low in correlation as possible with questions of the other eight components of Leadership and three components of outcome.

The rating scale is a Likert scale as shown below.

- Not at all 0
- Once in a while 1
- Some times 2
- Fairly often 3
- Frequently, if not always 4

As an example, the questions that assess the leadership construct “Idealized influence- Attributed” are given herewith.

IIA (Idealized influence – Attributed) - 10, 18, 21, 25

- 10. Instills pride in me for being associated with him/her
- 18. Goes beyond self-interest for the good of the group
- 21. Acts in ways that builds my respect
- 25. Displays a sense of power and confidence

Likewise an outcome “ the willingness to put in extra effort”

is assessed by the following.

39, 42 and 44.

39. Gets me to do more than I expected to do

42. Heightens my desire to succeed

44. Increases my willingness to try harder

The usefulness of MLQ instrument is that the same questionnaire measures leadership construct as well as outcome.

E)Research studies using MLQ methodology :

Several Research scholars have carried out studies using MLQ methodology and compared Transformational/Transactional/Laisse Faire leadership styles with output measures such as extra effort, Effectiveness and Satisfaction and few studies are captured in a tabular form herewith.

Source : Researcher

TABLE III : MLQ RESEARCH STUDIES

Sl no	Scholar year	Topic	Findings	Contributions	Missing aspects	Recommendations for further study and remarks
1	Thomas M Bennet 2009	Relationship between subordinates perception and IT industry Leadership in USA	Partial support was found to three hypotheses. Transactional leadership was not able to predict extra effort.	Relationship between Leadership and output measures is established.	Individual constructs of Leadership were not compared with output measures	Role of Morale in Leadership style is recommended for study. Relationship between Contingent reward and Transformational leadership also needs further study
2	Mohamed Al-Hilali 2012	Transformational Leadership and effectiveness in American Muslim organizations	IM, IC and CR often produce desired level of outcomes.	Relationship between Leadership styles and outcomes in a religious organization	Study was restricted to religious organizations in America	IIA, IIB and IS did not produce significance. Contingent reward is more linked to Transformational style
3	Charles Clark Gabbert 2005	Relationship between CEO leadership style and hospital performance in USA	CEO Leadership style was correlated with Hospital performance	Methodology used - MLQ questionnaire coupled with interviews with CEOs	Study was restricted to Leadership style of CEO only.	Transactional and Laisse faire leadership did not have any correlation with outcome except CR.
4	Leon T Geter SR 2010	Offender re-entry programme in SanFrancisco area was studied through MLQ questionnaire and TCM employee commitment survey	Leadership style and its correlation with Organizational commitment and effectiveness	The study was in the context of Criminal justice in USA.	Individual constructs of Leadership were not correlated with effectiveness.	significant negative relationship existed between laissez-faire leadership and organizational commitment.
5	Chien-Liang Liu 2005	Transformational leadership and job satisfaction in Taiwan’s IT industry using MLQ, TCM and JSS.	Transformational leadership has significant effects on Job satisfaction and commitment in Taiwan’s IT Industry	Strongest relation ship existed between Individual consideration and Job satisfaction as well as commitment.	While independent variables were the five constructs of Transformational Leadership , dependent variables were only commitment and satisfaction.	Leader form of MLQ was not used. Transactional & Laisse faire leaderships and outputs were also not assessed. It was suggested that future studies could study these two leadership styles too.
6	MSA Mahalinga Shiva, Damodar Suar 2011	Transformational leadership and effectiveness of an NGO in an Indian state	Transformational Leadership positively affects Organizational culture in NGOs which in turn impacts effectiveness.	MLQ was used to assess Transformational leadership of 312 NGOs in Jharkhand. Organization culture and effectiveness were measured using separate questionnaire.	MLQ was not used in completeness. Impact of different constructs of Leadership was also not studied.	Different geographical locations can be studied further. External forces such as Political changes could also be studied.

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7	Paul L Flemming 2009	The study validates relationship between Transformational Leadership and Organizational culture and performance- A Caribbean Public industry perspective.	Two survey instruments viz MLQ and Organizational Culture Assessment Instrument(OCAI) were used with a sample size around 175.	Idealized Influence (Behaviour &Attitude) ,Inspirational motivation, Intellectual stimulation and Individual consideration have strong correlation with hierarchal culture and in turn with Organizational performance.	MLQ Leader form was not used in the survey. Culture was assessed with a different questionnaire.	Further research is required to investigate with a wider sampling frame and to examine relationship between leadership / culture and relevant organizational outcomes.
8	Timothy W Lorio 2015	Relationship between Transformational Leadership and job satisfaction of followers in an Indian context in a Hyderabad based IT consulting company	Quantitative study using MLQ and Job satisfaction survey (JSS) carried out with a sample size of 94 employees to correlate the five constructs of Transformational leadership with job satisfaction.	All the five constructs were found to have correlation with job satisfaction using statistical analysis.	The only outcome measured was job satisfaction. And that too was only with Transformational leadership.	The topic of Indian leadership and Indian followers present many research opportunities in the field of global leadership (Cappelli et al., 2010) as there is no research on this topic. This study is a starting point. Sample size was, however a limitation in this study.
9	Athena Xenikou and Maria Simosi 2006	To examine relationship between Transformational leadership and Organization culture in Greece.	About 300 employees of a financial organization in Greece filled in questionnaires using Organizational Culture Inventory (OCI) and MLQ.	Transformational leadership and humanistic orientation had an indirect positive impact on performance	Transactional and Laissez faire leadership constructs were not measured. Outcome was measured by OCI and no outcomes were measured using MLQ.	Humanistic orientation was found to have a negative impact on business unit performance which is possibly due to employees acting towards personal goals incompatible with Organizational goals.
10	Daren E Hancott 2005	Relationship between Transformational leadership and Organizational performance in top 100 Canadian public sector companies	Organizational performance was measured in terms of stock price and Leadership was assessed through MLQ.	All the five constructs of Transformational leadership were assessed and compared with stock price which is a financial outcome.	Transactional and Laissez faire leadership constructs were not measured. So also outcomes such as extra effort, effectiveness and satisfaction.	Study had mixed results with no significant relationship between CEO transformational leadership score and organizational performance measured by 5 year stock price change. However significant relationships were found between two constructs ie Inspirational motivation & Intellectual stimulation and Organizational performance measured by stock price .

The above research studies were but a sample of several studies using MLQ(over 200 studies as claimed by Bass)carried out all over the world and the salient aspects are as explained below.

1.While all the above ten studies used MLQ form, some variations can be noticed in its usage.

-Some research scholars have used the form in totality

-Some have used partially such as only the rater form

-Some have used only for the limited purpose of evaluating Leadership constructs and not outcomes.

-Some have used other survey instruments like JSS (Job satisfaction survey) and interviews in conjunction with MLQ instrument.

2.Several industry segments were studied such as hospitals, IT Industry, Religious organizations, Criminal justice, NGOs, Public industry etc. Studies were carried out in several geographical locations such as USA, Greece, Canada, Caribbean islands, India, Taiwan etc.

3.While few studies found correlation between Leadership constructs and outcomes in terms of extra effort,

effectiveness, satisfaction etc, none of the above studies correlated each construct with each outcome.

4.Timothy W Lorio (2015) while carrying out a study in a Hyderabad (India) based industry, specifically mentioned that the topic of Indian leadership and Indian followers present many research opportunities in the field of global leadership (Cappelli et al., 2010) and that his study *was a starting point*.

5.The behavioral foci of transformational leadership, that is, individual-focused leadership (e.g., individualized consideration and intellectual stimulation) and group-focused leadership (e.g., idealized influence and inspirational motivation) are considered more relevant than the overall transformational leadership because not all the components of transformational leadership are conducive to both identity orientations.

As mentioned earlier, Kark and Shamir (2002) and Yammarino and Bass (1990) called for research to investigate how individual components of transformational leadership relate to work outcomes because examining specific components provides insights on how transformational leadership affects individual and group effectiveness. (Herman H M Tse, Warren C K Chieu, Journal of Business Research, August 2011). This research gap is also sought to be addressed during this study.

6. An Indian Private industry was therefore chosen for study to establish a relationship between the complete range of Leadership viz Transformational/ Transactional and Laissez Faire leadership in each of their constructs with each of the outcomes ie extra effort, effectiveness and satisfaction assessed through same measuring instrument (in this case MLQ) that would ensure validity and reliability.

7. It was considered useful to use both the Leader form and rater form and also assess whether there is any difference between the perception of a leader and his raters in terms of the Leader's Leadership traits and whether this difference (if it exists) significantly impacts the outcome.

8. Present study was taken up in light of the above research gap and a large Indian Private industry with a 100 years standing was considered for study with MLQ survey towards end 2017 and the survey was carried out in a time period of about four months.

9. While the above ten studies used sample size varying from 94 to 312, current study of the researcher took responses from 326 managers from different functions like production, maintenance, finance, marketing, commercial etc working for three industry segments but from the same enterprise. Creswell (2008) recommends a sample size of at least 80 participants for a viable quantitative methods study. (Timothy W Lorio, 2015)

F. MLQ survey carried out in three ITC divisions :

Mind Garden (a California based Organization which holds the rights over MLQ) accorded permission to administer the MLQ Leader instrument to the selected leaders of three divisions of ITC Limited and the Rater form to those followers and peers/seniors chosen by the leader.

Leaders were chosen in three divisions of ITC Ltd viz PSPD (Paperboards and Specialty Papers division) , ILTD (India Leaf Tobacco development division) and ABD (Agri Business Division) in consultation with respective Chief Executives.

The survey was carried out in a manufacturing location (Bhadrachalam) of PSPD as well as its divisional head quarters (Hyderabad) during the period Aug – Sept 2017. It was subsequently continued in the divisional head quarters (Guntur) of both ILTD and ABD during Oct – Nov 2017.

16 managers and 60 raters chosen by them participated at Bhadrachalam while 14 managers and 65 raters participated at divisional head quarters of PSPD at Hyderabad. -Thus a total of 30 managers and 125 raters participated in PSPD.

-12 managers and 74 raters chosen by them participated in ILTD.

-12 managers and 73 raters chosen by then participated in ABD.

It is gratifying that all the managers chosen in the three divisions (54 of them) and a good percentage of the raters (272 out of 312 ie 87.2 %) chosen by them participated in the current survey.

G. A small brief about ITC Limited

ITC Limited was incorporated on August 24, 1910 during the times when India was under British occupation, under the name Imperial Tobacco Company of India Limited. As India attained independence, the Company's ownership was progressively Indianised and the name of the Company was changed from Imperial Tobacco Company of India Limited to India Tobacco Company Limited in 1970 and later to a short form as I.T.C. Limited in 1974. In recognition of the Company's multi-business portfolio encompassing a wide range of businesses, the full stops in the Company's name were removed effective September 18, 2001. The Company now stands rechristened 'ITC Limited'. Current market capitalization of ITC limited is around US\$ 45 billion with a turn over of around US\$ 8 billion. There are over 30000 employees working for ITC Limited.

H. Hypothesis :

In order to test the Individual focused leadership and Group focused leadership the following hypothesis was worked out.

a) None of the five constructs of Transformational Leadership have any bearing on the individual or group focused leadership outcomes.

b) One or more specific constructs of Transformational Leadership have a direct bearing on the three definite outcomes viz followers' willingness to put in extra effort, ability to make the leader effective and satisfaction with the work assigned to them.

I. Statistical analysis :

Correlative analysis was used with Pearson's correlation to identify how the questions were answered. The Statistical Package for the Social Sciences (SPSS) was used to input the data and conduct the statistical testing. Both Factor analysis and regression analysis have been used appropriately to carry out the analysis.

A total of 324 responses of senior executives of the three divisions of ITC Limited, either rating themselves or their peers or their superiors or their subordinates on various MLQ questions relating to transformational, transactional and Laissez Faire styles of Leadership was statistically analysed to test the hypothesis. (Though 326 managers have participated in the survey, two responses were found incomplete).

The responses to each question are normalized by subtracting the mean rating of each of the questions from the actual rating and dividing the result by the standard deviation of the ratings. This standardization is performed to bring all the questions to a common scale based on the responses.

Then Correlation matrix was carried out to evaluate how the questions are answered in the case of each construct and each outcome.

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Each question is answered in the Likert scale ranging from 0 to 4. If there is wide variation in answers to the relevant four questions for each construct and each outcome, by the same participant, it raises a doubt whether questions have been correctly framed or whether the participant has understood the question correctly. It thus becomes a cause for concern.

Correlations among all the questions were found to be moderate in the above survey.

J. Relationships between leadership styles and outcome :

It will now be the endeavor to find out relationship between each of the three Leadership styles and outcomes in terms of Extra effort, Effectiveness and Satisfaction.

Each leadership style is compared with the three outcomes. It will be through Bivariate correlations between each characteristic of transformational leadership, transactional leadership and laissez faire leadership vs. each outcome through “Regression analysis” the analysis attempts to find out the degree of relationship between a dependent variable (outcome) and a set of independent variables (Leadership styles) by fitting a statistical equation through the method of least squares. Bivariate analysis can help determine to what extent it becomes easier to know and predict a value for a dependent variable if we know the value of the other variable (the independent variable).

TABLE IV : Bivariate Correlations for Transformational leadership

Correlations				
		EE	EFF	SAT
IIA	Pearson Correlation	0.705**	0.759**	0.665**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	324	324	324
IIB	Pearson Correlation	0.682**	0.739**	0.651**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	324	324	324
IM	Pearson Correlation	0.722**	0.775**	0.628**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	324	324	324
IS	Pearson Correlation	0.641**	0.688**	0.607**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	324	324	324
IC	Pearson Correlation	0.627**	0.634**	0.612**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	324	324	324

Pairwise correlations between each construct of transformational leadership and each outcome are statistically significant (p-values < 0.05) and are considerably high (All the correlations are ranging between 0.607 and 0.775) indicating that *high scores on*

transformational leadership leads to higher and better outcomes.

Subsequently each construct of each leadership is related with each outcome to find out which construct exactly contributes to which outcome through a regression model.

TABLE V : COEFFICIENTS FOR TRANSFORMATIONAL LEADERSHIP – EXTRA EFFORT

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.292E-16	0.035		.000	1.000
	IIA	0.232	0.061	0.232	3.821	0.000
	IIB	0.117	0.063	0.117	1.841	0.067
	IM	0.300	0.062	0.300	4.858	0.000
	IS	0.113	0.057	0.113	1.997	0.047
	IC	0.126	0.054	0.126	2.348	0.020

a. Dependent Variable: EE

From the coefficients table, we can infer that IIA, IM, IS and IC are significantly positively impacting the EE (p-values < 0.05) whereas IIB is not significantly impacting EE (p-value > 0.05). In this

case of “Extra effort” it is seen both the individual focused leadership and group focused leadership constructs affect extra effort except that IIB



(which is a part of group focused leadership) does not significantly impact EE.

TABLE VI : COEFFICIENTS FOR TRANSFORMATIONAL LEADERSHIP - EFFECIVENESS

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.094E-16	0.031		0.000	1.000
	IIA	0.270	0.053	0.270	5.066	0.000
	IIB	0.168	0.056	0.168	3.022	0.003
	IM	0.319	0.054	0.319	5.898	0.000
	IS	0.144	0.050	0.144	2.900	0.004
	IC	0.040	0.047	0.040	0.839	0.402
a. Dependent Variable: EFF						

-From the coefficients table, we can infer that IIA, IM, IS and IIB are significantly positively impacting the EFF (p-values < 0.05) whereas IC is not significantly impacting EFF (as its p-value > 0.05).

-Looking at the standardized coefficients (Beta), it can be interpreted that IM is the most significant construct

impacting the EFF, followed by IIA (though its P value is same as IM), IIB and IS.

-It is seen that group focused leadership style significantly impacts effectiveness.

TABLE VII : COEFFICIENTS FOR TRANSFORMATIONAL LEADERSHIP - SATISFACTION

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.884E-17	0.038		0.000	1.000
	IIA	0.268	0.067	0.268	4.026	0.000
	IIB	0.171	0.070	0.171	2.454	0.015
	IM	0.109	0.068	0.109	1.604	0.110
	IS	0.117	0.062	0.117	1.887	0.060
	IC	0.168	0.059	0.168	2.840	0.005
a. Dependent Variable: SAT						

-From the coefficients table, we can infer that only IIA, IIB and IC are significantly positively impacting the SAT (p-values < 0.05) whereas IS and IM are not significantly impacting SAT (p-value > 0.05). When we take 90% confidence level (with P value as 0.1) , IS also contributes to SAT.

-Looking at the standardized coefficients (Beta), it can be interpreted that IIA is the most significant characteristic impacting the SAT, followed by IIB and IC.

K. Result and discussion :

While both the individual focused and Group focused leadership styles of Transformational Leadership are impactful in motivating followers to put in extra efforts, it is Individual focused leadership that provides job satisfaction to followers. Thus if the Organization is plagued with abnormal human resources turnover, it is recommended that the Leaders in senior positions are advised to practice Transformational leadership that focuses on Idealized influence (both attributed and behaviors) and Individualized consideration.

If the Organization considers it critical to have effective Leaders , leaders are advised to practice Inspirational motivation and Idealized influence (Attributed). Another recommendation could be that shop floor leaders who interact on a continuous basis with their followers are advised to practice individualised transformational

-Likewise individual focused and group focused leadership styles are analysed and it is seen that individual focused leadership style (IS and IC) impact satisfaction more than group focused leadership.

-In all the three cases explained above *alternate hypothesis is accepted* but with a variation. Individual focused leadership style impacts followers’ willingness to put in extra effort and gives them job satisfaction while Group focused leadership style makes the leader more effective. leadership while functional heads display group focused leadership.

III. LIST OF ABBREVIATIONS

Abbreviation	Description
1.ABD	Agri Business Division
2.ANOVA	Analysis of Variance
3.CEO	Chief Executive Officer
4.CR	Contingent reward
5.EE	Extra effort
6.EFF	Effectiveness
7.IIA	Idealized Influence – Attributed
8.IIB	Idealized Influence



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Behavior	
9. IC	Individualised consideration
10. ILTD	India leaf tobacco division
11. IM	Inspirational motivation
12. IS	Intellectual stimulation
13. ITC	Formerly India Tobacco Company limited / Now No such expansion
14. IT	Information technology
15. JSS	Job satisfaction survey
16. MLQ	Multifactor Leadership Questionnaire
17. NGO	Non Governmental Organization
18. OCAI	Organizational culture Assessment instrument
19. PSPD	Paperboards and specialty Papers division
20. SAT	Satisfaction
21. SPSS	Statistical package for Social sciences
22. TCM	Three component model
23. USA	United States of America

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