A Study of Personality Traits and Leadership Style (With Special Reference to North Western Railway Organization)

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Abstract: Today's organizations needs managers as well as leaders. Managers need to produce newline predictability and order they set operational goals and establish plans with timelines and newline allocate resources. They organize and staff and assign jobs to people, they monitor new line results and solve problems that arise . Newline leaders on other hand seek to produce organizational change. They envision the newline future . They inspire people to reach that vision . A strong management alone may result in new line bureaucracy without purpose while strong leadership alone can create change that is newline impractical. Modern organizations require leaders who are good managers and newline managers who are good leaders.

Keywords: Personality, Leadership style, organizations need, management, bureaucracy etc.

Introduction :(Indian Railways)

Indian railways is an Indian state owned enterprise, owned and operated by government of india through ministry of railways .It is founded on 16 april 1853.

It is headquartered at New Delhi. It is world's largest railway network comprising 115000km of track over a route of 67312km and 7112 stations. In 2014-15, Indian railway carried 8.397 billion passengers annually or more than 23 million passengers a day. In 2014-15, Indian railway had revenues of 1634.50 billion which consists of 1069.27 billion from freight and 402.80 billion from passenger tickets. Railways were first introduced to india in year 1853 from Mumbai to thane . In 1951, the systems were nationalized as one unit , the Indian railways operates both long distance and suburban rail systems on a multi guage network of broad, meter, narrow gauges. Its operations cover 29 states and 7 union territories and also provides limited international services to Nepal , Bangladesh and Pakistan.

Indian railways is divided into zones , which are further sub divided into divisions, each having a divisional headquarters. There are total of 69 divisions.

Each of division is headed by divisional railway manager, who reports to general manager . A DRM can be appointed from any services of Indian railway , Indian administrative services and Indian revenue service for tenure of 3 years but it can be excluded on recommendation of railway board. Divisional officers heading all departments viz; engineering, mechanical, electrical signal, and telecommunications, accounts, personnel, operating, commercial, safety , medical, security branches report to divisional railway manager.The DRM is assisted by one/ two additional divisional railway managers in the working of division.My area/ universe will be north western railway comprising four zones; Jodhpur, Jaipur , Ajmer , Bikaner. North western railway is one of the 16 railway an reorganized Jaipur and Ajmer divisions of erstwhile western railway. This zone came into existence on 1st October 2002.

There are various departments under divisional heads; eg; commercial, medical, personnel, electrical, mechanical and accounts departments. Accounts department is universe of my research study. Accounts department is headed by senior divisional accounts officer. The main purpose /role/function is financial management of division.

Introduction:Leadership Styles: Concept, Context and Definition

Leadership has been a pivotal issue for mankind since the beginning of organized society. It would seem that there is an innate desire among human beings to be led; just as there is a strong drive in some people

to lead (Manikutty&Singh, 2010). Today, no less than in ancient times, the qualities to be found in the good leader as well as in the bad leader are the subject of intense debate(Cotterell, Lowe & Shaw, 2009). Even more, the effectiveness of leaders always remains a matter of acute interest especially in times of crisis and change.Additionally , the 21st century is also an era wherein the demands for leadership greatly exceeds the supply . Executive search firms are flourishing because of the demand for leadership talent (Charan, Drotter & noel, 2001).

Leadership researcher adopt various approaches to studying leadership. The approach selected depends on the variables emphasized in the particular study: the characteristics of leaders, the characteristics of the situation . Traits , confidence and optimism , skills and expertise are counted among the characteristics of both leaders and followers while the situation can be characterized by the type and size of the organizational unit, the position power and authority of the leader and task structure and complexity (Yukl, 2006;Hughes, Ginnet & Curphy, 2009).

Leadership researchers have defined leadership in many different ways and it is educative to note how each researcher emphasizes a different aspect of the phenomenon of leadership.* The process by which an agent induces a subordinate to behave in a desired manner(Bennis, 1959).*Directing and coordinating the work of group members(Fiedler, 1967).*An interpersonal relation in which others comply because they want to, not because they have to (Merton, 1957).*The process of influencing an organized group towards accomplishing its goals (Roach & Behling , 1984).*Actions that focus resources to create desirable opportunities (Campbell, 1991).*The leader''s job is to create conditions for the team to be effective (Ginnet, 1996).

*The ends of leadership involve getting results through others, and the means of leadership involve the ability to build cohesive and goal – oriented teams . Good leaers are those who build teams to get results in a variety of situations (Hogan, Curphy & Hogan , 1994). *Leadership represent a complex form of social problem solving (Mumford 2000).

Today''s organization need managers as well as leaders. Managers seek to produce predictability and order . They set operational goals, establish plans with timelines and allocate resources . They organize , staff and assign jobs to people.They monitor results and solve problems that arise. Leaders on the other hand seek to produce organizational change. They envision the future. They inspire people to reach that vision . Organisatios are called upon to integrate management and leadership . A strong management alone mayresult in a bureaucracy without purpose while a strong leadership alone can create change that is impractical. Modern organizations require leaders who are good managers and managers who are good leaders.

Personality Traits : Concept, Context and Definition :

While the task of leadership in the organizational context has been defined in the last section, the person who steps in to fulfill the role as leader is a real person who is not perfect and is subject to personal frailties and weaknesses. While the leaders strive to display virtues and character strengths in their behaviour , they are also challenged by their own personal vices and idiosyncrasies.

In this context it is useful to recall the words of Werner Heisenberg who said , "it is probably true quite generally that in the history of human thinking the most fruitful developments frequently occur at those points where two different lines of thought meet…..then one may hope that new and interesting developments may follow."(Heisenberg, 1963). Therefore the interaction between the two schools of thought , the leaders are " born"school of thought should prove to be exciting and fruitful.

Psychologists try to understand the personal characteristics and attributes of individuals by advocating numerous theories which signify different perspectives of understanding human personality. Although useful insights about personality have been generated by these different schools of thought, and therefore each merits thorough investigation , by far most of the research focusing on the leadership success has been based on the trait approach . Not only does such research throw light on the everyday behaviour of leaders but also sheds light on how leaders behave in unfamiliar or ambiguous situations for the reason that traits play a particularly important

role in determining such behaviour too (Hughes, Ginnet & Curphy, 2008.)

Another approach to understanding personality traits is derived from the analysis of language . The English language contains many thousands of words that can be used personal qualities Allport & Odbert (1936) found a large number of personality adjectives in the English language and tried to reduce them to categories that represented a certain consistency of behaviour . The trait categories listed by Allport were further grouped , rated and then factor analysed by Cattell(1966) proposed that there were sixteen basic personality traits that can be captured in terms of simple dichotomies : outgoing – reserved, more-less intelligent , stable- emotional , assertivehumble, happy-go-lucky- sober, conscientious-expedient, venturesome – shy, tenderminded-tough minded, suspicious- trusting, imaginative-practical, shrewdforthright, apprehensive- passive, experimenting- conservative,self- sufficient group-tied, controlled- casual, tense-relaxed. A vast body literature in last 40 years has converged on the idea that the most common trait approaches to personality can be captured by five dimensions: Neuroticism, extraversion, openness to experience , conscientiousness and agreeableness. This Group of five personality traits has been named as the Big Five Factors of Personality.

An operational definition of a personality trait is a pervasive consistency of thought , feeling and **behaviour** that measures aspects of individual differences and is useful in understanding and predicting a wide variety of criteria like vocational interests , health and illness behaviour, psychological well being and situational coping style as well as leadership behaviour (Costa &Mccrae, 1992).

Methodology of Study

Problem: To assess the impact of leadership effectiveness on organizational performance, To investigate the casual impact of personality traits on leadership potential.

Objectives:

1. To study the strength and weaknesses of a leadership prevailing in organization .

2. To make suggestions based on present study so as to increase the overall performance.

3. To study the relationship between personality traits and leadership styles relationship using the five factor model of personality traits and full range leadership styles.

Hypothesis:

There is a cordial (harmonious) relations exist between managers and employees (subordinates/ followers) and develops team spirit among followers and leaders to increase overall efficiency of organization.

Sampling Plan and Design

The universe for research study is north western railway organization in which the leadership effectiveness and personality traits will be studied.

Sample Design: Target Population:

Typically a population is defined in terms of elements, sampling units , extent, time.

ELEMENTS-The current leaders in organization and its subordinates/ followers.

SAMPLING UNITS- Concerned with individuals managers and subordinates reporting to them

EXTENT-The extent was railway organization.

TIME PERIOD-The time period taken to analysed the purpose of understanding the relationship between leaders and their subordinates/ followers for the session 2017-2018 is of three months data .

Sampling Technique:

100 Respondents were invited to participate in research to gather feedback.

These instruments provide reliability, validity and are statistical criteria whether research provides a good measure.

RELIABILITY TEST-How consistently an instrument measures that concept.

VALIDITY TEST-How well an instrument measures the particular concept, it is supposed to measure.

Tools Used:

Responses are made on a 3- point scale and the response categories assigned weights from 0 to 2 (total three weights;1,2,3). The statistical method used in testing the hypothesis is t-test for estimating the significant difference between mean Aptitude

scores of two groups . The two tailed test is used for this purpose. The Mean (M),Standard Deviation (SD), Standard Error of Difference Between Means(SEM),Degree of Freedom(DF), and T-Values (Significance of Difference between Means) of aptitude scores of two groups are calculated and represented in tabular form. This appears to have reasonably high reliability and validity. The contents of its item seem appropriate for the purpose of research with leaders and their followers.

Scoring of completely fill response sheet was done and scores were used for statistical analysis. Mean is used to evaluate average performance of leaders and their subordinates/ followers. The standard deviation (t-test) is used for comparing Aptitude towards leaders and their subordinates/ followers. T- test is also used as test of significance of the difference between means of leaders and their subordinates/ followers.

Result Analysis and Interpretation

Scores obtained on different scales of leaders and subordinates/ followers were tabulated in the form of frequencies. In order to test the significant difference between leaders and their followers mean, standard deviations , and t- ratios are calculated. For analyzing and comparing the psychological effects of leaders and their followers, results of statistical analysis are shown in table 1 and table 2.

Table 1

Primary Data of 100 questions answered by 50 Managers and 50 Subordinates/ Followers

SAMPLE	N	AGREE	UNDECIDED	DISAGREE	TOTAL QUESTIONS
Managers/ leaders	50	50	20	30	100
Employees/subordinates/ followers	50	40	15	45	100
Total	100	90	35	75	

Table 2
Statistical Analysis of Data

SAMPLE	N	MEAN APTITUDE SCORE	SD	SEM Standard Error of Difference between Means	DF	t-TEST VALUE	LEVEL OF SIGNIFICANCE	HYPOTHESIS
Managers/ leaders	50	16.2	12.56	2.12	38	6.47	Significant at 0.01 level	Accepted
Employees/ subordinates /followers	50	16.0	12.56	2.11				

Results indicates that mean of leaders / managers is slightly higher than subordinates/followers. It shows that comparatively leaders have more positive impact to increase the overall efficiency of the organization.

The calculated t-value is found to be 6.47 which is not significant at 0.01 level with 48 degree of freedom(DF). This indicates that the null hypothesis is accepted at this level. This also indicates also indicates that there is no significant difference between leaders and their followers.

Suggestions

The results of this study summarized effective strategies of improving leadership skills which would positively impact leaders-employees relationship. It is believed that this study would have added value to the literatures on leaders leadership styles, especially in the organization. Past studies have constantly reported that transformational leadership is more effective, productive, innovative , and satisfying to followers as both parties work towards the good organization propelled by shared visions and values as well as mutual trust and respect (Avolio and Bass, 1991; Fairholm, 1991;Lowe,Kroeck and Sivasubrahmaniam, 1996; Stevens, D"Intino and Victor, 1995).

In a Summary , according to the results of this current study the organization covered in the study should pay more attention to improving supervisors management and leadership skills and to monitoring the relationship between leaders and employees. Some strategies and managerial plans need to be developed in order to increase the organizational effectiveness further.

Conclusion

For an organization to progress, it is important to understand the factors that influence the organizational behaviour and employee psyche. Indian employees are motivated by social rewards, self- actualization needs, compensation , and improved working conditions. To reach the hearts and minds of employees, leaders need to "walk – the talk", with an impelling vision. "It is exceedingly important for a leader of any organization to

communicate his or her vision constantly to ensure that there is no doubt about the direction a team is heading ," says Ken Blanchard, world – renowned management coach. Hence some of the well- known employment brands known for their leadership values, focus on employee engagement through commitment and discretionary effort and on employee enablement with optimized roles and a supportive environment, leading to financial success and employee performance – all to drive organizational performance.

It may be concluded that both leaders and their followers have positive and healthy relations by developing team spirit to increase the overall efficiency of organization.

In conclusion, as the study reveals , the ideal leadership style should be a mix of transactional managerial abilities, with adequate incorporation of transformational elements, such as idealized influence, inspirational motivation, and intellectual stimulation , individualized consideration , and other ingredients such as creativity, team orientation , appreciation of others, coaching and recognition.

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