

**A STUDY OF LEADERSHIP STYLES & ITS IMPACT ON
VARIOUS BUSINESS FUNCTIONS IN SELECT SMEs IN PUNE
REGION**

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Submitted By

SHRI SAMIR GOVIND BUWA

P R No- 15813007740

UNDER THE GUIDANCE OF

Dr. MILIND SUDHAKAR PANDE

DEPARTMENT OF MANAGEMENT STUDIES

October 2020

CERTIFICATE

It is certified that work entitled **A Study of Leadership Styles & Its Impact on Various Business Functions in Select SMEs in Pune Region** is an original research work done by Mr Samir Govind Buwa Under my supervision for the degree of Doctor of Philosophy in Management Science to be awarded by Tilak Maharashtra Vidyapeeth, Pune.

To best of my knowledge this thesis embodies the work of candidate himselfhas duly been completed fulfils the requirement of the ordinance related to Ph. D. degree of the TMV up to the standard in respect of both content and language for being referred to the examiner.



Dr.Milind SPande

Research Guide

19 October 2020

Tilak Maharashtra Vidyapeeth, Pune
DECLARATION / UNDERTAKING

I Mr Samir Govind Buwa is the Ph. D Scholar of the Tilak Maharashtra Vidyapeeth in Management subject. Thesis entitled **A Study of Leadership Styles & Its Impact on Various Business Functions in Select SME's in Pune Region** under the supervision of Dr Milind Pande, Solemnly affirm that the thesis submitted by me is my own work. I have not copied it from any source. I have gone through extensive review of literature of the related published / unpublished researchworks and the use of such references made has been acknowledged in my thesis. The title and the content of research is original. I understand that, in case of any complaint especially plagiarism, regarding my Ph.D. research from any party, I have to go through the enquiry procedure as decided by the Vidyapeeth at any point of time. I understand that, if my Ph.D. thesis (or part of it) is found duplicate at any point of time, my research degree will be withdrawn and in such circumstances, I will be solely responsible and liable for any consequences arises thereby. I will not hold the TMV, Pune responsible and liable in any case. I have signed the above undertaking after reading carefully and knowing all the aspects therein.

Date: 19 October 2020

Place: Pune

Mr Samir Govind Buwa
(Research Student)

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- INDEX -

Sr No	Description
1	Introduction
	1. General Introduction
	2. Background / Introduction of The Topic
	3. Need
	A. Major Reasons of sickness
	4. Significance of study
	A. Theoretical Significance
	B. Empirical Significance
	C. Practical Significance
	5. Objectives
	6. Scope
	7. Problem Statement
	8. Research Gap
	9. Leadership
	10. Entrepreneurship
2	Literature review
	1. General introduction
	- About Pune
	2. Literature Review Study And Flow Of Information
	3. Frame Work Of Literature Review
	4. About SMEs
	5. Leadership Theories & Styles
	6. Traits Of Good Leader
	7. Practical Aspect Of Leadership
	8. Leadership Style
	9. Decision Making Model By Leadership Style
	A. Autocratic Leadership Style
	B. Consultative Leadership Style
	C. Democratic Leadership Style
	D. Data Driven Leadership style
	E. Laissez Faire / Passive Avoidant Leadership Style
	F. Impulsive / Spontaneous Leadership Style
	10. Impact Measurement
	A. Impact Measurement Process
	- Setting Objectives
	- Analyzing Stakeholders
	- Measuring Results

	- Business Functions & Its KPIs
	- Function Wise BPM / KPIs (10.5)
3	Research methodology
	1. Introduction
	2. Research process
	3. Research problem
	4. Need &
	5. Research Gap
	6. Significance
	7. Objectives of the study
	8. Scope
	9. Sampling
	10. Hypotheses
	11. Research design
	12. Sample and sampling procedures
	13. Researcher's limitations
	14. Pune region definition & scope
	15. Measurement of scale
	16. Collection of data
	17. Questionnaire
4	Data analysis
	1. Descriptive analysis
	2. Analysis & Result
5	Findings, Conclusion, Limitations & Recommendations
	Finding
	A. Demographic Assessment
	B. Descriptive Assessment
	C. Hypotheses Assessment
	Conclusion
	Contribution
	Limitations
	Recommendations for future Scope
6	References

LIST OF TABLES

Sr No	Chapter Name	Chapter No	Table Name	Table No	Page No
1	Introduction	01	Reasons of sickness in MSME in India	1.1	11
2			Employment Generation by SMEs	1.2	12
3			Contribution of MSMEs in Country's Economy at Current Price	1.3	12
4	Literature Review	2	FISIM ³ at current prices	2.1	30
5			About SMEs	2.2	31
6			About SMEs	2.3	32
7			Skill And Trait Matrix	2.4	48
8	Research Methodology	3	Reasons of sickness in MSME in India	3.1	91
9			Leadership Style Description	3.2	105
10			Factory Statistics	3.3	113
11			Factory Statistics	3.4	127
12	Analysis Of Data	4	Area Wise Distribution	4.1	133
13			Educational Background	4.2	134
14			Types Of Companies	4.3	135
15			Origin Of Organization	4.4	136
16			Sectors Of Industry	4.5	137
17			Types Of Industry	4.6	138
18			Descriptive Statistics	4.7	139 - 157
19			Summary Table	4.8	159
20	Findings & Conclusion	05	Check List Model Before Taking Important Business Decision	5.1	200

LIST OF FIGURES

Sr No	Chapter Name	Chapter No	Figure Name	Figure No	Page No
1	Literature Review	02	Flow Of Literature Review	2.1	29
2			Flow Of Literature Review	2.2	30
3			Personal Traits Of Leader	2.3	47
4			Family Business Generation	2.4	51
5			History of Leadership Theories & Styles	2.5	53
6	Research Methodology	3	Graphical Demonstration Of Research Process	3.1	90
7			Graphical Demonstration Of Research Problem	3.2	97&98
8			Area wise Distribution	3.3	116
9			Company Sectors	3.4	117
10			Sources Of Data Collection	3.5	122
11			Sources Of Data Collection	3.6	122
12	Analysis Of Data	4	Area Wise Distribution	4.1	133
13			Educational Background	4.2	134
14			Types Of Companies	4.3	135
15			Origin Of Organization	4.4	136
16			Sectors Of Industry	4.5	137
17			Types Of Industry	4.6	138
18	Findings & Conclusion	5	CDBD Model	5.1	199

- ABBREVIATIONS -

	Description
SMEs	Small & Medium Enterprises
SMBs	Small & Medium Businesses
MCCIA	Maharashtra Chambers of Commerce & Agriculture
MIDC	Maharashtra Industrial Development Corporation
TAB	Table
FIG	Figure
FREQ	Frequency
STAT	Statistical
TQM	Total Quality Management
FIN	Finance
HR	Human Resource
MKT	Marketing
LIT	Literature
REV	Review
DM	Decision Making
LS	Leadership Styles
DDSS	Data Decision Support System
H..	Hypothesis
RECMN	Recommendation
QUSTNR	Questionnaire
RM	Research Methodology
REF	Reference
INTRO	Introduction
KPI	Key Performance Indicator
SIDBI	Small Industries development Bank of India
MSME	Micro, Small & Medium Enterprises
KVIC	Khadi Village Industries Commission
NSIC	National Small Industries Corporation
MGIRI	Mahatma Gandhi Institute of Rural Industrialization
GDP	Gross Domestic Product
GOI	Government of India
GVA	Gross Value Added
MNC	Multinational companies
FMCG	Fast Moving Consumer Goods
PCMC	Pimpri-Chinchwad Municipal Corporation
EI	Emotional Intelligence
DSS	Decision Support System
CEO	Chief Executive officer

IT	Information Technology
R&D	Research & Development
SOP	Systematic Operating Procedure
FISIM	Financial Intermediation Services Indirectly Measured
RBI	Reserve Bank of India
MSMED	Micro, Small & Medium Enterprises Development
INR	The Indian Rupee
LLP	Limited Liability Partnership
HUF	Hindu Undivided Family
HBR	Harvard Business Review
ERP	Enterprise Resource Planning
CRM	Customer Relationship Management
RBL	Ratnakar Bank Limited
ISB	International School of Business
MLQ	Multifactor Leadership Questionnaire
DDDM	Data Driven Decision Management
SAP	Systems Applications and Products in Data Processing
AI	Artificial Intelligence
ML	Machine Learning
DL	Deep learning
AR	Augmented Reality
VR	Virtual Reality
SPSS	Statistical Package for the Social Sciences
UK	United Kingdom
LJI	Leadership Judgment Indicator
IM	Impact Measurement
BPM	Business Process Management
TPM	Business Process Management
ITR	Inventory Turnover Ratio
PO	Purchase Order
WO	Work Order
FTR	First Time Right
ISO	International Organization for Standardization
EBITA	Earnings before interest, taxes, and amortization
MIDC	Maharashtra Industrial Development Corporation
SLQ	Servant Leadership Questionnaire
DMS	Decision Making Styles
DIC	District Industry Centre
NIC	The National Informatics Center
MCCIA	The Mahratta Chamber of Commerce Industries & Agriculture

CHAPTER 01

- INTRODUCTION-

1. GENERAL INTRODUCTION

In the present scenario of globalization every organization irrespective of its size has to make in time decision to sustain against severe competition where the buyers / consumers have a number of alternatives being in “Buyer’s Market”. Hence this prompts every management of the organization has to be vigil in its business decision making process & figure out which leadership styles fits for which situation.

Leadership is the one who decides fate of the organization, this process needs to have logical base of decision making & it’s been observed that it’s depends on the leader or manager who decides & that it depends on leadership style of that person.

In view of this large as well as Small & Medium Enterprises (SMEs) have to think & plan strategically their every decision which does have an impact either positive or negative on its business considering this every effort has to be made so as to have a positive impact on its business performance.

Leadership Styles & taking decisions by these styles can be regarded as the thought process sometime systematic & sometime it’s impulsive with senses, leading to the selection of a specific choice of belief or a course of action among several alternative available possibilities.

Leader has to finalize one specific choice as a decision that may or may not be a prompt action. Leadership styles for decision-making is the study of identifying and choosing alternatives based on the various parameters like ethics, legality, and political situation of preferred choice values and preferences of the decision maker. Leader should take every day decisions & decision-making is one of the central activities of every business whether it’s small, medium or large in size and is a huge part of any process of implementation & leadership styles which decides the decisions are most important characteristics of the person.

2. BACKGROUND / INTRODUCTION OF THE TOPIC

Leadership is one of the key determinants associated with the success and failure of any organization. Leadership style is the manner in which people are directed and motivated by a leader to achieve organizational goals.

Leadership style for business decision making by the business leaders is the study of identifying and choosing alternatives based on the values and preferences of the decision maker which leaders decides by specific style

SME's are playing very important role in every economy of the world e.g. Japan, Canada, Europe, China & same is happening in developing country like India. Indian government is in continuous efforts to promote SME's and employment generation by them. Government supports SME's by roll out of various schemes on time to time basis. In order to support SME's in a structured and focused manner, Government of India has established ministry of Micro, Small & Medium Enterprises. Indian Government has established a dedicated Bank called "SIDBI [Small Industries development Bank of India] which acts as a financial Institute for the funding needs of SME's.

Government of India's ministry of MSME has got various attached organizations at grass root level which are promoting either sector specific or traditional industry [which empowers Women Development] which support to various SMEs to grow, few of them are mentioned here – Office of Development Commissioner (MSME), Khadi Village Industries Commission (KVIC), COIR Board, National Small Industries Corporation (NSIC), National Institute for Micro, Small & Medium Enterprises, Mahatma Gandhi Institute of Rural Industrialization (MGIRI).

As per the research by Bari, Cheema & Ul-Haque (in 2002) one major reason of failure or non-growth of SME is the lack of effective leadership.

According to Anheier& Seibel (1987), Steel & Webster (1991), Aryeetey & others (1994), Goockel & Akoena (2002), said that the lack of management skills and

knowledge limits the development & growth of SME's. Researchers Aziz, Abdula, Tazudin & Mehmood (2013) said that leadership role is very important and plays a vital role in the survival of SMEs.

With above background one can understand that there are some nonfinancial issues which are becoming causal reasons for the failure of SMEs. It's important to study various aspects of leadership styles for making better decision. It is important topic and researcher decided to explore this topic in detail so that quick and better decisions can be taken by appropriate leadership styles.

3. NEED

In the era of globalisation mergers & acquisitions are becoming commonly listen words some big corporations are becoming big i.e. not only because of organic growth but also these companies are having strategy to acquire smaller, medium enterprises. SMEs are considered to be lean, thin, dynamic and relatively quicker action makers where as their bigger counter parts like large corporations have their own set of processes which include limited authorities and limited decision making power to their business leaders and managers which affects the speed of execution and reduces the overall speed of business organisation in turn it affects business growth of organisation.

As per the World Bank, SMEs are playing important role in developed and developing economies, they are important for job generation, technological development, economic development and respective skills development all over the globe. As per the World Bank (www.worldbank.org) SMEs represent 90% of the business of total world's businesses and generate more than 50% of employment all over the globe. As per World Bank, SMEs (formal & organised) contribute up to 40% of national income i.e. GDP in most of the developing economies. If we increase informal SMEs then this contribution will certainly go up.

World Bank estimates shows that around 600 million jobs will be required by 2030 for absorbing growing workforce globally and that is where development of SMEs, saving SMEs from the failure, saving them from premature death are becoming high priority areas of most of the governments of all over the globe. It is said that in

developing economies, organised SMEs are generating the 70% of the jobs, this also clearly shows the importance & necessity of development of SME's in future.

In India MSME's are manufacturing product range of 6000 plus which may include traditional to high technology goods like software's & electronics goods. This is to be noted that MSME's are providing lucrative opportunities for both self-employment and jobs to needy hands after agriculture sector.

SMEs contribution in GDP of the country is quite significant i.e. estimated around 28.77% (in 2015-16 as per Ministry, GOI) and SMEs employs around 40% of workforce with estimated of 80 Million plus peoples, around 1.3 Million SMEs contribute to 32% of India's production output, trade 35% & other services 33% however its really surprising to see that many SMEs are struggling for survival, and struggling for growth.

It has been observed that many SMEs are becoming sick or struggling to survive, struggle to grow after spending quite good amount of period in business.

Major Reasons of sickness:

According to RBI/MSME ministry following are the reasons of failure/sickness of SME industry. Some of these are:

- Lack of working capital, slow process in sanction of working capital and time gap between sanction of term loan and working capital.
- Poor and outdated technology
- Challenge related to availability of raw material
- Insufficient demand and other marketing & sales challenges (problems)
- Non predictable power supply
- Labour problems
- Inadequate Infrastructure
- Poor business management
- Insufficient attention to Research & Development
- Diversion of resources

- Incompetence of the industrial units to face growing competition due to liberalization and globalization

As per all India census of MSME 2006-2007, it was found that around 30% of total registered units were suffering from sickness and significant reason for sickness were found in lack of demand, marketing problems, lack of working capital, power shortage, given in table below (Amit Saini – December 2014)–

GOI (Government of India) data in table suggest that the reasons behind the sickness in MSME in India (TAB – 1.1)

Reason for sickness	Proportion of sick units (in %)
Lack of demand	41.94%
Shortage of working capital	20%
Non-availability of raw material	5.11%
Power shortage	5.71%
Labour problems	5.64%
Marketing problems	11.48%
Equipment problems	3.17%
Management problems	6.46%

(Source/Credit: <http://laghu-udyog.gov.in/sido/boardmeeting/48/ssisick48.htm>)

One need to study it systematically what went wrong in management, which were the leadership styles were used by owners/business managers by which either struggle for survival & struggle for growth continued after years in business and what went right by which phenomenal growth & success is achieved.

This research will focus basically on study of various leadership styles used in business decision making process of various SMEs in selected sector like Electronic/ Electrical & auto ancillary sectors of Small, Medium Enterprises segment of select SMEs at Pune region. Its conclusion will be a reference point for SME owners/business managers as to what kind of leadership styles are to be used for organizational growth.

4. SIGNIFICANCE OF STUDY

Here is the important statistic related to employment generation by SMEs.

(TAB – 1.2)

	Growth Rate of Employment	Growth Rate of No of Enterprises
Manufacturing	18%	23%
Services	34%	31%

Source: Ministry of Micro, Small & Medium Enterprises, Annual Report, 2013-2014

(TAB – 1.3)

Contribution of MSMEs in Country's Economy at Current Price						
(in ₹ crore)						
Year	MSME GVA	Growth (%)	Total GVA	Share of MSME in GVA (%)	Total GDP	Share of MSME in GDP (%)
2012-13	2977623	15.27	9202692	32.36	9944013	29.94
2013-14	3343009	12.27	10363153	32.26	11233522	29.76
2014-15	3658196	9.43	11481794	31.86	12445128	29.39
2015-16	3936788	7.62	12458642	31.60	13682035	28.77
Source: Annual Report Ministry of MSME 2017-18						

<https://www.rbi.org.in/Scripts/PublicationReportDetails.aspx?UrlPage=&ID=924#CH>

2

Because of increasing globalisation pressure and entry of Multinational companies (MNC), immense avenues are being created for SMEs like subcontracting, outsourcing of manufacturing products and services, ancillary product manufacturing can span into sectors like FMCG, consumer electronics, engineering, automobile industry, a good SME and its sharp business leader can extract maximum advantage from these MNCs in turn SMEs will make significant jobs creation skill generation in

urban, semi urban, rural areas. Digital forums, ecommerce websites, social media marketing if properly used then above mentioned sectors can generate good revenues and jobs by using traditional skilled labours, relatively lower capital and by innovative sales and marketing themes.

The results of this study may give contribution to four perspectives: theoretical, empirical, practical and political.

From the theoretical point of view, this study increases the understanding of different leadership styles and in the context of SMEs in the manufacturing industry in Pune, as far as KPIs of various business functions are to be considered.

This study is empirically an attempt to understand leadership styles used by business managers in SMEs in Pune. This study explores in more details whether the leadership style has an impact on KPIs of business functions. Different types of Statistical tests will be used, which solidifies the research conclusion. In addition, the result of the study provides results that can be generalized and serve as a starting point for additional & further research.

Theoretical Significance –

This study which will integrate scattered research work on leadership, leadership styles, Impact Measurement on SMEs, KPI's of various business functions, in short it explains linkages between all these parameters of leadership styles which is independent variable on business functions to promote SME's growth rate success as dependent variable into one single framework.

Empirical Significance –

This research study defines the relationship between leadership styles and its impact on various business functions of SME's which is proved statistically after taking samples of through instrument of measurement and validated statistically.

Strategic / Policy Contribution –

From a policy perspective, the results of the study may provide a basis for development principles of leadership styles in forums of chambers of commerce. This

can help SME decision makers (i.e. Chamber of Commerce, government, etc.) to develop an action plan for development of leadership talent, development in the areas of resources and labour challenges and develop Pune's dynamic business environment into further growth oriented one.

Practical Significance—

In practical terms, The results should help SME business managers become more aware and better informed about the different styles of leadership theories in latest management sciences and assist them in developing a work force strategy and This study will reveal that not all leadership styles affect the performance of the company positively but there are some leadership styles it may give negative impact which can be used cautiously by business managers in SME.

5. OBJECTIVES

Objectives are something which gives clear direction towards action plan, it acts like light in the dark which gives path for the action.

1. To study the impact of leadership styles on various business functions of SMEs
2. To study the association between leadership styles and the growth rate in sales turnover and profit margin of SMEs

6. SCOPE

Pune is vast industrial belt & having mix baggage of industry like automotive companies, Information Technology companies, Electronic, Electrical, Realty companies spread over all directions of geography of Pune.

Data have been collected from following major industrial clusters of Pune which covers all geographic directions - Bhosari, Chakan, Hadapsar, Mundhava, PCMC, Pune City, Sanaswadi, Shirval, Shivane, Sinhgad Road.

In view of this; researcher decided to study for Electronic/Electrical, Automobile ancillary, sector in select SMEs in various geography of clusters of industries. Data is collected from Top/Senior Management of SMEs like Senior Managers / Managers / Functional Heads in cluster random sampling manner.

Time Frame/ Period: Impact measurement from 2014 to 2019

Here, time period is financial year from 2014-15 to 2018-19.

7. PROBLEM STATEMENT

Various surveys / studies all over the globe has manifested the very fact that, the majority of SMEs had either failure or very slow growth in their business ventures because of business leader's wrong decision making in addition to various reasons like mismanagement, economic & market fluctuations, change in government policies.

As per all India census of MSME 2006-2007, it was found that around 30% of total registered units were suffering from sickness and significant reason for sickness were found in lack of demand, marketing problems, lack of leaderships skills, lack of working capital, power shortage etc., so researcher decided to focus on lack of proper marketing management, lack of leadership skills, management problem to figure out which kind of leaders are these SME business managers & how they take decisions by which style so that sickness can be avoided & growth of the organization can be accelerated through various KPIs of various business functions.

On the background of the above, a pilot study made by the researcher of few SMEs in Pune region confirmed that lack of quality decision making by business leaders, scruples time management had an adverse impact on their business performance. Hence it was logical to undertake as in-depth study pertaining to "which are the Leadership styles used in business decision making, which are giving positive or negative impact on business growth on select SMEs during the period of 2014-2019. In order to understand specific sector researcher observed Pune as it is surrounded by Automobiles, Electronics, Electrical & IT related companies, out of this in order to get convenient sampling researcher decided to follow only electronic/electrical, automobile sectors in combination because all sectors are very much inter-related.

To explore, the leadership styles of SME's Owner / Managers and evaluate its impact on various business functions in SMEs of Pune.

SMEs in Pune in specific sectors like Auto Ancillary, Electronics/Electrical have got potential to contribute significantly in Maharashtra State economy. In order to get growth & better business performance appropriate leader and his/her most suitable leadership styles for SMEs to get success are to be discovered.

In Summary result of this research study will be able to contribute to the organizations related to SMEs, academics, Chambers and body of knowledge to develop appropriate leadership styles in this digital & highly competitive business world, thereby helping business leaders to improve their KPI's of various business functions with respect to Pune region of India.

Problem Statement

- Many SME leaders are not aware about their leadership style.
- Many SME organizations are not having ready reference of leadership styles by which they can improve performance of various business functions.
- Many SME organizations are not aware about the leadership styles & how it affects the performance of various business functions.

8. RESEARCH GAP

Literature review says that most of the research all over the globe including India is directed towards raising & finding cheap finance for SMEs, however very less study is done for Management skills requirement for business growth. In some of the countries some research work is done regarding this subject at Germany, Nigeria, Pakistan, Indonesia, African countries as well in India.

Most of the research is going on how to raise the finance smoothly & at the cheapest interest rate etc. but very few are on how to make SMEs competitive in all respect.

In Pune particularly two theses submitted on leadership styles, one is for leadership style in Hotel & Hospital industry and another research was done in 2016 on leadership styles & Entrepreneurial Orientation on performance on SME manufacturing industries from 2008 to 2013.

Plenty of various research, library books, papers, historical data and internet is been used to find out the gaps in literature. The literature review shows that there is wide research on leadership styles and its impact on employee motivation and commitment, (Rima Ghose, 2014 Thesis), job satisfaction etc.

In 2006, Agboli & Chikwendu said that no specific effective leadership style is appropriate in every situation and needs modifications at different work situations to perform at optimum work level.

In 2007, Arpita Saha has given the stress on spiritual leadership and bringing spiritual values for motivation of people and changes the individual culture and get maximum result.

In 2007 Neha Amar has given the stress on EI i.e. Emotional Intelligence which explore supervisor and subordinate emotions for the organizational benefits.

Leela Vedantam & Trideep Rajbhandari (2005) explored the leadership styles & trust as go getters for creating positivity in followers mind.

In today's digital world where various devices, machines are collecting data and giving important data input in DSS [Decision Support System] but at the same time very few or negligible research is found in pattern of leader wherein he focuses on maximum data as input from system for making appropriate business decision. Researcher is calling this phenomenon as a data driven leadership style and exploring this leadership style & its impact on various business functions of business in this thesis.

Little study is been done to discover the relationship between leadership styles and performance management in SME's, Matzler Et Al (2008), Thorpe Et Al (2009), LangoWitz (2010), Linder Gren (2012), Nitin Vaidya (2014),Rima Ghose (2014), Bhagyashree Joshi (2015), R Vani (2015),Imran Shafiq (2016), has studied and tried to understand which are the leadership styles used in SME's. In spite of that there is a gap in identifying and understanding latest leadership styles and its impact on various business functions in Pune region. Present modern digital world where computer

systems are connected with cloud and connected devices are continuously generating data, its not depend on us to discover inference out of it.

In view of this objective of thesis is to fill this gap of answering various questions related to leadership styles used in SMEs & their impact or discover association with business growth in SMEs.

In view of this, researcher decided to explore this gap of finding out mostly used Leadership styles, which styles are giving growth & negative impact on business functions like Marketing, Sales, Supply Chain, R&D & Production, Quality Assurance & Service after Sales, Human Resource & Admin, and Finance. This will contribute to the body of the knowledge of the SME business managers & they can utilize it improving existing leaders on their present style & adapt in future accordingly

9. LEADERSHIP

Every person is a leader in his own way. Business entity is formed by persons of different thoughts, cultures & from different background. We all rely on various information, and techniques or tools available to us, to help us in our daily lives. When we go out to eat, the restaurant menu is the tool that provides us with the information needed to decide what to purchase and how much to spend. Operating a business also requires making decisions using information and techniques - how much inventory to maintain, what should be the selling price, what are credit terms to offer, how many people to hire, some leader need to take calculated risk & need to take informed decision.

Leader, leadership & leadership styles are the buzz word in business world & what is his/her leadership style how she/he takes decision in business? Taking decision is the systematic process of identifying and solving problems, of asking questions and finding answers. Decisions usually are made under conditions of uncertainty. The future is not known and sometimes even the past is suspect. This guide opens the door for business owners and managers to learn about the variety of techniques which can be used to improve decision making in a world of uncertainty, change, and uncontrollable circumstances.

Traditional leadership styles are being changed to now a day's data driven styles, management schemes sometime to be complemented to enable companies to survive & do better decisions with proper application of leadership styles by business leaders & managers.

There are different Leadership styles for different individuals & it's imbibed in leader or manager and it changes with the situation. So, this study throws some light on which are those styles which are giving positive results by which business growth is achieved & which are those styles by which negative growth or de-growth is being observed.

10. ENTREPRENEURSHIP

In economics, entrepreneurship combined with land, labour, natural resources and capital can produce profit.

In today's modern world entrepreneurial spirit is attributed by innovation, manageability of things and risk-taking ability.

Leadership of a person going for entrepreneurship is having huge importance in his/her life. This decision will simply change his life forever either good or challenging way.

Word entrepreneurship is derived from French language & was being circulated across the world by various means, but it's used almost at every occasion where business or start up is being discussed.

There are various types of entrepreneurship, one can say that

- I. Industrial Entrepreneur
- II. Trading Entrepreneur
- III. Agricultural Entrepreneur
- IV. Innovative Entrepreneur
- V. Imitating Entrepreneur
- VI. Social Entrepreneur

In corporate world and in companies Business Unit managers are called entrepreneur who acts like entrepreneurs & taking that entire business unit forward with aggressive approach.

In this thesis researcher has decided to focus on industrial entrepreneur where respondent might be working unit manager of that selected SME either number two/three position after the owner or sometime owner himself/herself.

Main Functions of Entrepreneur

Decision of exploring various ideas coming to exploit it in commercial way, in short generation of idea, validation of that idea, visualization of goal, defining clear objective, aggressive investment to be made, finding investment for funding the idea, validation of idea, proactively work on its promotion, if any innovation is applicable, proper research to be done, taking that calculated risk, systematic development of business management skills for that particular business domain & in general, unlearn some old thoughts & ready to change for new thoughts & in the process of developing business become catalyst for the economic development of nation.

Details have been discussed in next chapters of thesis.

Like this in this thesis we will focus on the research on leadership's styles for decision making in small & medium enterprises in Pune's industrial belt & will find out inference on business functions

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CHAPTER – 2

- LITERATURE REVIEW –

1. GENERAL INTRODUCTION

Industrialization in India can be categorised in 2 prominent periods, pre-independent period & post-independence period. After 1948; that is after independence we have adopted Democratic pattern of governance where people are the most important aspect to be utilized for their own benefit & to be democratically governed for people's well beings. The definition of Democracy proclaims, **of the people by the people for the people**.

Poverty prevailed all over the country due to low levels of educational background at that point as one of the major reasons. The total geographical area of our nation is very vast spread in thousands of kilometres, it is full of diversity. The task of the government then was to bring people in a single group as a united nation of India. The war of independence was over & sense of fraternity was among the society at large.

Motivation was required to lead them & maintain the tempo of self-esteem by various actions. We Indian Government adopted a Mixed Economy by keeping in view our own requirements of such a huge country of different dynamics. The best thing; out of both the patterns were adopted in order to achieve the desired goals at the earliest.

Industrialization started after the invention of Steam & related equipment. The labour-intensive work was transferred to machines. This way quality & redundant work have been achieved. The second major revolution was of development in Electronics Engineering. The operational revolutions like inventions of microprocessors took place & the speed of production became tremendous. Slowly it spread all over the world. The technology with all countries may not be the latest one but the older versions are also helpful to cater their local requirements. After the industrialization process has started the necessity of Specialization was thought to increase & cater the demand by the market.

India is a vast country & there were a number of small provinces, so then bureaucrats merged them in order to make the country as Indian Republic. This helped to understand to judge the regional requirements & to attend them properly; it was broadly on language spoken, written by locals. It also helped to balance the process of development throughout the country. The country is full of natural resources. As in growing phase it was felt necessary to spread organizations geographically near to the required resources this way the industries were spread in various states. This leads to developing certain skills in those particular areas for the by then & present workforce.

Maharashtra was famous for its contribution in the freedom movement. People all over the country & abroad also were attracted by the gesture & thought process of Maharashtra based people. It was quite obvious that slowly varied sectors came & invested in the state.

ABOUT PUNE, Maharashtra:

Pune is well known from ancient times. It's a land of freedom fighters, saints, bureaucrats, politicians, etc. who gave creative & nation building thoughts. Dnyaneshwar Maharaj, Tukaram Maharaj, was revolutionary saints born in the soil of this state. They were residents of this area. The idea of 'SWARAJYA' was ploughed from this city by SHRI CHATRAPATI SHIVAJI MAHARAJ. He was a resident of Pune. The major activities of Swarajya took place from Pune only. SHRI CHATRAPATI SHIVAJI MAHARAJ's empire was further expanded by the PESHWA's of Pune. The regime of 'PESHWAS' was taken up to Afghanistan. Chatrapati Shahu Maharaj of Kolhapur represented The PESHWAS; Chatrapati Shahu Maharaj introduced revolutionary thoughts which were implemented from this city. These all activities developed society here as a globe. They adopted the practice of being absorbed irrespective of cast, creed, with various socio economic levels.

Freedom fighters like Vasudev Balwant Phadke, Mahatma Jyotiba Phule, Lokmanya Tilak, Chaphekar brothers were residents of Pune. These names attracted the freedom fighters of all over the country respectfully.

There are educational institutes which are having history of above 100 & more years. Pune University, College of Engineering are some of the important institutes which

are giving some of the best talents to nation's think tanks. Management science colleges are famous all over the country.

Industrialization:

The freedom fighter families like Bajaj Family & Firodia Family are residents of Pune. They are pioneers of the revolutionary automotive sector. The other prominent name amongst this is of Tata group, they started shop & rather it was like the foundation stone of automotive industry laid by Tata's, Bajaj & Firodia's in Pune.

Two-wheeler, three-wheeler & heavy vehicles have been manufactured in the city since long. The residents are well versed with the related activities to this sector. Everything related to industrialization is present in Pune along with the hands-on experience in the corresponding field to take new challenges.

Researcher belongs to a rural area away from Pune district. Visited Pune for job purposes initially & was overwhelmed to see the pace of industrialization. Self-development & esteem gained satisfies him to some extent.

There is nothing called a "Problem". It's just the absence of an idea to find a solution. The problems & situations faced in earlier stages compelled researchers to understand & take stock of the situation for selection of the subject for the thesis.

In the word of business, words like Leader, Leadership styles, Decision Making, performance, KPIs, standards, SOPs, methods are used frequently. Every time when we share, discuss the challenge or situation with another individual, he shares his views as a third party based on his past experience.

Growth & Success does not mean only size or number of units. Reduction in rejection with the given staff & at the same time utilizing the raw material efficiently leads to optimising the profit with reduced overheads can also be termed as growth & success. But at the same time during the field visits researchers observed that the definition of success varies from individual to individual. In general terms we measure success in terms of business top line, bottom line, size, human employment, turnover, market

share, number of sister concerns, KPIs (Key Performance Indicators) satisfaction, customer satisfaction, employee satisfaction, Vendors satisfaction & many more.

Some individuals are of the opinion that they are satisfied with the things they are having presently in their hands. Their market share is limited & achieving it with minimum man power, with limited profit margin still they are happy to serve with given quality norms. This is exactly in contradiction with other people's thoughts. This can be another point of view. They say it has the best performance within the given parameters with limited risk. The players want to take risks within their capacity. They don't want to verify their abilities at par.

All those factors attracted researchers to concentrate on leadership styles, decision making and its impact on business performance of small & medium enterprises on various business functions.

When the business activity was in its primitive stage various activities were handled by a single person. The person operating the business gets experience over the period of time. The approach during the working makes it habitual for handling the situation. Habitual working is turned into the practice & lead autocratic type of leadership.

Researchers found the roots of growing organizations in the decision making of the concerned authorities and the same is dependent on the business leader & his/her leadership style.

We can see that many of the world's countries are operating democratically. In democracy the activities are carried out are of the people, for the people & by the people. This is reflected at the organizational level also, it's time called as participative leadership style.

The above-mentioned leadership styles like autocratic & democratic are human psychology based. We are unable to forecast the resultant if more human psychology is involved.

This is why data driven decision making was invented and subsequently data driven leadership style was discovered. The organizations working years together collected data related to their various activities. The data is not only useful for themselves to take decisions within the parameters but also for new generation business leaders. The newly entered business leader may not have experience of establishing a new organization, running it efficiently; this is the area where the data of already established & efficiently run organizations will be a good lesson to guide & run with profit. The failure of new organizations will also likely be reduced.

In the industrial area there are various certifications required which are internationally well known. They provide testing, certifying local agencies for operating day today working. These service providers are working as per instructions led down by national or international parent authorities. This helps to render products with set norms for that industrial sector.

Before computers came into existence, the electronic sector was the next revolution. It changed the lives of all the people. Gadgets like radar, radio, Television were invented. Many machines were controlled & operated with the help of electronics technology.

The Electronics & Automobile industry are most contributors to Pune's economy, so this is the reason for including those sectors for selection of Thesis purpose.

Computers were invented & it changed the whole world. Computers & the Internet made it easy to bring humans closer. The data sharing, locating vendors, locating expert professionals made very easy. The data can be stored & shared. The utilization of data made organizations easy worldwide. The data stored can be accessible anytime, anywhere for the ready use.

The technology facilitated more concentration on core business activity than other non-related activities.

The business decisions include from inception into the activity up to running it successfully with sizeable market shares with desired profit.

The business leaders are taking risk in terms of finance, material & human energy. The one wrong decision may lead to waste of the resources in hand. The material & other resources can be compensated to some extent at earlier stages. But, when the activities are at peak any small wrong decision may lead to debacle.

The leader requires well set goals based on calculated risk & future planning for expansion of the activity to meet market requirements efficiently. While entering into the business activity the entrepreneur is expecting some kind of forecast of the future. An experienced & well-trained labour force also affects the activity. Sometimes there may be fantastic responses from customers but due to lack of space the business activity may hamper. These factors must be considered by the business leaders as they might be negative growth factors if not handled properly with utmost attention in time.

Communication is the medium through which we share our thoughts with another person. Medium is important, but it is important to keep in mind what is to be communicated, to whom it is to be communicated, how it is to be communicated & when it is to be communicated. This all should be done rationally so that all the personnel related to the activity are well conversant with their set goals, the ways & means for achieving the goals.

Management science includes planning, directing, operating & controlling. These are the major important steps involved in any business or general activity. Once goals are set the next process of achieving for it is of planning. This is the others in the link & work cohesively for the mission of Basic & foremost important activity. If non-realistic planning is done the goal is never achieved.

Operating is the actual execution of the set goals. This is done by various techniques related to production & services. The data generated is used for future planning & to know the reasons of failure in certain areas.

Directing is also an important function of management. Direction is a specified path towards the desired goal. You may have a dedicated group of individuals but if they

do not have the specified goal then the effort put in by the members is wasted. The investment in the organization will not get the output which they have set as target. The above all activities should go hand in hand from small scale to very big organization. This is because this type of culture should be inculcated among the various groups operating within the organization.

2. LITERATURE REVIEW STUDY AND FLOW OF INFORMATION

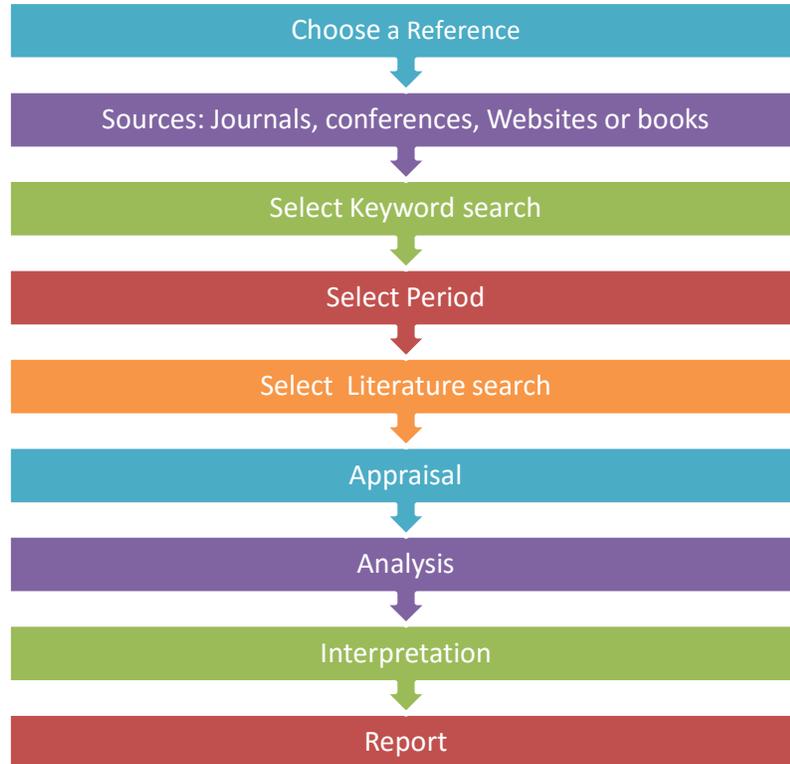
In every aspect literature review plays most important role, this is not only in research study but also in general and social ways. Literature review study which has to cover what has happened in the past? What is happening in Present? And what is likely to be happening in future? Will be covered in a systematic and critical review manner? Researcher is conducting this review which be in sync with objectives of this thesis study, will find out existing hypothesis from the global level then search at local level will identify the gaps for study, will formulate the hypothesis of the study from this founded gap, then will design the research methodology, will formulate data capturing and measurement instrument, primary and secondary research, collection of data from primary research, data compilation, decision of selection of test for analysis purpose, data reliability, data validity, its significance, data interpretation, hypothesis acceptance or rejection, findings, conclusion, recommendation, future scope of study with clear limitations defined. This is how the flow of almost every research goes on where empirical evidences will be proving hypothesis acceptance or rejection in a rationalised manner.

This is how researcher conducted literature review and completed study by following means of information sources.

- Journals (either cited or not cited)
- Conference papers, white papers, various business reports of companies
- Books
- Documents from websites
- Information I from management practitioners
- Conceptual papers, empirical papers, methodical papers, few global and local dissertation / theses

3. FRAME WORK OF LITERATURE REVIEW

Researcher has performed following flow of literature review. (FIG – 4.1)



As per Vom Brocke et al.(2009), says while doing any review, only five research articles are necessary for a review if they contain sufficient information and are selected for reasonable reasons, and that this can be considered to add more value to authors and the community than 'a journal with a wide range analysis. Contribution without sufficient information about the place, the reason and the documentation obtained.

Phase	Outcomes	Methods
Protocol	Defined study scope	Only the mountain ecosystem and its services
Search	Search strategy	Searching strings
	Search studies	Search databases
Appraisal	Selecting studies	Defining inclusion and exclusion criteria
	Quality assessment of studies	Quality criteria
synthesis	Extract data	Extraction template
	Categorize the data	Categorize the data on iterative definition
Analysis	Data analysis	Quantitative categories, description, and narrative analysis
	Result and discussion	Data analysis, gap identifications and result comparison
	Conclusion	Deriving conclusion and recommendation
Report	Report writing	Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) methodology
	Journal article production	Summarizing the report result

(Fig – 2.2) https://www.researchgate.net/figure/SALSA-framework-of-the-systematic-analysis-follows_tbl1_336992266

4. ABOUT SMEs

SME: Small and Medium enterprises are the backbone of every nation's economy.

SME contributes 70% plus employment in the country, 40% of total exports as per MSME ministry.

(Figures in Rs. Crores adjusted for FISIM³ at current prices) (TAB – 2.1)

Year	MSME GVA	Growth (%)	Total GVA	Share of MSME in GVA (%)	Total GDP	Share of MSME in GDP (in%)
2011-12	2583263	-	8106946	31.86	8736329	29.57
2012-13	2977623	15.27	9202692	32.36	9944013	29.94
2013-14	3343009	12.27	10363153	32.26	11233522	29.76
2014-15	3658196	9.43	11481794	31.86	12445128	29.39
2015-16	3936788	7.62	12458642	31.60	13682035	28.77

Source: <https://msme.gov.in/sites/default/files/MSME-AR-2017-18-Eng.pdf>

SMEs: Small Medium Enterprises Definition by Government of India RBI

Definitions of Micro, Small & Medium Enterprises: Government of India passed a special law to support SMEs across India. As per the provision of Micro, Small &

Medium Enterprises Development (MSMED) Act, 2006 the Micro, Small and Medium Enterprises (MSME) are basically classified in two Classes: 1. Manufacturing Enterprise & another one is 2. Service Enterprise

1. Manufacturing Enterprises-The enterprise or business which is engaged in the manufacture or production of goods pertaining to any industry specified in the first schedule to the industries (Development and regulation) Act, 1951) or employing plant and machinery in the process of value addition to the final product having a distinct name or character or use. The Manufacturing Enterprise is defined in terms of investment in Plant & Machinery excluding plant and machinery.
2. Service Enterprises-The enterprises engaged in providing or rendering of services and are defined in terms of investment in equipment.

The limit for investment in plant and machinery / equipment for manufacturing / service enterprises, as notified, wide S.O. 1642(E) dtd.29-09-2006 are as under

TAB – 2.2

Investment in INR in Plant & Machinery excluding Land & Building	
MANUFACTURING SECTOR	
Micro Scale Enterprises	It should not exceed 25 lakhs
Small Scale Enterprise	More than 25 Lakh but not exceeding 05 Crore
Medium Scale Enterprise	More than 05 Crore but does not exceed 10 Crore
SERVICE SECTOR	
Micro Scale Enterprise	Does not exceeding 10 Lakh
Small Scale Enterprise	More than 10 Lakh but not exceeding 02 Crore
Medium Scale Enterprise	More than 02 Crore but not exceeding 05 Crore

SMEs are identified to provide special investment assistance and handholding as they contribute significantly to the employment, production and export in the country.

As on date, there is no item reserved for exclusive manufacture in the micro small and medium scale sector unlike such a provision that existed during pre-liberalisation

phase (On 10.04.2015 Government has de-reserved the remaining 20 items from the erstwhile list of items reserved for exclusive manufacture in Small scale industries (now – Micro and Small Enterprises)).

The business enterprise might be in any type like proprietorship, LLP (Limited Liability Partnership), Association of individuals, HUF, private limited, co-operative, publicly held etc. Remember like European norms in India there are no classification of Small, Medium enterprises as per number of employees.

New Definition Of SMEs (Will be effective from 1 July 2020) Very recent Government of India’s Finance Minister introduced of SMEs as follows – **(TAB – 2.3)**

Revised Classification applicable w.e.f 1st July 2020			
Composite Criteria: Investment in Plant & Machinery/equipment and Annual Turnover			
Classification	Micro	Small	Medium
Manufacturing Enterprises and Enterprises rendering Services	Investment in Plant and Machinery or Equipment: Not more than Rs.01 crore and Annual Turnover ; not more than Rs. 05 crore	Investment in Plant and Machinery or Equipment: Not more than Rs.10 crore and Annual Turnover ; not more than Rs. 50 crore	Investment in Plant and Machinery or Equipment: Not more than Rs.50 crore and Annual Turnover ; not more than Rs. 250 crore

Source: <https://msme.gov.in/know-about-msme>

However new definition is not considered in the thesis because thesis work was almost completed before it got into effective form the mentioned date.

GLOBAL SMEs

In global perspective there are SMEs, but they categorise this sector in 3 ways -

- 1) Volume of Investment in Plant & Machinery
- 2) Number of persons employed
- 3) Volume of Production.

We do not find a universal definition of SMEs. The above three factors are major & used more than 1 for elaborating the SME sector.

The Government of India took stock of the situation to define & designed the framework for SMEs. Special reservations were declared for this sector. These concessions are for submitting tenders to Public sector enterprises, concessions in Direct & Indirect Taxes. The loan from Nationalised Banks was made available. All these efforts attracted the enthusiastic entrepreneurs to start, run & get established in industry. This way they can enter into higher orbit to develop themselves as large sector industry. This gave strong support to establish the organizations in this sector. This also resulted in SMEs being the largest employment sector after agriculture & government.

All this process needs to have a logical base of Decision Making & its been observed that it's dependent on the leader or manager who decides & that is dependent on the leadership style of that person.

In the present scenario of globalization every organization irrespective of its size has to make an in time decision to sustain against severe competition where the buyers / consumers have a number of alternatives being in "Buyer's Market". Hence this prompts every management of the organization to be vigilant in its business decision making process & figure out which leadership styles fits for which situation.

In view of this large as well as Small & Medium Enterprises (SMEs) have to think & plan strategically their every decision which does have an impact either positive or negative on its business considering this every effort has to be made so as to have a positive impact on its business performance in terms of on key performance indicators.

5. LEADERSHIP THEORIES & STYLES

Leadership - Definition

- **Keith Davis in the 1970 decade said that,** “Leadership is the ability to persuade others to seek & achieve defined objectives passionately. Leader is that human factor which binds team members together and motivates them towards decided goals.”

Research on leadership is going on since centuries as leadership is able to decide success or failure of organization, goals or tasks in any given point of time. This is that subject where almost thousands of papers are published around the globe and still evolving every day. This is because of nature of leader, situation changes continuously.

One can say that Leadership can be the perfect art of giving inspiration or motivate a group of people to work towards achieving a decided common goal. Leaders help themselves for getting aligned with others & get things done from the team.

In one of the article published in HBR (Harvard Business Review) 2004 January reference of W C H Prentice surfaced & Prentice defined leadership as “The achievement of a goal by the direction of human assistants”

- In 1990 management thinker **Kohli and Jaworski** given stress on importance of top management in promoting market oriented thinking in business corporations. Many service companies have emphasized the true value of top management attributes such as cohesion and teamwork to influence market directed leadership styles. Senior management leadership was particularly important in small and medium enterprises, as senior management as and when required direct contact with customers and vendors partners. As a result, senior management shown its commitment to managerial behaviour and was therefore an integral part of the factors that influenced a organization’s success.

- In 1991 **Kotter** the management thinker argued that leadership is more a process of playing different roles for leadership and management, and that processes do not necessarily require different variety & types of persons. Leadership is the

management process which focuses on organizational change. Kotter noted that the management and management process both must be compatible and both are necessary for the success of an organization. Strong leadership processes alone can disrupt order and efficiency and create unrealistic demands for change. An unbalanced focus on management processes can prevent innovation and the risk of bureaucracy without a clear goal.

- **Shinha** (1995) defined the word "style" as a pattern of regularities in the act of leading. He examined the traits or styles that leaders should possess. Transformational leaders are those who developed a positive relationship with their subordinates to strengthen the performance of the employees and thus the performance of the organization. Transformational leaders helped their subordinates look beyond their own needs. They let them focus on the interest of the group as a whole. In 1995 Shinha management thinker & researcher defined the word style as pattern of regular activities to lead. He also reviewed various styles & discovered that the leader who does have Transformational leadership style with his subordinates which gives better performance in the organization because these leaders are able to push their subordinates beyond their very own need of individual but stressed on to focus on the group or team's interest so that organization as a whole will be able to achieve better performance.

- As per the thought leaders like **Buckingham & Coffman** said in 1999 that effective business managers focuses on developing talents & giving support of different individual minds where one will understand individual's styles, their needs, motivating factors of the team & will support them to grow together. Here Leader believes that unless effective managers are not able to channelize the individual's talent for common goal organization cannot produce great performance, so he believes in different talents presence will be naturally better for betterment of organization.

- Management think tank **Wong** in 2003 focused on the relationship between leadership style & sustainable competitive development. Wong said strategy execution is a critical parameter for sustainable development.

Wong has given stress on leader's skilfulness than good luck in management practice.

A great leader influences the followers in a way to achieve the desired goals. Different styles of leadership can affect the performance of the business organization as a whole. A strategic entrepreneurial attitude towards business can bring benefits to SMEs in the hostile economic environment of emerging economies such as India.

- **Leela Vedantam & Trideep Rajbhandari** (2005) explore the subjected called leadership styles & came out with conclusion that trust plays important go getters factor for creating positivity in subordinates & followers mind.

- In 2006, **Agboli & Chikwendu** studied leadership styles subject & said that no specific effective leadership style is appropriate & suitable in every situation whatever comes in and needs modifications at different work situations to do work & perform at optimum work level.

- As per **MVK Rao**, innovation & risk taking ability of leader contributes positively on business performance. Pro-activeness did not contribute positively on business performance, which researcher is not ready to believe. Management and leadership skills into functions like financial management and communication, motivation to others, vision and personal motivation play an important role in growth of MSMEs as per MVK Srinivasa Rao. Transactional leadership with risk taking attitude & keeping focus on innovation contributes much positive response on business performance.

- In 2012 Dr **Sopoa Mohammad** in Kerala province of India studies Leadership styles in particular to small & medium scale Handloom units and found that leadership styles are used here by supervisors are authoritative than participative but she found that leaders are ready for the participative style in future & said that willingness & ability to share the knowledge, power of control will decide the future of handloom units as authoritative styles will not be suitable always in all situation.

- In 2014 **Dr Sonali Malewar & Prerna Nair** came out with research paper specifically on leadership skills in MSME sector. Study discovered that futuristic

leaders are asking their employees opinions & suggestions in organizations decision making process because of that employee's feels positive towards their leader & inturn towards management. Study also revealed that employees are appreciated for their above the decided line of performance. Employees are satisfied for the facilities & feeling that organization is providing career growth to them. Study said that leadership should have technical mastery & people management skills which plays very important role for shaping future of the business organization.

- In recent paper published by IOSR Journal of Business & Management vol-21, issue- 6, ser.1 n June 2019 authored by **Mohammad Younes Amini, Shakila Mulavizada And Homauon Nikzad** at Afghanistan on the “The Study Of Impact Of Autocratic, Democratic And Laissez Faire Leadership Style On Employee Motivation And Commitment – A Case Study Of Afghan Wireless Communication Company” in this study author took one company detailed study of AWCC (Wireless Communication Company).

In this study Author has used Exploratory Research Method and concluded that as per result of survey 53% respondents are thinking their commitment will go up by Democratic Leadership Style, 22% respondents feels that Autocratic leadership style will push up their commitment, 14.5% respondents trust that Laissez faire Style will increase commitment where as 9.5% believe that other leadership styles will be able to increase their commitment. Author concluded that adapting leadership style which will be suitable for subordinates and there is relationship between these leadership styles and employee gender, experience level, designation, age, salary level etc.

Researchers Analysis & comments – With this study respondent came to know that various leadership styles and how they will feel motivated and will increase their commitment and in turn improve overall business performance. This study has provided valuable input to the body of knowledge; researcher will utilize these methods in his research.

- As per **Joseph Chukwusa** research paper published in December 2018 on “Autocratic Leadership Style: Obstacle to Success in Academic Libraries” at University of Nebraska, he studies that in academics and in library using Autocratic

leadership style and in this case colleagues are not showing positive attitude towards work because of this style. Here most of the managers are considering out dated principal of Theory X, where employees might be feeling closer to Theory Y. It was concluded that autocratic leadership style becomes the obstacle in the progress.

Research Methodology is general observation at academic libraries. Author studied the literature from 2007 to 2018. Author concluded that autocratic leadership where leader try to establish his supremacy everywhere in library, in institution which does not allow creative ideas from employees and not able to solve problems. Only in some cases autocratic style gives higher productivity quickly but in long run it will not produce the results.

Researchers Analysis & comments – Author has done good review of literature of autocratic leadership style and X &Y Theory of leadership. However researcher agrees with the view of author’s conclusion that autocratic leadership style may not work in long run & would like to explore author’s view in his empirical study at SME’s in Pune,India & would like to test the conclusion

- According to "**Ebrahim Hasan Al Khajeh**, from Lincoln University College, UAE in October 2018, studied conducted on “Impact of Leadership Styles on Organizational Performance” Ebrahim Says that, Leadership is the key factor for an organisations success and failure, he studied six leadership styles called Transformative, Transactional, Autocratic, Charismatic, Bureaucratic and Democratic etc. In this author adopted research methodology of quantitative approach to find out the relationship between the dependant (Organisational Performance) and independent variables (Leadership Styles). Sampling on 20 randomly chosen organisations is done. Leadership Scale used is ZHU (2002) Scale through survey questionnaire on five point Likert scale and data analysis s done through Anova, r2 Method.

Author concluded that after detail statistical analysis the transformational, autocratic and democratic leadership style were giving positive impact on organisational performance where as transactional; charismatic and Bureaucratic styles are bound to give negative impact on the organisational performance.

Researchers Analysis & comments – Author has systematically done sampling and data collection, has performed data analysis with reliability test in place for all six leadership styles. There was clear cut hypothesis testing done.

- Author **Mohammed Al-Malki and Wang Juan** had presented a nice paper in School of Economics central china Normal University Wuhan, China in April 2018 on, Impact of Laissez-Faire Leadership on Role Ambiguity and Role Conflict: Implications for Job Performance.

Objective of the paper was to find out the impact of Laissez Faire leadership style and its implications on job performance. The research was carried out in Saudi Arabia. The Questionnaire survey was prepared on the basis of Steve W. J., which gives light on role conflict and ambiguity. It was done on Bray scale. According to EYS et al (2001) this kind of questionnaire was most of the time tested for sports but this time it is used for business research. Role ambiguity is a composite variable here. William & Anderson in 1991, put up the basis for investigation of job performance of employees on seven tem scale which was considered here, where as job cooperation from colleagues was done on five point scale measurement. Survey Money used for electronic survey of questionnaire. 230 requests were sent to the people and 166 responses were received.

For analysis SPSS was used and relationship between Laissez faire style and role ambiguity, role conflict and job performance was established by linear regression test. Linear regression and ANOVAs test performed.

Researchers Analysis & comments – After above analysis researcher conclude that there is association between leaders management styles in managing role conflicts and finding role stressors. Considering all above analysis researcher concluded that Laissez Faire leadership style giving negative impact on role ambiguity and role conflict.

- In April 2018, **Joyce Chua** from Ruskin University, UK, researched on Leadership Style and Its Impact on Employee Performance. The aim was to determine the influence of leadership style on employee performance. Author conducted a causal

research plan for this research. Author did data collection, a Likert scale from 1 to 5 was used, and the questionnaire was tested for the concept's appearance, content and validity, as well as the concept's reliability. A sample of 250 respondents was selected using a convenient method of probability sampling. A regression analysis was performed to analyze the data with SPSS 21.

However, we found that the laissez-faire leadership style does not have a significant impact on employee performance. This suggests that executives with extremely pronounced styles have more influence on the employee's performance; therefore, executives can employ innovative strategies using an appropriate leadership style to achieve high-quality work performance and long-term success. Therefore, we conclude that autocratic leadership is useful in the short term and democratic leadership is useful over time horizons to improve employee performance.

Researchers Analysis & comments –

Researcher infers that laissez-faire leadership style does not impact negatively on the employee performance nor positive, but researcher will explore this association with his study in thesis further. At the same time researcher also inferred that autocratic is also used in short term provide quick positive result, this conclusion researcher will test it further in his empirical study in this thesis.

- In 2013 in Italy paper published in the name of Assessing leadership decision-making styles: psychometric properties of the Leadership Judgment Indicator by authors **Palmira Faraci, Michael Lock, Rober Wheeler** by Dovepress in Psychology Research & Behaviour Management

Authors have done assessment of various leadership styles like Directive (Autocratic), Delegative, Consultative, Consensual Leadership styles & composition of it formed for LJI i.e. Leadership Judgment Indicator.

Authors wanted to test LJI as assessment model for Italian managers in terms of psychometric behavioural measurement. Psychometric properties of managers are done on 299 samples of various hierarchical positions, validity test along with statistical analysis of p value established well.

Authors found that LJI model is quite well established & been used in Italian industry. Researcher after study of the research paper found that LJI is good model, researcher further analyzed which are those leadership styles used in decision making which formed LJI he found that Autocratic & Consultative Styles are important & Delegation style (though it is close to Laissez Faire but not same) are giving important inputs for researcher's further study in this thesis & he would like to find out how it gives out put on various parameters after its application in India's Pune based SMEs .

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3817076/>

- "Leadership Styles in India - An empirical Study of Indian Entrepreneurs/ Leaders" this research is carried out by **Ms Shruti D Naik** from Acharya Bangalore B School, Bengaluru, India"

The ability to make a timely decision is what sets a manager or leader apart from a secretary. A leader always has a positive impact on others. Leadership is a multidimensional, multi-faceted, multi-faceted and multi-faceted concept. This study aims to examine different leadership approaches followed by entrepreneurs and executives. The survey was conducted and 100 entrepreneurs were interviewed during the study. The sampling method is a simple random sample. Data were analysed using the percentage analysis method and classification.

The participatory leadership style is preferred. Direct feedback from subordinates was encouraged. Positive reinforcement was seen as the success in dealing with subordinates. For an important ministry decision to be approved it often required the approval of each individual or majority oriented people. Leadership style seems to be the mantra today for dealing effectively with subordinates in a typical business scenario, especially for-profit organizations.

Researchers Analysis & comments –

In this study author conducted study particularly on participative style, which was not used by researcher in his study because after pilot study participative leadership style was dropped out from further empirical study, however researcher takes positively about direct feedback from subordinates should be always encouraged.

- Author **Jeff Astein** from FOKAM University of Yaounde II done research on “Leadership style and Performance of Small and medium size enterprises in Cameroon, 16 April 2016” The main objectives of this research are to demonstrate the impact of leadership styles on the performance of Cameroonian SMEs. The study follows a hypothetical-deductive method that collected primary data using the multifactorial management questionnaire given to 114 employees from 38 SMEs in 05 major cities in southwest Cameroon. Data were analysed using Principal Component Analysis (PCA), Pearson's correlation coefficient and common least squares regression (OLS). SPSS version 20 was used for the regression. The main results showed that a transformative leadership style had a positive and significant impact on the performance of SMEs in Cameroon, while the transactional leadership style had a positive and significant impact on performance. These results are consistent with the results of Bass and Avolio. , 2004 in his thesis entitled "Leadership and performance beyond expectations". Therefore, this study will suggest that managers should use the transformational leadership style with the transactional leadership style to achieve organizational performance, as a combination of the two leadership styles allows the company to perform beyond expectations.

Researchers Analysis & comments –

Researcher infers that MLQ was used & transformational & transactional leadership styles were used and found that it was giving good impact infactits beyond expectation. However researcher was not able to use MLQ in his thesis so above thesis's outcome was not directly used in his dissertation however study stlye& writing of conclusion has helped researcher in finding how to write & articulate details.

- In May 2018, “Impact of Leadership Styles on Employee Job Satisfaction and Organizational Commitment – A Study in the Construction Sector in India” this research is done by **Akhila Nidadhavolu** from Western Kentucky University, The current study examines the leadership styles used in the construction industry and the appropriate leadership approaches to management in India. For this study, this research paper has three objectives: first to examine the leadership styles used by the

highest levels of management in Indian construction companies. Second to examine the effect of leadership styles on job satisfaction. Thirdly examine the effects of leadership styles on engagement organizations.

A survey was carried out and carried out with around 60 employees. The study participants were the three working groups of the three construction companies; (1) Management, (2) Civil Engineers, (3) Superiors. The questionnaire contains a total of 25 questions, including demographics, assessment of leadership style, job satisfaction and organizational engagement. Confidence level, mean and standard deviation were used to analyse the respondents' results. The results show that the top management of company “A” has good leadership styles and that employees are satisfied with their work and committed to the organization. However, employees at companies B and C were dissatisfied with management's leadership styles and dissatisfied with their work and less involved in the organization.

Researcher Analysis & comments – Researcher observes that author was able to find out styles & its impact on job satisfaction in construction industry in India in two companies & found good some specific leadership styles has given good job satisfaction to employees than others.

- Data Driven Leadership Style White Paper /Blog (credit futurum)

Leader, leadership, leadership styles, decision making patterns are the words which sets to make organization succeed or fail. In today's world of digital systems, leadership should be data centric & not gut feeling driven.

In modern digital world of business, leaders are not only have to worry about outcome of action but they need to think on how it's been achieved effectively at the best possible velocity with bear minimum resources used.

Leader before taking any important decision he/she should go with process of sense, measure, quantify, apply & control & again sense & so on. If we need to talk about fundamental ecosystem of digital data driven culture then its Awareness, adaptability, agility & measurement now with electronic sensors & electronic measurement

systems are in place we get details almost instantly so leader has to take decision not on gut feeling or intuition but should be on data based approach.

As enterprise level digitization at department level has already been done almost at all large sized enterprises now digital transformation is the next phase of action, where Industry 4.0 will manufacture the goods & Society 5.0 will consume it. In between ERP, CRM, IoT, IIoT will play important roles which will be further augmented by upcoming technologies like AI(Artificial Intelligence), ML(Machine Learning), DL(Deep learning), AR(Augmented Reality), VR(Virtual Reality), Additive Manufacturing (3D Printing) technology, Block Chain, Big data etc.

Researcher has taken inputs from more than 50 plus papers, more than 9 dissertations / theses, more than 30 books, more than 100 websites related to leader, leadership, leadership styles, impact, business, decision, decision making styles, business performance, KPIs, job satisfaction, employee satisfaction etc. are referred by researcher Literature review is done on the theme of global to local i.e. books, research papers and journals referred from all over the world which does have good recognition in the academic & corporate world. Some of the high impact journals referred are IJMR, AoM Annals, AMR, Springer, research gate etc. There are many conference proceedings are also been evaluated for proper literature review & deeper studies. However all references could not be given due to various reasons.

After going through variety of research papers on leadership styles which spans across various sectors right from educational institutes to hospitality to library science, large industries to small & medium enterprises world over, after study researcher decided to put in only those references related to selected leadership styles i.e. Laissez Faire, Autocratic, Consultative, Data Driven & Impulsive & its application done at SMEs. This is done to avoid clutter & to keep focus only on SMEs.

So after studying literature review, its discovered that Global level studies, country level studies & regional & sectors specific SME leaders can have different leadership styles so it's important to study in detail about leadership styles used for making important business decisions & find out its impact on business performance specific to various business functions like Marketing, Sales, Operations, Finance etc&

researcher decided to study this in detail in this thesis so that he can come out with some model by which SME business leaders can refer it for better & quality decisions.

One can say that Leadership is a set of acts or a process by which a leader or executive who is having team can direct, suggest, guide and influence the behaviour and acts can be lined up towards achievement of specific goals in a specific given situation.

In view of various researchers across globe, Leadership is the ability which is special trait of a manager to bring in subordinates to work with confidence and passion for achievement of goals.

Leadership is the potential to influence the behaviour of others. It is also defined as the ability to influence a group of team members towards achieving a specific goal. Managers and Business leaders need to develop future visions and motivate team members of the organization to realize the vision of organization as well their personal one.

6. TRAITS OF GOOD LEADER

Evolvement of Leader with passing time is continuous process & leader has to be alert & vigilant towards his own traits so that he will be showing himself as a Role Model, the literature research is going on all over the globe in this globalization era where different cultures, different mindsets are being merged for achievement of defined common goals, so literature highlighted the essential characteristics of people who are important in hierarchy & hold leadership positions in leading organizations. Having a clear thoughts, vision and the ability to articulate that vision efficiently with team members, appears to be one of the most important leadership qualities in most of the sources to which the preliminary literature review relates.

- **Monty Wart** (2008) in his article described that; effective leaders can formulate a motivating vision and create a situation in which the vision is shared by all employees within the company.

- In business various situations are cropping up every day, different departments are having different stake holders and communicate with them in their language is very important and the same is described by (**Gallos, 2008, Bertocci and Bertocci, 2009**).

- According to **Stanfield (2009) and Bertocci and Bertocci (2009)**, the decision making act is a crucial characteristic for organizational business leaders. In discussing this specific leadership trait, Stanfield in (2009) referred to the leadership theory of The Great Man and argues that those people are born with leadership skills tend to be more decisive in nature than people who have acquired leadership decision making skills through a lifetime. However, Stanfield (2009) was not able to provide evidence based on empirical studies to justify this point of view.

- Regarding Self Confidence - **Goldsmith et al. (2010) and Gold et al. (2010)** said that self confidence is important management characteristic. Goldsmith et al. (2010) conclude that the value & amount of self-confidence as a leadership trait goes up when there is time of crisis, when leaders & executives have to make certain decisions while a large number of factors remain uncertain.

Regarding Integrity- is most important factor in leadership trait said by Gold et al. (2010) as well he said that in today's world of ERP, CRM & cloud era leader will be forced to be more & more honest & higher at integrity level.

- Regarding High level of commitment : Additionally, **Shriberg (2010)** believes that a high level of commitment to professional work in a organization is a very important leadership skill, in order to justify his statement Shriberg had given two leader's names one is late Apple's Steve Jobs and former General Electric CEO Jack Welch, where he found that high level of personal commitment to the company and their employees has enabled organizational leaders to achieve unprecedented success in their assignment.

PERSONAL TRAITS OF LEADER (FIG- 2.3)



Source/credit :internet /website proworld

Business leader is the main person who is driving the organization for its success & leading the team from front & according to literature following are the personal traits one good leader should have

- According to Vroom & Jago (1988) leadership style should be decisive in nature because taking decision in many situations require thought and thoughtSlower participatory &consultative processes, for example if the problem is not structured well then the leader will take much more time to solve it because he/she won't be able to make faster decisions.

Following are the skill and trait matrix of a good leader (TAB – 2.4)

<p>Skills</p> <ol style="list-style-type: none"> 1. Negotiation Skills 2. Communication Skills 3. Listening Skills 4. Influencing Skills 5. Continuous Learning Skills 	<p>Traits</p> <ol style="list-style-type: none"> 1. Value Traits 2. Transparency / Honesty 3. Fairness/ Integrity 4. Passion for Excellence 5. Customer Centric Orientation
	<p>Motivational Traits</p> <ol style="list-style-type: none"> 1. Ambition 2. Desire for Achievement
	<p>Aptitudes</p> <ol style="list-style-type: none"> 1. Emotional Stability 2. Emotional Maturity 3. Positive Vocabulary
	<p>Personality Traits</p> <ol style="list-style-type: none"> 1. Flexibility 2. Ready to Assume Responsibility 3. High Energy 4. Resilience 5. Decisiveness 6. Risk Taker 7. Self Confident 8. Adaptability
	<p>Physical Trait</p> <ol style="list-style-type: none"> 1. Health Alert 2. Good Appearance & attire

7. PRACTICAL ASPECT OF LEADERSHIP

All over the world from many centuries research is going on leadership, its styles, we have seen evolvment from Great Man Theory to Recent Collaborative Theory. History shows that journey of this research is very deep and wide. If one want to quickly touch base the points and go then the summary of this can be as follows:

1. Great man Theory,
 2. Trait Theory,
 3. Behavioural Theory,
 4. X Y Theory,
 5. University of Iowa - Inconclusive study was done by Allen in 1998 for leadership styles of Democratic, Autocratic, & Laissez Faire Styles
 6. Contingency Theory,
 7. Organisational Culture Theory,
 8. Motivational Theory - Herzberg, Maunser & Snyderman 1959, pointed towards motivation points of responsibility, recognition, sense of achievement, growth prospects & work in its own self
 9. Transformational Theory,
 10. Transactional Theory,
- Seven Habits of Highly Effective People – **Stephen Covey, In 1989** in his bestselling book stressed on leader who have became successful in their life are having following 7 habits of thinking –
 - A. Be pro active
 - B. Start with the End in Mind
 - C. Activities of Mission should align with Vision,
 - D. Everyone wins in the team
 - E. Understand first then to be understood
 - F. Synergistic Approach where in broadest sense diversity in opinion is welcome,
 - G. Sharpens the skills on continuous basis through renewal process of physical, mental, social, emotional & spiritual Quotient.

- Five Fundamental Practices – **Kouzes & Posner** in 1995 through case study came out with five fundamental practices for better leadership outcome which are as follows – 1. Challenging the process, 2. Inspiring a shared Vision, 3. Supporting others to act and collaborate, 4. Modelling the way by setting an example, 5. Connect Heart to Heart and encourage.

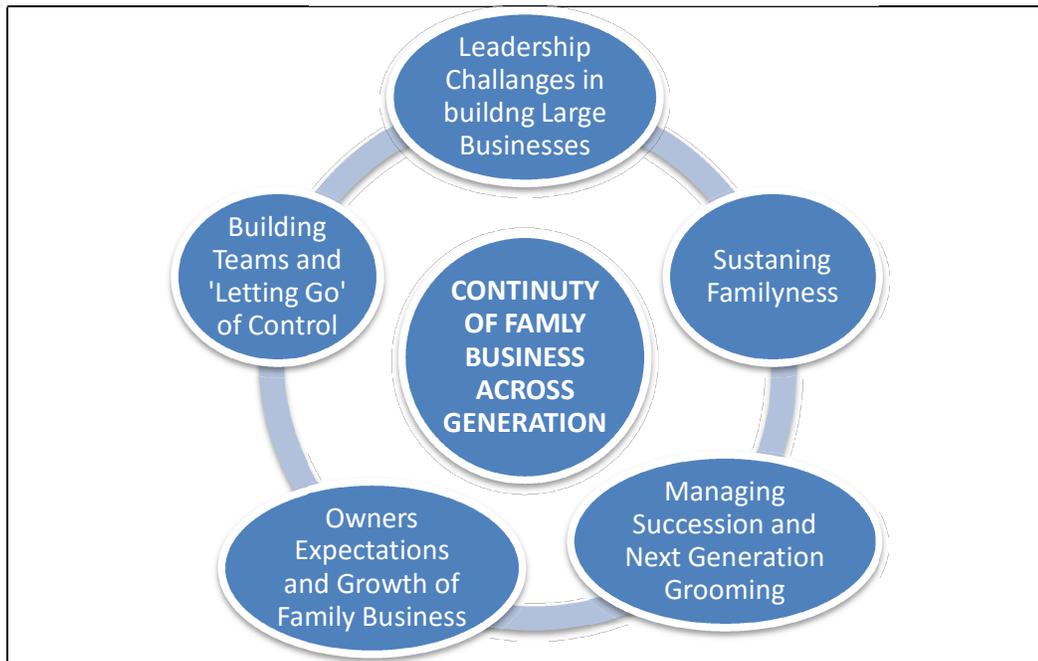
- Irrefutable Laws Of Leadership – **John C. Maxwell in 1998**, very well articulated various leadership related laws in his book. There are total 21 laws. The summary of this book is can be made as influence on others, process development where leader learns every day, navigation with past experience, value addition at every stage, solid ground of trust, respecting others, intuition and facts, attraction / magnetism, heart to heart connection, inner circle preparation, empowering others, big picture, buy-in vision, victory, big momentum, set priorities (80-20 pareto principal), sacrifice, give up to go up where leader posses very high responsibilities but decrease in rights, perfection in timing, exclusive growth by multiplying followers and then make them leaders, legacy by giving leadership succession. He said ability of leader cannot be measured by the building he/she builds or organisations he/she established but he will be certainly judged by how well he has invested in the people who will carry on his work after he is gone.

- **Jackie Robinson** said that “A life is not significant, if it is not impacting others life.” In short leader will be judged according to the law of legacy. A leaders value is measured by his succession by which progress of the organisation and peoples will be continuous.

- **Dun & Bradstreet & RBL Bank’s** report on “Leading SMEs of India 2017” report has provided interesting details about various schemes of Government of India for MSME. They Dun & Bradstreet & RBL bank had conducted surveys & interviews of SMEs across various sectors, they set criteria for selecting top SMEs , set methodology of assessment with D&B’s unique assessment model (Qualitative+ Quantitative) & they selected & awarded some best SMEs.

In this report ISB (International School of Business)'s Navneet Bhatnagar & Kavil Rama chandran has presented nice article on Family Business Continuity with title of the featured article is "Continuity of Family Business across Generations"

In this article they have discovered the challenge of Business families & their business owners as they are present leaders are finding it difficult to give on responsibilities to professional team, they presented one model which is mentioned as below – (FIG – 2.4)



Source/Credit - Dun & Bradstreet & RBL Bank's report & award presentation on "Leading SME's of India 2017", ISB (International School of Business)'s Navneet Bhatnagar & Kavil Ramachandran article on "Continuity of Family Business across Generations"

Family own businesses, when they progress from small to medium and medium to large businesses they face this typical challenge of building leadership to lead the large businesses, because business growth and sometime diversification is a process. Family Owners and business leaders are willing to focus on new diversified businesses, so that it will also grow and they want to see that the present business

should also grow at sustained basis. Family business leaders are facing this typical challenge of when the business grows faster they don't have next line of succession to lead that. Family business leaders are quite capable as he does hold the experience of building business from scratch and they expect their duplicate the same. It is profound need of the family business where succession planning should be made as most important task of every business.

Owners those who have built the business they expect the replication of this business model from their managers and that is where the real stress comes in because managers are shifting their jobs in search of higher salaries or higher learning opportunities. Good man force s always needs to grow the company and support the next generation who will come in picture time to time. All the family members need to have united as to grow the family business. Every human being s always fear to lose the control, this is being the human tendency a same is applicable to businessman where he feels losing control, status and lack of confidence on the upcoming or groomed leaders. Considering these all points, leadership crisis are becoming the real phenomena in family own businesses.

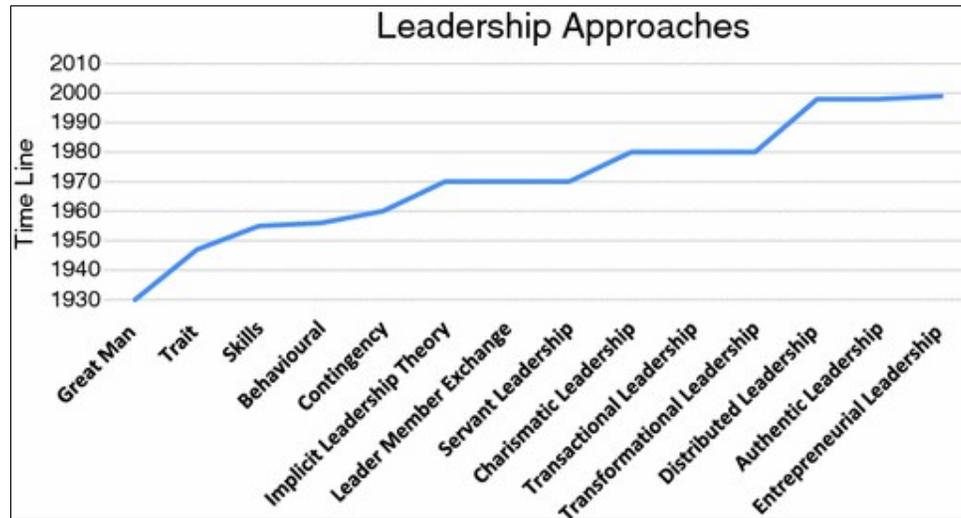
Good article where all the challenges have been explained well with possible solution by authors

8. LEADERSHIP STYLE

Style is a particular method or procedure or pattern by which some specific thing is done; a manner or way.

A leadership style is a global leadership method used by a business manager. The method of leadership that a director usually uses to run a business, it all depends on the circumstances during that time in the organization; a manager may have to use different styles to achieve highest effectiveness. There are different types of leadership styles, such as autocratic, democratic, laissez-faire type, participative, supervisory, data driven, parental, coaching, transformational, transactional, bureaucratic etc., and a particular style may be more suitable for a particular type of company or group of employees and may be in specific situations.

Quick History of Leadership Theories & Styles (FIG – 2.5)



Source: Harrison C. (2018) Leadership Research and Theory. In: Leadership Theory and Research. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-319-68672-1_2

In today's highly competitive & complex world of business management, a business leader & his leadership style plays a very important role in determining the success & failure of the business organization.

Leadership & leadership styles are in that way a complex concept, because after 70 years of study of leadership & leadership styles still management researchers are not able to figure out which is the best style of management because dynamics and situation of the business changes so frequently so is the style of business leader.

- **As per the Oxford dictionary definition of leadership is** "The action of leading a group of people or an organization, or the ability to do this."

An efficient & perfect leader is the person who influences his/her followers in a desired way to set the specific goal & support them to achieve those goals in various possible means. The available literature suggests that different leadership styles can influence the effectiveness and performance of an organization in terms of taking decisions & execution of the same. In this literature review we will study which

different styles of leadership have evolved over time. The information was obtained after reviewing various articles, research reports/papers on leadership styles from various magazines, and books. In addition, the study suggests that transformational and transactional leadership styles are more important as more work is particularly done in these leadership styles.

- **In 1968, Tennenbaum et. al.** defined leadership as the interpersonal influence used in situations and is proposed through communication to achieve specific goals.

- **In 1975 Ubeku A.** defined the leadership as; Act to motivate people or perform specific tasks that achieve specific goals.

- **In 1978, Kootzet. al.,** said about leadership is the art or process of influencing people voluntarily to achieve the goals of the team.

- **In 1992, Bryman** shared leadership research and in four decades his focus was mainly on charismatic and transformational leadership pillars, then on approaches such as motivation, behaviour, learning theory, trait leadership theory, contingency theory, and situation theory.

- In 1996, **Michael R Williams** the great author & management scientist in his book "Mastering Leadership, Key techniques to the managing and leading winning team, "says some Basic theories of leadership, the leader's role as mentor / coach and decision maker.

- **Nwachukwu, C,** said in 2000 that leadership is simply an act that moves others toward the goal.

It is very important to better understand the historical evolution of the concept of leadership and leadership style. For the purposes of this study, a discussion of these concepts is proposed, ranging from traditional theories of mid-20th century leadership to more modern leadership theories.

- The concept of leadership, for **Senge (1990)** is that, is also associated with stimulants and incentives that motivate people to reach common goals which are decided by them. **Hirtz et al. (2007, p.22)** declare that "leadership can be defined as the process used by managers so that those under them work towards the objectives of the company Hersey et al. (2001) affirm that the essence of leadership consists of reaching objectives with and through people. Vardiman et al. (2006) and Yukl (2006) also describe leadership as a process of influence towards the achievement of objectives.

- In 2010, Author, writer, management scientist **M. S. Rao** said in his book "Find your leadership style - Build yours, Leadership Brand 'explains different types of leadership styles. Rao covered almost all for example autocratic, democratic, charismatic, strategic, visionary, empathetic, situational, Potential, innovative, versatile, focused on the main thing, thought, authentic, diversity, Flexible, intelligent, quiet, server, global, great, talent, change, knowledge, Chanakya, hard, women, leadership based on values modes. In addition, it highlights some myths and truths in leadership, he also explained about brands.

- **Yootanat Boonyachai (2011)** investigates the leadership styles of a Sample of middle management of hotels in Thailand. A number of leadership styles. Instruments, such as the DISC, are discussed and a justification is given for the adequacy of the use of MLQ (5X-Short Form), which denotes three Leadership styles, namely, transformational leadership style, transactional. Leadership style and Laissez-Faire leadership style in this context. Every manager uses different techniques to control his staff to achieve Organizational objectives Therefore, this research focused on the dominant leadership styles and levels of extra effort, effectiveness and satisfaction of three Leadership styles.

- In **2014 Nitin Vaidya** studied in his thesis and threw some light on leadership styles, entrepreneurial orientation on SMEs in Pune and its impact on organizational performance. He found that there is strong correlation between transformational leadership style & process performance, supplier relationship, people performance & customer relationship performance.

- In 2015 **Bhagyashree Joshi** explored in her thesis about leadership styles used in hospitals & hotels in Pune at top & middle level managers and found that autocratic leadership styles did not get good results.

- **GREAT MEN Theory:** In 1870 Galton introduced this concept, In the early years of the twentieth century, several of the main theoreticians were motivated by Galton's (1870) study of the hereditary origin of great men. The previous concept of leadership focused on "great men" born with leadership skills. The basic concept of the theory is that the leader is genetically endowed with superior qualities that distinguish him from his followers based on heredity. He projected that great leaders assume their ability to guide their offspring through their genes.

- **CHARACTERISTICS Theory:** In the 1900s, the term leadership was examined in terms of characteristics that distinguish leaders from the rest of the population (followers). Characteristic theory was based on assumptions that people are usually born with certain characteristics or special characteristics, such as intelligence, alertness, academic performance, reliability, perseverance, adaptability, interpersonal skills, and higher socioeconomic status. The presence of the above specific characteristics or characteristics obviously makes it possible to achieve such leadership positions. The search for these characteristics or universal qualities was ultimately considered meaningless because the overall approach to leadership seemed more important.

- **X Y THEORY:** In the 1960s, social psychologist Mr Douglas McGregor developed two opposing theories explaining how leaders' beliefs about the motivation of their employees can affect their management style. He called these theories X and the theory Y. These theories are still important even today.

THEORY X: As per Douglas his Theory X says that: People do not like work, they have very little ambition and do not want to take any responsibility. The managers behind this hypothesis motivate their employees by using a rigid "carrot and stick" approach that rewards good performance and punishes bad employees or bad performance.

THEORY Y: People motivate themselves and love the challenges of the provided work to them. The managers behind this hypothesis have a more collaborative relationship with their employees and motivate them to work on their own initiative, giving them responsibilities and allowing them to make decisions.

- **SITUATIONAL / CONTINGENCY Theories:** In 1978 Fiedler said situation & contingency theory, a shift in leadership studies from a focus on the leader to leader observation in combination with the situation in which the leader works. The most important contingency theories are the Fiedlers contingency model, the Hersey and Blanchard situational model, the target path model of the house, and the membership theory. Fiedler has shown that the efficiency of the orientation of the production and the orientation of the employees depends on the situation. Simple and clear tasks, but situations with very high or very low levels of managerial acceptance require production-oriented leadership, and complex tasks require employee-led leadership.

- **CHARISMATIC LEADERSHIP Theory:** According to Max Weber & Robert house followers attribute heroic or extraordinary leadership skills to observing certain behaviours.

Charismatic leaders have these four main characteristics:

1. They have a vision,
2. Readiness for personal risks,
3. Sensitive to the needs of followers
4. Behaviours those are not common.

- **LEADER MEMBER EXCHANGE THEORY (LMX):** Originally, this theory was developed by Fred Dansereau, George Graen and William J. Haga in 1975. The theory of links of the vertical dyad is a theory leadership theory in principle that deals with the individual dyadic relations formed between the leader and subordinate colleagues. It is also widely known as the leadership member exchange theory (LMX)

The principle of vertical dyad union theory is that in a team-based project, the manager establishes distinctive relationships with his/her subordinates. Team

members who are energetic & express behaviour which is very similar to that of the leader himself are the one who are picked up in group, within the group, while other members are part of the external group, having difficulty creating a close relationship with their leader. To establish the subgroups, the leader takes into account elements such as gender and ethnicity, as well as their behaviour and enthusiasm for additional tasks.

In this case the leader observes subordinate member's forms group called In Group & Out Group. In group members are close to the leader and can have liberty to express freely their own ideas irrespective of whether the leader likes it or not, whereas Out Group members are not listened so carefully by the leader as the leader considers them as not yet ready to take on the next level of challenges after few observations.

Here leader member relationships are simply established in three stages: defining roles, taking roles and routinizing roles. Each step helps develop relationships and has a positive impact on the aspect of communication and the completion of tasks.

Some techniques like greeting personally to members on their birthday, anniversary or on some personal occasions & vice versa can give personal touch to this leader member relationship can be implemented to improve present theory.

- **TRANSACTIONAL LEADERSHIP Theory:** Transactional leadership is the second main style identified by the literature (Bass 1985, Bass and Avolio 2004, Bass and Bass 2008). Transactional leaders seek to create clear structures and roles that enable their colleagues & subordinates to achieve their set goals. The relationship between the boss and his subordinates is "transactional" (that is, "if you give me this, I will give you that"), where the boss controls the rewards and the unforeseen (Morianio et al., 2011). Transactional leadership is based on the recognition process associated with the results obtained by subordinates & colleagues. "Transactional leadership refers to the exchange relationship between the leader and his subordinates in order to respond to their own interests" (Bass 1999, p.10). Bass (1985) also indicates that in this type of leadership, subordinates who show good performance are rewarded and those who are not are penalized.

According to Bass and Avolio, described transactional leadership basically depends on two main characteristics: the use of conditional awards and exceptional management. They described the conditional reward as the reward given by the leader to the subordinate once he has achieved the agreed goals. Transaction managers can also work with the exception-based active management that occurs when the leader monitors the followers to ensure that no errors are committed. In passive exception administration, the leader intervenes only when something goes wrong.

Bass & Avolio also came out with MLQ (Multifactor Leadership Assessment) for 360 degree assessment of leaders.

- **TRANSFORMATIONAL LEADERSHIP Theory:** The term "transformational leadership" was coined for the first time by Burns (1978, p.20), who described it as an interaction where "leaders and followers rise among themselves to higher levels of morality and motivation." Transformative leadership refers to leaders who inspire their followers to adopt the vision of the organization as if it were theirs and focus their energy on achieving collective goals (Moriano et al., 2011). Yukl (2006) and Bass (1985) define transformational leadership based on the effect of the leader on his followers and on the behaviour shown by the followers to achieve that effect. This type of leadership presents a high commitment and identification with the objectives of the leader and the organization by the subordinates (Bass and Avolio 2000, Tipu et al., 2012).

This theory focuses more on change and encourages participants to develop common vision and goals for a business, to take on challenges, solve problems, and develop leadership skills through coaching and training, and support subordinates. In a transformation theory, the goals of leaders & followers can be different but well linked. A transformation leader challenges his followers to look beyond their own interests to the benefit of the group. Transformative leadership is understood as something that has never happened before, including visionary and charismatic leadership.

- **AUTHENTIC LEADERSHIP Theory:** Some researchers argue that a review of ethics and trust is essential to completing the framework of effective leadership. Authentic leaders are those who act with honesty, loyalty and honesty

about values and beliefs. His/her colleagues consider their leader as Ethical leader. The concept of authentic leadership is new; there is not much research on authentic leadership. However, it is very promising to think about ethics and trust in leadership because it focuses on the moral aspects of leadership.

- **SITUATIONAL LEADERSHIP Theory:** The Vroom-Yetton contingency model is a situational leadership theory of industrial and organizational psychology developed by Victor Vroom, in collaboration with Phillip Yetton (1973) and later with Arthur Jago (1988). Situational theory argues that the best leadership style depends on the situation. This model suggests the selection of a leadership style in group decision making.

9. DECISION MAKING MODEL BY LEADERSHIP STYLE

By Vroom Yetton Jago Model: 1974, 1988, 1998, The normative decision model introduced by management guru Vroom-Yetton-Jago helps answer the previous questions. This model identifies five different styles (ranging from autocratic decisions to advisory or group-based decisions) about the situation and the level of participation. Are:

A. Autocratic Leadership Style

Type 1 (AI)

The leader makes his own decision using information that is available to him or her at that time. This guy is completely autocratic; he is not bothered to look for any views from subordinates.

Autocratic type 2 (AII)

The leader collects the required information from the followers and then makes the decision alone. Problems or decisions may or may not be reported to followers. Here, the participation of the followers is simply to provide information & nothing else as their opinion is not asked.

Autocrat is derived from the words themselves (Greek for themselves) and 'cratic', this implies the rule. Autocratic leaders often see themselves as drivers who put people into custody or orders.

It might be seen to believe that autocratic leaders are autonomous. But if your role in business, government or other organizations is to encourage others to take advantage of them and perform tasks without errors, by asking them to lead from the front.

- It is observed that Autocratic leaders use their position aggressively to pursue visionary goals (**Whetten, 1980**) and harness their power of position. Generally Organizational culture, the press and the media praise their first success

The main advantage of the autocratic leadership style is that you can do things quickly. In addition, it ensures that the leader is heard and the members of the team have to follow him/her.

- However, the autocratic management style has many disadvantages and disadvantages, **Iare** considered destructive leadership behaviour (Hoel and Salin, 2003). Basically everything organization that relies on a person's ability lives dangerously. As proposed by various researchers, the main reason for the organizational decline is too high an executive much power (Probst and Raisch, 2005), some of the main disadvantages of autocracy.

Leaders are that it does not allow team members to think for them and this is limited Innovation and employee participation. In addition, this type of leadership can overtake the team Leadership skills that can lead to low job satisfaction and low trust organization.

In this case of style, decision makers are aggressive and expect immediate results. The typical leadership style takes stock of a situation, makes quick decisions and expects the subordinate colleagues to immediately take these decisions without asking any questions to the leader, generally they depend on their own information, knowledge, experience and judgment & gut feel. The autocratic leader also called as directional leader tends to follow the rules and is an excellent verbal communicator. One can be just ignoring other options to solve a problem because of his/her own bias & aggressive mind. As a result, this style focused on short-term results instead of long-

term solutions of the challenge. Koontz in 1982 referred to this leadership business decision making style and was supported by Adebakin & Gbadamosi in 1996.

This style can be effective when available time for taking decisions is shorter & problem is to be fixed immediately.

An order or instruction, especially one issued by an authority

B. Consultative Leadership Style

Type 1 (CI)

The leader shares the problem with the relevant followers individually and seeks their ideas and suggestions, and makes decisions on their own. Here the followers are not found and the decision of the leader may or may not reflect the influence of his followers. So, here the participation of the followers is at the level of providing alternatives individually.

Consultative Type 2 (CII)

The leader shares the problem with the relevant followers as a group and looks for their ideas and suggestions, and makes decisions on their own. Here the followers meet, and through discussions they understand other alternatives. But the leader's decision may or may not reflect the influence of the followers. So, here the participation of the followers is at the level of helping as a group in decision making.

Type 2 based on group (GII)

The leader discusses the problem and the situation with the followers as a group and looks for their ideas and suggestions through brainstorming. The leader accepts any decision and does not try to force his idea. The decision accepted by the group is the final one.

- This type of decision making style involves the opinion of all stakeholders (or their respective representatives) is actively sought and taken into account before taking any decision in a systematic way. In **1935, Mayo** discovered that, this is one of the effective business decision making leadership styles, and the same was aided by Landsberger 1950.

In fact, the term consultative it describes function; sometimes it's called as participative style. This kind of decision making is done with suggestions from each member of the group and active support from them. These include business, functional managers at lower, middle and senior management levels. It also includes specialists in the field of department or from external agencies.

- Leadership styles may differ from autocratic to very creative and participatory approaches (Mosadeghrad and Yarmohammadian, 2006). Some of the most studied styles of leadership are charismatic, consultative, participatory, situational, Transaction and Transformation Management (Mosadeghrad 2003).

C. Democratic Leadership Style

Involves a team guided by a leader where all individuals are involved in the decision-making process to determine what needs to be done and how it should be done. Some of the group's leaders have the authority to make the final decision of the group after consensus is being made on the chosen option.

Democratic leadership is defined as the process of joint or at least joint decision-making where everybody participates & majority wins. Particular example of usage is Politics & democracy.

- Influence the decision-making process of a leader and his subordinates (Koopman and Wierdsma, 1998), According to **White and Lippitt (1960)**, democratic leaders insist Group participation, discussion and group decisions. Democratic leadership involves working with a group to ensure that decisions are made fairly and fairly. The main reason for the leader's action is to make sure everyone has their say and decisions are made.

Disadvantages can be very much time consuming.

In this type of decision making style, the leading team of stakeholders where everyone is involved in the decision-making process comes together to determine what to do? and how to do it? When to do it? Where to do it, they come out with options, actual voting takes place, and majority option wins, & here the group leader decides to go

9.63 for majority option which is chosen by many stakeholders. Akpala in 1990 found that this leadership making style can be useful in business besides politics.

For a process to become democratic, the procedure of coming together & discussing various options must be fair and transparent. There are already set rules and procedures that allow a general solution to the problem; no one is responsible for a decision. The decision is taken by a group of people. That is why democratic decision making depends on a group and not on a leader.

In fact, whenever one has to make a decision on consensus, i.e. consensus means that majority members of the discussing group agree on the subject, careful discussion has been taken place. Group members feel their opinions are asked & feel they are valued in the organization, and their engagement increases, their creativity comes out & it can be rewarded.

The democratic style of decision making is considered the best, but sometimes it is considered bad because it is time-consuming. Members may not have enough experience to contribute to the desired level. Lack of responsibility for a specific person & nobody is willing to take responsibility for the outcome of the decision; these are coming as negative points of democratic style of decision making.

D. Data Driven Leadership style

Data driven decision management (DDDM) is a business management approach that takes the information from the verifiable data. The success of the data-based approach depends on the quality of the collected data and the effectiveness of their analysis and interpretation.

- In 1970s Database analysis was invented by **Mr. Edgar F. Codd**. In the year 19973 Charles William Bachman did early Database management. In the Mid 1980s subsequent positive additions led to present form of developments.

- From 1990 the computer hardware use started powerfully leading to Relational systems. Data processing application came forward forcefully.

ERP is a data driven process meaning it is Enterprise Resource Planning. Company or Organizations have input and output in terms Resource means manpower, finance, raw material, furniture etc.

Effective utilisation of those resources needs proper Planning for a profitable manner. ERP is an application which can be used to automate the different Business Processes like HR (Human Resource), Production, Quality Assurance, Finance, Sales and Marketing, Supply Chain, Customer Relationship, etc

Earlier hard copies of various internal as well as external documents were used. In this process academicians & management scientists observed that there was a communication gap between various departments within the organizations, although huge paperwork was involved. The departments involved in the process could not easily access any information or data from another department. This led the fragile relationships within the organization as well as at customer end because of non availability of data instantly & transparently.

For example trained personnel from production department have left the job and the same is not known to purchase, sales department then the situation may come that purchasing of raw material becomes dead investment at the same time giving realistic delivery negotiations for finalizations of the deals may not be possible. This situation leads to conflict between the 3 departments.

In computerised systems one can plan the activities in such a manner that there sufficient time for each activity is assigned to and the plan adhered or implementation process will show the stage at which activity is at present.

Apart from internal harmony between various departments is achieved but the most important factor is that the customer is satisfied and attended in the appropriate manner.

With help of computers not only data storage is done properly but it can be readily utilised at any point of time. Various tools like graphs, figures accessed can give clear

ideas about the past and help to plan current situation & future planning, as it gives data insights from the past.

Though competition is an essential part of the market one should not forget that your mistake is others' opportunity. If you missed out any activity it will not only miss the present deal but chances of losing the customers are more. The relationships established with the customer are broken and he may turn to competitors because of poor planning in absence of a data management system. Secondly, optimisation of profits plays a prime role in today's competitive market. World has come closer by the way computers and internet so one can buy required material from anywhere easily.

As a supplier we should be aware of competition to frame pricing policies. To increase profitability one should understand the bottlenecks to reduce overheads and unnecessary expenses and investment.

This can be achieved by the data analysis. In 2000s, NoSQL and NewSQL, These days cloud based database systems are evolved which are accessible readily anywhere around the globe. There are different types of database models available working and helping the organizations presently.

External, conceptual, and internal views

Single database can be seen from various angles as per the views of the person. This can be categorized as External, conceptual, and internal views.

External views can be defined as how an organization is seen by a group of end users.

Internal level can be described as a physical level database.

Conceptual level is the synthesis of all external views. It is mainly attracted by developers of database systems or researchers.

A database is an organized collection of information that can be easily accessed, managed and updated, modified as per the need of software or decision maker.

Data is to be organized and indexed in a structured manner in rows, columns and tables to make searching for relevant information easier. Data is updated, expanded and deleted when new information is added. Databases manage workloads to create and update themselves, query the data they contain, and run various different applications from them.

From above, the data is nothing more than information. When the organization starts working, information about the different functions is automatically created. This information is stored correctly and can be used in the coming days for normal and correct operation. Old gadgets and electronic computers were not available, and the data was stored on paper. This has become a long and long process of searching and analysing data. The development of electronic instruments and chipsets, powerful computers that are able to compile, analyse, test and compile, which can establish the relationship between different independent and dependent variables, and one can interpret & can make conclusions from the same.

Data-based decision making tries to decide based on hard data, especially in figures. They take the time to research, organize and think before they continue. Processing of data collection and subsequent process development are continuous & ever evolving processes. The methods of data mining were developed by several researchers; their contribution is very important.

- In **1996 Fayyad et al.** said that the data mining methods as tools for searching databases with specific written algorithms to identify general patterns which will be utilized in the classification of the individual observations and making predictions from the same.
- According to **Weiss and Indurkha, (1998)** data mining is the search for valuable information in large volumes of datasets.
- According to **Hand (1998)** — data mining is nothing but a process of secondary analysis of large volume databases which has objectives to find unsuspected relationships which are of interest or value to the business managers SME entrepreneur.

- Data Mining has been referred to as a statistical process of analysing data stored in an electronic warehouse **Decker, 1998 and Devraj** added his views on data science in 2008.

In IT world it might be called as DSS (Decision Support System) but here researcher coined the phrase called Data Driven Leadership style (so far researcher could not come to know that this phrase is already available), because in this world of big data, leaders ask first data from system (ERP/SAP/ORACLE System), derives data insights, interpret it & then go for decision. So researchers would like to call modern data driven business leaders as Data Driven Leadership Style.

- Data Driven Leadership Style (from futurum white paper) - Leader, leadership, leadership styles, decision making patterns are the words which sets to make organization succeed or fail. In today's world of digital systems, leadership should be data centric & not gut feeling driven.

In modern digital world of business, leaders are not only have to worry about outcome of action but they need to think on how it's been achieved effectively at the best possible velocity with bear minimum resources used.

Leader before taking any important decision he/she should go with process of sense, measure, quantify, apply & control & again sense & so on. If we need to talk about fundamental ecosystem of digital data driven culture then its – Awareness, adaptability ,agility & measurement now with electronic sensors & electronic measurement systems are in place we get details almost instantly so leader has to take decision not on gut feeling or intuition but should be on data based approach.

As enterprise level digitization at department level has already been done almost at all large sized enterprises now digital transformation is the next phase of action, where Industry 4.0 will manufacture the goods & Society 5.0 will consume it. In between ERP, CRM, IoT, IIoT will play important roles which will be further augmented by upcoming technologies like AI (Artificial Intelligence),ML (Machine Learning),DL (Deep learning),AR (Augmented Reality),VR (Virtual Reality),Additive Manufacturing (3D Printing) technology, Block Chain, Big data etc.

Advantages of Data Driven Leadership

- With Data driven leadership one can increase the speed of innovation
- Identification and quantification of identified potential Market avenues
- Identification and contextualization of the anticipated threats
- Improvement of the whole organization
- Adaptability and agility
- Risk reduction
- Anticipate and respond to the market
- Improve upon digital and technical Adaptability
- One will Go from reactive thinking to proactive
- Identification & exploration of technical turning points internally and externally
- Validation of proposed potential business partnerships and Acquisitions
- Possible of Modelling and testing of business plans
- Identify problematic areas within the organization

E. Laissez Faire / Passive Avoidant Leadership Style

Decision making managers does have different types of psychological qualities. These are nothing but one's personal life and one's personality problems, both factors influence decision making.

9.71 As per Bass & Avolio MLQ 2004 pg 98, all the above name wordings Laissez faire/ Passive Avoidant/ Delay in decision making are having the same characteristic of making delays in decisions, go for absenteeism when a leader highly needed in the specific situation.

The most primitive decision-making style is to Delay the decision or Decision is avoided due to psychological fears. This is a very dangerous type of decision making if proper stock of the situation is not taken. Sometimes delay of decision making proves to be beneficial if it is dependent on any other factor. The other factor may be any departmental feedback or quality related issues feedback, in short, the external affecting factor. In this case the delay of decision is acceptable or can be said as a proper decision as it is related to profitability of the organization. In 1979, Daniel

Kahneman added these views in an article, and was supported by Howard Raiffa in 1982.

At the other end of the autocratic style continuum is the nature of Laissez-faire's leadership which is logically another pole of autocratic style. In this type, business leaders try to shift responsibility for the decision-making process to the group and leader approaches let it go way, means leaves almost everything on subordinates. The group is poorly structured; the leader has no confidence in his leadership skills. The decision-making under this direction is made by anyone who is willing to accept it. Decision making is also very slow and can lead to significant "budget overruns".

- Therefore, the task cannot be performed and the tiles become conditionally chaotic (Flippo et al., 1982, cited by Akpala, 1990).
- In 2005 Anderson & McColl Kennedy said that laissez –Faire leaders are not at all attentive to the completion of duties & productivities.

Many times, some of the persons are tending to postpone the decision or they simply avoid taking the decision because of their psychological fear. This kind of decision-making style is very dangerous if the situation is not taken into account. Sometimes the delay in making decisions is beneficial if it depends on another factor. Maybe feedback from departments or remarks about quality problems are awaited then, the factor that influences the outside decision which will get delayed if feedback does not come in time. In this case; the decision period, this got delayed but proved to be profitable to the organization.

Some people tend to think too much. They encounter various imaginary situations and try to resolve these situations. In this way they create many permutations and combinations of situations and reparations to these situations. This forces them to psychological chaos and instead of facing the situation; they become reluctant or repeat the decision. If this situation persists, it will lead to a new and very dangerous unknown very challenging situation.

- In 2007 Skogstad, Einarsen, Matthiesen said that as there is no body to control wrong decisions so effects of decisions could be devastating on the organization.

It should not be the practice which may lead to severe debacle. The delay of decision making can be avoided by 2 ways

1. The pressure must be increased for the people concerned and force them to take the decision as quickly as possible, but the time frame should be mutually decided.
2. The costs of the delay must be increased or should be recovered by the person concerned who is delaying in taking the decision. In some organizations, there are procedural standards for the imposition of fines if the delay occurs after the specified period. The fine or, in other words, the costs of the delay must be strictly recovered.

F. Impulsive / Spontaneous Leadership Style

The name of Impulsive style itself is self-explanatory that some of the people in life & for that matter in business are tending to be impulsive in nature & in the same tempo they tend to take business decisions in impulsive manner, in this case proper thoughts are not considered before decision, it's basically driven by force and power to impel or incite.

- This is also called as Spontaneous decision making leadership style. **Stern in 1962** found that business managers were becoming impulsive during the decision process; the same was referred to by Kollat & Willett in 1967. 9.74

This spurs that particular moment which forces person to do something impulsively which can be unwanted like unwarranted passing of comments in some situation which unnecessary invites trouble, sometime person buys all of a sudden something in shopping mall without any consideration of his financial budget & priorities in this case this is called as impulsive decision making style which may create disappointment in persons family as its not planned purchase & priority of purchase

was something else. It was all because of impulsion & temptation made by sales offer packing which pushes the person to buy momentarily.

This type of impulsive nature of decision-making has no clear thought process. When a particular business manager comes with a specific idea and without thinking its pros & cons if he or she acts impulsively then most likely the result will not be good, most probably it will go for failure. In fact, it will be proved as this type of decision-making is careless and fastest.

Impulsive decision-making style should not be considered for any important business decision. If somebody is having this style, then that business person will be risking a complete business unit in a high level of risk of failure as it will be a careless & impulsively taken decision.

10. IMPACT MEASUREMENT

One can say that impact measurement is the process of trying to determine the impact on people, organizations, business organizations, on business functions, their physical, economic, political or social environment inside and outside. The impact measure relates to the activities involved in managing and assessing the impact of the results of high-level data collection and assessment of routine resources.

All effects on result from an intervention can be seen as impact; this includes short-term results as well as more comprehensive and long-term effects. These can be positive or negative, planned or unplanned.

Relationships between inputs, changes, outputs & outcomes are showing as impact either positive or negative.

Both terms inputs & outputs are about change. The effects tend to be longer and longer than the results if proper calculated input parameters are put up in process. The results are therefore elements of the broader and more comprehensive definition of impacts.

For various following reasons consistent & periodic measurement of impact is necessary – To discover & figure out what change has taken place and what works about an intervention so that negative impact can be minimized & positive one can be increased.

- ~ To discover & measure and the exact amount of the change taken place
- ~ To benchmark & compare with predefined parameters
- ~ To keep learning and adaptation for improvement accordingly
- ~ To assess' possible risks at every stage before any business decision is taken
- ~ To test our presumptions at every possible stage
- ~ To provide proof of value for money which can increase growth
- ~ To sense & detect any unplanned impacts at early stage of business

Measuring impact is an attempt to determine the effect of an intervention on individuals, organizations or their physical, economic, political or social environment. The impact measure refers to all activities related to management and impact assessment from the routine control of results data to high-level evaluation either on the shop floor or in the boardroom.

With the help of impact measurement, we can know –

- ~ know what is changing & what works about an intervention
- ~ know the how much quantity and intensity of the change
- ~ benchmark and make comparisons
- ~ learn and make improvements
- ~ test assumptions
- ~ provide evidence of value for money which can increase sustainability
- ~ detect at early stage of any unintended impacts

The positive step IM (Impact Measurement) process should highlight the recommended main methodology to complete each step and the key critical points to be considered at each stage of the impact measurement process.

A. IMPACT MEASUREMENT PROCESS

1) Setting Objectives

This is the first step in the impact measurement process. This is the stage at which goals are set that guide all future actions - shaping the future course of the organization that supports them.

- The theory of change is fundamental to everything you do, so take the time to develop it - and that's good for everyone. Impact measurement (IM) is only a means to an end, not the goal. First, it is necessary to develop a clear theory of change, possibly through a workshop with the help of an outside consultant and involving the team of seniors in first phase & in second phase juniors too. In practise theory of change is the starting point of each IM system; it will make future IM work easier. It is also important to understand why you are presenting an information management system, prioritizing better resources and investments, or generally achieving a better impact.

- In the business world every business is unique in nature, so there is no "one size fits all" – kind impact measurement system you can choose from for your goals because goals are unique too. Be inspired by others, look for tips and examples, but keep in mind that the information management system you choose is ultimately intended for your organization and your business functions. Investors or shareholders who have invested in SMEs & their Business Managers goals should be well aligned & so that both can discuss & decide for future course of action.

2) Analyzing Stakeholders

This step analysing stakeholders – consists of two sub-steps: stakeholder identification and stakeholder engagement. The following recommendations emerged from the case studies:

1. Make a list of direct and indirect stakeholders and be selective in understanding their key performance indicators for Business & act accordingly.
2. Take review of everything periodically, it deserves to be based on experience of IM exercise.

3) Measuring Results: Outcomes, Impact and Indicators

Measuring results – is the step in which the objectives set in Step 1 are transformed into measurable results through the definition of outputs, outcomes, social impact and indicators. The case studies show that:

1. Using the metrics found in these databases, data can be aggregated and compared.
2. Measure and reassess and evaluate useful data. Any indicator chosen should be useful and help you make decisions and show their impact.
3. You cannot measure everything (and you should not) - Although it is important to measure impact, the higher the cost of measurement, the better the measurement. Therefore, it is important to be realistic and try to get the measure that offers the best value for money. Sometimes the data you need to supplement the information you collect is available from various functions of business or organization.

4) Business Functions & Its KPIs

Business activities are based on Objectives or set goals. They need to be reconciled to judge the performance. In general Business Performance Management is not related to a particular unit but considered for overall business activity & its performance. This is done for achieving the goals in a better way. Decisions whether strategic or operational, are to be reviewed periodically for effective goal results as well as implementation of revised decisions. This is covered under Business Performance Management with various KPI.

Business Performance Management is a continuous process. The human force behind the activity applies their thoughts & wants to be at par to get the targeted results. Earlier this was done manually but since the computerization started worldwide different software packages are available. In the software part human error is eliminated at the same time multiple, multi-dimensional factors can be added & simulated simultaneously.

BPM is the activity which enables businesses to efficiently collect, aggregate, compile and analyse respective data from various sources for taking optimized business decisions & subsequent action. It helps businesses to:

- Improve productivity
- Take feedback and analyses business processes

- Task automation
- Increase business efficiency
- Identify & optimize cost savings opportunities
- Identify & Generate new opportunities for business
- Measure key performance objectives
- Analyze risks
- Predict business outcomes

Business performance includes productivity related issues, operational activities automation leading to increased efficiency by reducing costs generation of new activities and related risks. This all can be achieved by data collection and analysis of the same, while doing this goal of strategic & operational ones are kept in mind.

Successful BPM enables managers to identify problems and make more accurate and reliable forecasts. Enterprise performance management is also used to analyse risks and predict business results by well-trained people by collecting accurate data & analysing it well.

Generally, in normal behaviour we try to analyse issues when they reach the level of problem. After the evolution of management science Data collection was given prime importance to review operations, business processes at various activities of business management. Computerization helped to collect, store, analyse the data. This is used for giving practical solutions for each and every possibility.

In short Business Performance Management takes care of business processes such as planning and forecasting of upcoming business volume. This also helps organizations discover the effective use of business, financial, human, and material resources. It is the consolidation of data from different sources, the consultation and analysis of data and the implementation of results. Ongoing real-time evaluations help you identify and eliminate problems before you evolve. The planned BPM features help the company take timely corrective action to make useful predictions. The prediction is characterized by a high degree of predictability that is used wisely to answer scenarios. BPM is useful in risk analysis and forecasting the results, making scenarios and in developing a plan to overcome problems. Business Performance Management

provides key performance indicators (KPIs) that help companies monitor the effectiveness of projects and people on various important parameters & compares with business objectives.

A. Function Wise BPM / KPIs

Goals and objectives are the key phrases often used in the business world. Company whether going in the proper direction or not, has to be judged from time to time. This movement can be termed as performance of the company during that particular period. The performance can be judged from individual to industry. This is a vast canvas but definitely effective on the tip of the finger.

- This was described by **Ghalayini and Noble 1996, Mapes and Szwejczewski 1997, Parmenter 2009**. Business performance is measured in terms of financial measure and Non-financial performance. Cost, Quality, Punctuality, delivery of material are major performance factors stated by Mr. White.1996 10.75

- Some other writers like **Sinclair and Zairi (1995)** considered Customer satisfaction, quality, delivery reliability, employee factors, productivity, financial performance, safety based on his own studies.

- **Parmenter** in the year 2009 considered those points for performance indicators customers, employees, finance, internal process performance, and learning and growth. Different organizations have their own priorities that reflect in selection criteria to concentrate for evaluation of performance.

- **Rolstadås** in the year 1998 found that measuring the performance of an organization is a complex criterion. The correlation between efficiency, effectiveness, quality, productivity, is profitability.

CHARACTERISTICS OF GOOD KPIS

- **Quality:**

10.79 Key performance indicators related to Quality as per Toni and Tonchia in the year 2001 considered machine reliability, post-processing, quality system costs,

customer satisfaction, return on goods, quality of inputs and outputs, product reliability and reliability.

10.80 According to Neely and Platts in the year 2005 considered performance, features, reliability, compliance, technical durability, serviceability, aesthetics, perceived quality, humanity and value are the quality standards.

- **Flexibility:**

Another factor of good KPIs is Flexibility. It can be termed as the ability of organizations to perform various tasks at a specific resource level, such as work, machine, and many more.

studied the quality of material, production quality, new products, modified products, delivery capacity, volume blending and blend of features are the most valuable benchmarks for flexibility

- **Financial Performance:**

10.81 Financial performance is the backbone of every organization. The financial measures proposed by Parmenter in the year 2009 in his book "Key Performance Indicators (KPIs)". The writer suggests cost of sales / cost of sales, scrap costs as a percentage of total sales, commercial receivables, cash flow, number of days in stock and number of days of sales. This particular case study is carried in Canada. Demands, product sales, revenue growth rate, return on investment and return on investment as a measure of the financial performance of organizations.

- **Time:**

As per **Koufteros** et al., 1998 Time-based manufacturing activity is a major concern for companies around the world to obtain a competitive advantage over other companies in the same field.

- In the year **2001 De Toni and Tonchia** identified production lead time, delivery period, expiration date, and delivery frequency and production introduction rate, as measured by time performance.

- In the year **2005 Neely and Platts** have time to market, delivery times, determined delivery reliability, delivery times and standard version time, the actual

transfer time, waiting time, preparation time, ask for time realization and average as a measure of time.

- **White** writes in 1996 used the time cycle time.

- **Safety**

It is observed that the reliability of complex work systems to achieve organizational goals is absolutely dependent on work patterns and technical services at the hands.

- **Employee Satisfaction Index**

Smooth functioning of the organization depends upon Employee satisfaction. It can be taken as the key to the success of any organization. When employees are satisfied, customers are satisfied and the organization's overall performance improves; this was proved by Leong et al in 1990 and also by Mapes and Szwejcowski, 1997. To measure the organizational processes performance many indicators are available. Managers should connect themselves to the vision, mission and goals to show the best performance which ultimately affects on indicators in a positive direction. Each and every organization should define performance indicators for the success of strategic planning and overcoming the situation this was discussed by Heckl and Moormann in the year 2010.

- **Real-Time Information**

Nowadays much BPM or ERP software is providing real time info of business.

If information can't be real-time, it should be as fresh as possible. The faster the information arrives, the faster you can turn the ship. To capitalize on a BPM system and run a company more tightly, your system should:

If the information cannot be real, it should be as new as possible. The faster the information arrives, the faster you can transform the present company & take it to a new level.

- Deliver data with minimal time lag from transaction or event to availability for analysis;
- Enable faster closing cycles;

- Automate error-prone tasks, getting people out of the data chain and putting them at its end; and
- Support faster forecast preparation.

- **Create Actionable Information**

In the corporate world one can look at information from which action can be derived.

One can clearly say that BPM enables actionable items with the following elements:

- BPM can make faster comprehension of changing data from multiple sources through its extract, transform and load (ETL) capabilities model.
- BPM systems enable sharp focus on key business metrics through use of scorecards and dashboards.
- BPM systems can proactively alert business managers to significant variances from expected results with alerts generated by the system in case its software-based BPM.

- **Better and Faster Decision Making**

Because of BPM inductance either manually or software-based BPM, it helps to find that competitiveness and decision-making ability increases along with following benefits:

- An ability to view, track and manage the business at precise level;
- A shorter closing cycle;
- A work culture in which employees embrace on-going measurement and focus on improving performance.

There are various departments in the company like Finance, Marketing, Operations, Sales, etc. These all departments are nothing but the various functions of business. Every function has its own objective and goal to achieve and together as a business goal to achieve.

VARIOUS BUSINESS FUNCTIONS –

Every function performance is measured through various points and it is called a key performance indicator (KPI).

1. MARKETING function

Investment decision on Promotion Activity can be measured after a specific period whether it is giving a positive impact on sales or not, whether our market share increased or not, brand visibility improved or not? Proper positioning of a brand is happening or not? These KPIs with respect to time, gives us marketing function business performance.

Accountability is the monitoring and measurement of the achievement a person, group, or organization makes to deliver specific, defined results relating to the enterprise's objectives. This requires selecting the right metrics, integrating performance targets, and producing actionable reports

Accountability includes making a commitment to a particular action, accepting responsibility for completing that action, and then disclosing the level of performance against your commitment. Accountability requires commitments, metrics, and consequences (positive and negative).

The best way to judge your marketing's success is by measuring its growth in sales revenue in a specific period of time.

Some of the KPIS are outlined here -

- Brand Value improved?
- Market share in specific segment & in geographic area improved?
- After running advertisement campaign, immediate sales spikes observed?
- Search ranking on search engine improved?
- Social Media marketing results improved?

If answers to above questions are yes then performance of this function should be reasonably good.

2. SALES function

Sales function is the most important function in every business activity on the earth. In fact, Peter Drucker says that “Business is nothing but Sales” and sales is business.

In sales function we do take various important decisions like Decision of New Product launch, decides to remove some old product, Discount (Price Reduction) offer, decided to explore new geographical market, Reorganization of Sales department, decided to initiate Listen to customer complaint drive for this we are taking various actions on the field & decides various KPI parameters & check it on specific time intervals like following -

- Cross Sales improved?
- Up sales improved?
- Quotations submission time improved?
- Leads & its closing improved through digital sales channel?
- Got some exports sales?

If functional head is able to answer to above questions are yes then performance of this function should be reasonably good.

3. SUPPLY CHAIN /PURCHASE function

An operation is one of the most important functions in business organization which plans, supplies to production line which in turn produces final product & controls the resources effectively which is available with organization. We can set our targets as per the following way.

Decided to action Cost Cutting in various operations, get ISO/TPM/Six Sigma, Improve on Employee related issues, improve in Services after sales, keep vendors happy and after taking all respective actions on the field we check the performance of the operations department on following KPIs with respect to specific decided time like -

- PO/WO release time improved?
- Timely availability of supplier & material improved?
- Savings on existing & new supplier prices achieved?
- Got reduction in defective material from suppliers?

- ITR (Inventory Turnover Ratio) improved?

If answers to above questions are yes then performance of this function should be reasonably good.

4. R&D & PRODUCTION Function

R&D – Research & Development is the back bone of every organization & for that matter its backbone of every nation. Innovation, search, research & develop the products as per demand from the market. It is the function where highest level of attention is given from top management & wherever possible considerable budget is also allotted to R&D, because this function works on future of the organization.

All procedures, SOPs for small component to product testing, validation at the laboratory & at field with the help of Sales & Service staff is done by R&D then they give clearance/handover for production to produce product at mass scale or in assembly line.

Production is the function where raw material is getting converted into semi finished & then processed into finished goods as per Production plan, KPIs are as follows -

- Cost cutting in various operations achieved?
- Manufacturing & operation cycle time improved?
- On time delivery achieved?
- FTR (First Time Right) % increased?
- Reduction in wastage & scrap % achieved?
- New Product developed as per international standards?

If your functional head answers to above questions are yes then performance of this function should be reasonably good.

5. QUALITY ASSURANCE & SERVICE SUPPORT Function:

Quality Assurance & Service Support departments are the real future of every organization & in fact organization's brand, image, future is in hands of these business functions.

KPIs are as follows –

- Implemented ISO, Six Sigma, and TPM, done?
- Reduction % of rework & its time achieved?
- Capture maximum defects & quantified for corrective action, done?
- Reduction in supplier's defective material achieved?
- Response time to customer's complaints improved?
- Customer Satisfaction level improved?

If answers to above questions are yes then performance of this function should be reasonably good.

6. HUMAN RESOURCE & ADMIN Function

Humans are the capital of every business & their planning is most important business function & it requires special skills to keep employees happy, in order to keep its performance higher following KPIs are monitored on periodic level -

- Time of hire & quality of hire improved?
- Higher level of Employee satisfaction achieved?
- Reduction in attrition rate achieved?
- Zero accidents achieved?
- Skill enhancement at every function is observed after training?
- Per Employee profitability improved?
- No penalty utility bills & no penalty on non compliance observed?

If the answers to above questions then yes then we can consider that this business functions is performing reasonably good in that SME.

7. FINANCE function

Finance is the most important function in every business organization, in fact, funds, cash flow are nothing but the blood flow of every organization. In order to keep this function highly efficient & optimized we take some decisions like Decided to Improve Working Capital, to Raise Finance on lower interest which is external factor affecting efficiency & needs of business activity, decided to improve upon internal factors like Optimize of allotted Budgets, to improve on Gross Profit, to improve on Net Profit

Once we take proper decisions on the above parameters, following KPIs can be seen as a positive business performance indicator with respect to specific time lines on following parameters -

- Working Capital improved?
- Finance on lower interest cost raised?
- Gross Profit Improved?
- Net Profit improved?
- Shareholder's satisfaction level improved?

If functional heads are giving answers to above questions yes then we can consider that this business functions is performing reasonably good in that SME.

And many more financial KPIs and metrics like EBITA margins, Sales top line & profitability or bottom-line by product wise, region wise, sector wise & segment wise, it gives clear indication of whether decisions taken are right & business is on the way to perform well.

If answers to all above functional KPIs are given as yes then we can consider that those particular functions are performing reasonable good.

Every sector & every organization can add & delete various KPIs as per their requirement of specific product line, these are the just guidelines given.

KPIs are the area where one needs to spend good amount of time, money & efforts & finer blue print of business performance can be drawn with these KPIs.

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CHAPTER – 03

- RESEARCH METHODOLOGY -

1. INTRODUCTION

Research & its systematic logical methodology is one of the most important part of the research, one can say that every research in this world must have a clear, understandable and less simple, noncomplex methodology that describes the systematic approach to the goal. One of the essential keys to any research is the research and analysis of their efforts, which translate into research. These steps should be effective and appropriate for testing hypotheses or research questions and facilitating the accessibility of the overall research design, such as data collection, data interpretation and analysis, and then lead to a conclusion & above that recommendation too.

The research methodology is the most important chapter in this thesis which details about the approaches used in this study to test the hypothesis of the problem statement in the study and to provide the reader with a basis for assessing the validity of the results and understanding the basis of make the decisions made and for one sufficient information to other researchers to reproduce this study when necessary for a future thorough study with different possible thoughts & processes.

This particular chapter gives brief idea related to the research methodology, such as the study problem, initial literature review, objectives and assumptions and their methodologies developed, data instruments including data collection, data interpretation and data analysis, and ultimately at the end of this chapter, the limitations and conclusions of the research methodology are established.

Research Definition

Noltingk in 1965 said that research is, in essence, an inquiry into processes. Therefore, a survey is the discovery of answers related to the questions. It is a systematic search for truth, the search for new knowledge of the combination of ideas and facts & establishment of inference.

According to Greenfield (1996), Research is an art assisted by research skills, experimental design, data collection, measurement and analysis, interpretation and presentation, a further deeper skill, which will ultimately can be acquired and developed, is creativity or invention.

Kothari in his book (2004) defines research as an original contribution to the existing stock of knowledge for its development. The systematic approach of generalizations and the formulation of a theory are also researches. As such, the term "Research" refers to the systematic method of stating the problem, formulating a hypothesis, collecting data, analysing the facts and arriving at certain conclusions either in the form of solutions to the problem in question or in one some other form for a theoretical formulation.

2. RESEARCH PROCESS

Under this heading of Research Process, it's nothing but one has to define step by step approach of research one is going to perform, distinguish and demonstrate. It consists of a series of steps or actions that are needed to perform an effective investigation so that most accurate analysis can be performed & accordingly action can be taken.

In the below chart, the steps in a research process are to be illustrated:

Graphical Demonstration of Research Process (FIG – 3.1)



3. RESEARCH PROBLEM

The research problem is a statement that one or researcher wants to know what relationship exists between various defined or undefined dependent or independent variables. The first step of a survey after determining the area of investigation is the definition of the problem in the study, so that the research period, the unit of analysis, the variables and the relationship estimate to configure the next step that formulates the problem or defining the hypothesis) should be facilitated.

As per forth all India census of MSME 2006-2007, it was found that around 30% of total registered units were suffering from sickness and significant reason for sickness were found in lack of demand, marketing problems, lack of working capital, power shortage, given in table below (Amit Saini – December 2014 research paper)–

Reasons of sickness in MSME in India (TAB – 3.1)

Reason for sickness	Proportion of sick units (in %)
Lack of demand	41.94
Shortage of working capital	20
Non-availability of raw material	5.11
Power shortage	5.71
Labour problems	5.64
Marketing problems	11.48
Equipment problems	3.17
Management problems	6.46

Source – Fourth All India Census of MSME 2006-07, www.msmse.gov.in

Major Reasons of sickness:

(Source/Credit:<http://laghu-udyog.gov.in/sido/boardmeeting/48/ssisick48.htm>)

According to RBI/MSME ministry following are the reasons of failure/sickness of SME industry. Some of these are:

- Lack of working capital, slow process in sanction of working capital and time gap between sanction of term loan and working capital.
- Poor and outdated technology
- Challenge related to availability of raw material

- Insufficient demand and other marketing & sales challenges (problems)
- Non predictable power supply
- Labour problems
- Inadequate Infrastructure
- Poor business management
- Insufficient attention to Research & Development
- Diversion of resources
- Incompetence of the industrial units to face growing competition due to liberalization and globalization

As per the research paper published by Dr. Sardar Gugloth; and Nalla Bala Kalyan Kumarin year 2011 said that Government of India, Ministry of Micro, Small and Medium Enterprises, Annual Report 2009–2010. It is noticed from report that there were 89.76 lakh MSMEs units in 1988 and their number has steadily increased year by year to 272.79 lakh units in 2008. The total investments in MSMEs units was reported at Rs. 133242 crore in 1998, of which investment incurred on sick units has been worked out to 2.89 per cent. The percentage of investment of sick units was revolving in the range of 3.52 per cent to 0.248 percent. The maximum percentage of 3.52 per cent was observed during the year 2003. In absolute terms, the investment in sick units increased year after year as there was increase in investment in MSMEs units. (<http://www.ijbmer.com/docs/volumes/vol2issue6/ijbmer2011020601.pdf>, 2011 publication)

Problem Statement

- Many SME leaders are not aware about their leadership style.
- Many SME organizations are not aware about the leadership styles & how it affects the performance of various business functions.
- Many SME organizations are not having ready reference of leadership styles by which they can improve performance of various business functions.

4. NEED

SMEs contribution in GDP of the country is quite significant i.e. estimated around 28.77% (in 2015-16 as per Ministry, GOI) and SMEs employs around 40% of workforce with estimated of 80 Million plus peoples, around 1.3 Million SMEs

contribute to 32% of India's production output, trade 35% & other services 33% however its really surprising to see that many SMEs are struggling for survival, and struggling for growth.

It has been observed that many SMEs struggle to survive, struggle to grow after spending quite good amount of period in business. One need to study it systematically what went wrong in management at leader & his/her leadership styles were used by owners/business managers by which either struggle for survival & struggle for growth continued after 4/5 years in business and what went right by which phenomenal growth & success is been achieved in terms of sales growth etc.

This research will focus basically on study of various leadership styles used in business process of various SMEs in selected sector like Electronic/Electrical & auto ancillary sectors of Small, Medium Enterprises segment of select SMEs at Pune region.

Its conclusion will be a reference point for SME owners/business managers as to what kind of leadership styles are to be used for organizational growth& what kind of leadership styles are to be avoided.

SMEs also play a significant role in National development through high contribution to Domestic Production, Significant Export Earnings, Low Investment Requirements, Operational Flexibility, Location Wise Mobility, Low Intensive Imports, Capacities to Develop Appropriate Indigenous Technology, Import Substitution, Contribution towards Defence Production, Technology – Oriented Industries, Competitiveness in Domestic and Export Markets thereby generating new entrepreneurs by providing knowledge and training.

SMEs (Small & Medium Enterprises) contribution in GDP of the country is quite significant; however it's really surprising to see that many SMEs are struggling for survival, struggling for growth.

One need to study it systematically what went wrong in management decision making by which struggle for survival & struggle for growth continued after years or more in

business and what went right by which phenomenal growth & success is been achieved.

This study will focus on identification of leadership styles of business leaders/managers by applying behavioural identification questions & then its impact on various business functions like Marketing, Sales, Supply Chain/Purchase, R&D/Production, Quality Assurance & Service Support, HR & Admin, & Finance selected sector like Electronic\Electrical, and Auto Ancillary sectors of Small, Medium Enterprises segment of select SMEs in Pune region.

5. RESEARCH GAP

Plenty of various research, library books, papers, historical data and internet is been used to find out the gaps in literature. The literature review shows that there is wide research on leadership styles and its impact on employee motivation and commitment, (Rima Ghose, 2014 Phd Thesis), job satisfaction etc.

In 2006, Agboli & Chikwendu said that no specific effective leadership style is appropriate in every situation and needs modifications at different work situations to perform at optimum work level.

In 2007, Arpita Saha has given the stress on spiritual leadership and bringing spiritual values for motivation of people and change the individual culture and get maximum result.

In 2007 Neha Amar given the stress on EI i.e. Emotional Intelligence which explore supervisor and subordinate emotions for the organizational benefits.

Leela Vedantam & Trideep Rajbhandari (2005) explored the leadership styles & trust as go getters for creating positivity in followers mind.

In today's digital world where various devices, machines are collecting data and giving important data input in DSS [Decision Support System] but at the same time very few or negligible research is found in pattern of leader wherein he focuses on

maximum data as input from system for making appropriate business decision. Researcher is calling this phenomenon as a data driven leadership style and exploring this leadership style & its impact on various business functions of business in this thesis.

Little study is been done to discover the relationship between leadership styles and performance management in SME's, Matzler Et Al (2008), Thorpe Et Al (2009), LangoWitz (2010), Linder Gren (2012), Nitin Vaidya (2014),Rima Ghose (2014), Bhagyashree Joshi (2015), R Vani (2015),Imran Shafiq (2016), has studied and tried to understand which are the leadership styles used in SME's. In spite of that there is a gap in identifying and understanding latest leadership styles and its impact on various business functions in Pune region. Present modern digital world where computer systems are connected with cloud and connected devices are continuously generating data, its not depend on us to discover inference out of it.

In view of this objective of thesis is to fill this gap of answering various questions related to leadership styles used in SMEs & their impact or discover association with business growth in SMEs.

In view of this, researcher decided to explore this gap of finding out mostly used Leadership styles in SMEs of Pune, which leadership styles giving growth & impact on business functions like Marketing, Sales, Supply Chain, R&D & Production, and Quality Assurance & Service after Sales, Human Resource& Admin, and Finance. This will contribute to the body of the knowledge of the SME business managers & present leaders can cross check on their present style & adapt in future accordingly.

6. SIGNIFICANCE

Significance is something which will contribute the outcome of the study to community & increase the body of knowledge by putting that specific hypotheses direction. The results of this study may give contribution to four perspectives: A) Theoretical, B) Practical C) Empirical and D) Policy contribution/political

A. Theoretical Significance –

This study which will integrate scattered research work on leadership, leadership styles, Impact Measurement on SMEs, KPI's of various business functions, in short it explains linkages between all these parameters of leadership styles which is independent variable on business functions to promote SME's growth rate success as dependent variable into one single framework.

B. Practical Significance—

In practical terms, The results should help SME business managers become more aware and better informed about the different styles of leadership theories in latest management sciences and assist them in developing a work force strategy and This study will reveal that not all leadership styles affect the performance of the company positively but there are some leadership styles it may give negative impact which can be used cautiously by business managers in SME.

C. Empirical Significance –

This research study defines the association between leadership styles and its impact on various business functions of SME's in Pune which is proved statistically after taking samples of 324 units through instrument of measurement and validated statistically, after that it solidifies the research conclusion. In addition, the result of the study provides results that can be generalized and serve as a starting point for additional & further research.

D. Policy /Political/Strategic Contribution –

From a policy perspective, the results of the study may provide a basis for development principles of leadership styles in forums of chambers of commerce. This can help SME decision makers (i.e. Chamber of Commerce, government, etc.) to develop an action plan for development of leadership talent, development in the areas of resources and labour challenges and develop Pune's dynamic business environment into growth oriented one.

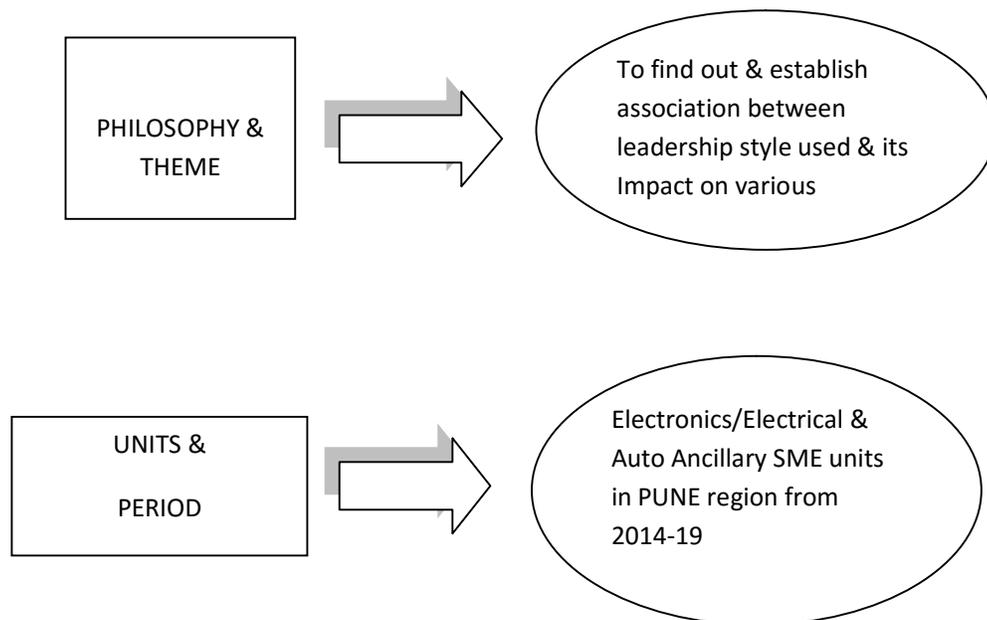
Good decision making is an essential skill to become effective leaders and for a successful career in business. If one can learn to make timely and well informed decisions, then he/she can often lead team to best-deserved success. However, if one

makes poor decisions, then team risks failure and one's time as a leader will most likely be brutally short.

The various leadership styles for taking appropriate business decisions studied in this thesis, report representation will help you to make the best decisions possible with the information you have. These styles help you to figure out the likely consequences of decisions, work out the importance of individual factors and choose the best course of action to take.

RESEARCH PROBLEM / PROBLEM STATEMENT

1. Many SME leaders are not aware about their leadership style.
2. Many SME organizations are not aware about the leadership styles & how it affects the performance of various business functions.
3. Many SME organizations are not having ready reference of leadership styles by which they can improve performance of various business functions.



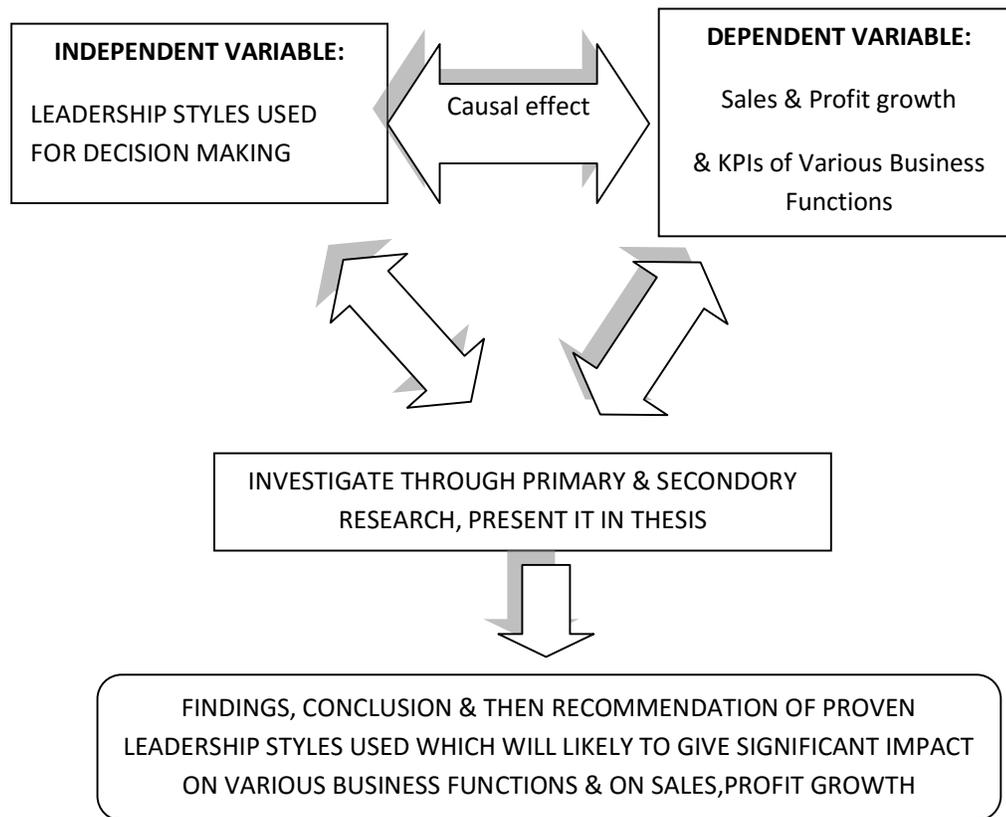


Fig 3.2

7. OBJECTIVES OF THE STUDY

Objective is something which gives direction to everyone in life, it may be business or personal or social life. Objectives can be called as light in the dark in everyway you can think of.

With regard to the above discussions related to the problem under the study and reasons behind the need for the project that could be summarized as:

1. To study the impact of leadership styles on various business functions of SMEs
2. To study the association between leadership styles and the growth rate in sales turnover and profit margin of SMEs

SMEs/SMBs (Small & Medium Enterprises/Businesses) are generally operating in very uncertain business environment means almost in every function there is limited resources it may be Finance, Marketing, Sales, Human Resource, Supply Chain, Production, Quality Control & at top management. On top of it they have to take decision of allotment of resources within this limited resource, as they have less amount of time to react with competition. And they do take quick decision either by gut feeling, intuition or using some styles/techniques.

In order to avoid mistake in future, we have to dig into past, what mistakes we committed in the past when we took some business decision & which got whole business organization into success in near future or got failure.

To study mainly the qualitative & quantitative impact of their decision making, decision sciences has got various decision analysis & making techniques, methods & approaches. It's mainly Quantitative & Qualitative.

In quantitative mainly numerical data is evaluated & comes out with conclusion of analysis by applying various statistical techniques to analyse the data.

Whereas in qualitative analysis descriptive, prescriptive, predictive analysis can be used for analysis, conclusion & suggestions to be recommended in future for betterment of decision quality & future of organization.

Researcher has selected some specific samples from Strata of selected sectors like, Electronics/Electrical industries & automotive ancillaries in Pune regions. Researcher will be asking specific questions & will formulate questionnaire for Qualitative analysis where he can figure out association between business functional performance surfaced because of specific leadership styles are used.

8. SCOPE

Pune Industrial Pockets/Region:

This is being exploratory research, in the City of Pune & limited up to Pune City's industrial areas viz. from Chakan MIDC industrial estate till Shirval & from Ranjangaon MIDC till Shivane industrial area, this combination will be called as Pune region for research purpose. This cross belt is nothing but home of various small &

medium scale industries either working as direct supplier to big companies like Tata Motors, Force Motors, Thermax, Alpha Laval, Sandvik Asia, Forbes Marshall, General Electric, Bridgestone & industry like Automotive companies, Information Technology companies, Electronic, Electrical, or working as tier two, tier three level suppliers to above companies. Some of the SMEs are selling directly in the open market besides above-mentioned companies, these are mainly electronic & electrical contractors who manufacture some products for their own consumption & fulfilling the contract of companies spread over all directions of geography of Pune.

Pune is vast industrial belt & having mix baggage of industry like automotive companies, Information Technology companies, Electronic, Electrical, Realty companies spread over all directions of geography of Pune.

Sectors Studied: In view of this; researcher decided to go for study for Electronic, Automobile ancillary, Electrical sector in select SMEs in various geography in manufacturing sector.

Time Frame / Period research: 2014-15 to 2018-2019

Study is for finding out leadership styles used in SMEs with focus on decision making & find out its association with Business function's composite KPIs.

9. SAMPLING

Random Cluster Sampling: In view of this researcher decided to go for the study of selected SMEs in various geographical clusters in Pune region & used random cluster sampling method.

As Leadership Styles & Business Decision making is very wide subject for study, and every business function has to take various routine & non routine decisions in everyday life researcher compelled to restrict to random cluster sampling method.

Regarding Statistical Models Usage & Other elementary theory models Usage in SMEs:

PILOT STUDY

Researcher conducted pilot study survey of around 40 SMEs in Pune region understood that SMEs either not aware about various leadership styles which were presented in questionnaire or it was very difficult to explain them those styles.

Around 09 leadership styles (namely Transformational, Transactional, Democratic, Participative, Autocratic, Consultative, Laissez-faire, Impulsive, Data Driven) were asked in questionnaire format, but realized that respondents are not aware about scientific names of leadership styles but they were using various of them in some way or the other & running business successfully (and unsuccessfully) & measuring performance mostly on Sales & Profit figures. In view of this outcome of pilot study researcher has decided to use only various elementary commonly used leadership styles, which respondents are aware of or we can explain them the nomenclature & they will understand it easily.(Found in pilot study SMEs are aware of basic decision making leadership styles like Autocratic, Consultative, Passive Avoidant/ Laissez Faire, Data Driven, Impulsive)

Besides that they are aware of some techniques like If & then, Pros & cons technique, SWOT analysis technique, data history technique. So in view of this researcher has decided to study leadership styles extensively used for making important decision & after going through literature review & decided to add only practically understandable styles, which they can understand after quick explanation by researcher. So study will be those leadership styles mostly used & its impact measurement on various KPIs (Key Performance Indicators) of various business functions & its overall impact measurement on business performance as well on sales growth & profit margin.

In fact, during pilot study (Dec 16 to April 17) researcher has found there are more than 15 leadership styles are available which were not possible to explain & understand at primary level of SME managers where systematic & methodical approach is not observed at their workshops, offices.

Transformative, Transactional, participative leadership styles by name or by meaning /application usage SME managers were not aware of, so to avoid confusion they are

not used for study further, as well Democratic style they were aware but they were correlating it with country politics & it was creating confusion as they were not able to understand it well during sampling so democratic style is also dropped.

While performing this research after literature review researcher was having various questionnaires available in ready-made format in questionnaire form for e.g. MLQ (Multi factor Leadership Questionnaire developed by Bass & Avolio) MLQ instrument is designed 360degree measurement means self-assessment plus from their superiors, subordinates, colleagues, peers, suppliers, customers. But found that MLQ is framed around transformational & transactional leadership style which were dropped after pilot study as well there was some commercial price was attached for MLQ usage, so researcher could not go ahead with it..

SLQ (Servant Leadership Questionnaire) is revolving around leader and servant personal carrier development, community involvement, honesty, ethics, etc.

In pilot study respondents were not ready to give answers to standard instruments of MLQ, SLQ (Servant Leadership Questionnaire),it was dropped because these style is not taken for study in the thesis as well because of various reasons like complexity of it, longer time consumption, so researcher have been forced to drop this standard MLQ reason because it was framed heavily around Transformational, Transactional leadership style& later inclined towards ethics, also so researcher taken corrective action and subtracted some of the styles, modified operations (from pilot study questionnaire) function into bifurcated individual functions like supply chain, production & R&D, Quality & Service, HR &Admin modified the questionnaire.

Researcher also found it as time consuming process from both sides as each, every question has to be discussed in total. The respondents suggested that they don't use the word called transformational, transactional, laissez Faire etc, then came with the solution suggesting to prepare the structure of the questionnaire practical and understandable in day today nomenclature & also a good suggestion raised from respondents that they are adopting ERP systems and looking at data for insights for taking important decisions as this being regular pattern then it can be called as leader's style & researcher given the name to this working style as Data Driven

Leadership style & included this for research in thesis which will be further tested, results in terms of impact observed on various KPIs of various functions like Marketing, Sales, Supply Chain/Purchase, R&D & Production, Quality Assurance & Service& Finance, Which prompted researcher to add and research as Data driven Leadership style. This can be taken into account as newly emerged / discovered leadership style; which became the new dimension while evolving the best suited leadership style in complete research.(Presently researcher knows that data driven leadership term is used but whether this terminology of data driven leadership “style” is used or not, he also do not know)

So researcher decided to focus on prominently used 05 leadership styles for decision making are Autocratic, Laissez Faire/Passive Avoidant, Consultative, Impulsive & Data Driven leadership styles applied in SMEs in Pune region as per suggestion from respondents.

Researcher collected some samples for period from 2010 to 2013 but due to some unforeseen personal challenges faced by researcher after pilot, after that as per guide sir’s suggestion, those were dropped & latest only considered.

Data for the study:

The data for this study including primary sources of data collection and secondary sources of date collection have been collected around the leadership styles applied in SMEs, SME Managers Decision making styles, approaches, methods & its impact on their business performance during 2014 to 2019 in selected samples of SMEs in Pune.

Method of Collection of Data:

We will be using mainly two types of Data Collection method here, like Primary & Secondary

Primary Source:

By Systematic, scientific presentation of structured Questionnaire forms to SME business managers & taking their genuine answers by direct interviews, or through email survey or by survey portals on web/internet/online or through telephone.

Secondary Data:

Researcher has done extensive study of various Journals, Papers, Books, Websites, Wikipedia's, Encyclopaedias, published management papers, internet etc.

However, researcher found during research that above titles subject is very vast & in order to make it narrow & focused research, has to be made his study to limit some selected SME units in mainly two sectors viz. Electronics/Electrical & Auto ancillary industry.

This is because of limitations of available financial & manpower constraints of the researcher, as he is working a professional in SME industry.

Period for the study

Period under the study is to be determined for 05 years started from 2014 -19. In this regard it is to be noted that during this period economy started moving towards north side & economic activities started picking up & researcher decided to study this particular period so that it can pick up the real pulse of leaderships styles & it's possible impact on businesses.

Initial Literature Review

Anderson in 1971 said, the review of literature is a task that will have to & continues throughout the duration of the thesis because it's very base of this thesis. It begins with a search for a suitable topic. Since a thesis aims to be a contribution to knowledge, a careful check is being made that the proposed study has not previously been carried out in this specific region like Pune with respect to specific period like from 2014 to 19. Although completely new and original problems are rare to find, a previous study should not be exactly replicated unless the techniques used had been faulty or the findings and conclusions doubtful to shed new light on the problem. A good test is whether the problem still requires solution".

Before final formulating of the problem and identifying its objectives and hypotheses and determination of population and selection of sample, initial literature review for this study was necessary & was executed with care.

LEADERSHIP STYLES & DECISION MAKING STYLES ASSOCIATION

Literature review was focused mainly on traits & behaviour of leader & leadership style is showing as indication of that trait. There was very limited research in leaderships styles used in decision making trait. Some management scientist like Vroom-Yetton-Jago 1973 and in 1988 they thrown light on especially on decision making trait of leadership style.

Relationship between Leadership Styles & Decision Making Styles:

As per Vroom Yeton Jago 1974, 1988, 1998 model there is direct relationship between leadership styles & decision making styles, as Leader takes decisions for their subordinates & organization by decision tree method stressed on decision making trait of leadership's style

A leader asks what decision was made and how it was made, backtracking through the steps in making it and then to the original problem and how to solve it. The following is a standard chart displaying the range of decision-making modes.

Leadership Style (TAB – 3.02)

Leadership Style	Description
Autocratic (A1)	Using an autocratic style of leadership, the leader will make the decision by him or her, using the information readily available.
Autocratic (A2)	Using a less stringent autocratic leadership style, the leader will consult the group members to gain more information's, and then will make the decision him or her. The final decision may or may not be shared with the group.
Consultative (C1)	Using a consultative leadership style, the leader will consult individuals to seek their opinion. The leader will make the decision him or her.
Consultative (C2)	Using a consultative leadership style, the leader will consult the group to seek individual opinions and suggestions. The leader will make the decision him or her.

Collaborative (G2)	Using a collaborative leadership style, the group will make the decision. The leader will play a supportive role to ensure that everyone agrees on the decision.
-----------------------	--

In 1995 Scott & Bruce developed typology for DMS – Decision making styles as follows – Rational, Intuitive, spontaneous/impulsive, dependent (Democratic) & avoidant (Laissez Faire/Delay type)

In 1996 Russ et. al established rational, intuitive, spontaneous, dependent & avoidant relationship with transformational one on manager’s performance.

In 2000 Anuradha Tambe & Venkat Krishan carried research on various Indian managers regarding this effect of various DMS on manager’s performance.

In 2017 P.A.B.H Amartunga, S Pathiratne confirmed association of Leadership Style & Decision Making style by carrying survey on managers in Blue Chip companies in Srilanka.

DMS: Decision Making Styles: There is separate research wing called DMS: “Decision Making Styles” in literature according to Stephen Robbins, Marry Coulter where these leadership styles are focused on Analytic, conceptual, autocratic & behavioural concepts. Whereas Bruce & Scott in 1995 says in Decision Making Styles, there are mainly 04 styles like Spontaneous (Quick/Impulsive), Rational, Intuitive (means depend more on feelings) & Dependent (Depend on information gathered from others).

MLQ: Multifactor Leadership questionnaire it was introduced by Bruce Avolio & Bernard M Bass which does have 36 inventory items based on psychology of leader & which covers transformational & transactional leadership style.

SLQ: In 1970, Robert K Greenleaf introduced Servant Leadership Questionnaire which is used on outcome basis & related to hierarchy of the organization & commitment to the supervisor.

Both are set of questionnaire & researcher thought but could not find significance of using it as it is in this research considering objective of the study & changes taken place around the technology driven business ambience & data storage, database & analysis software's like excel, SAP, Oracle, ERP etc., other database software which are able to maintain data, analyse it in various statistical ways & give some data insights.

So here in this thesis researcher initially was confused while conducting pilot study for leadership styles & DMS, but after that Guide Sir & SME leaders said what they means as SME business leaders & understand that particular terminology should be used in defining leadership styles applied for making business decisions in place of too much theoretical & literature review based terms like transformative styles, transactional styles etc, here researcher found that usage of ERP & systems like SAP, ORACLE & other database systems are giving data insights as inputs before leader takes any important business decision & it's kind of pattern means style of leader to use data driven decisions so researcher decided here to call this new style as "data driven leadership style", after that as per inputs and suggestions from respondents as per their inputs researcher decided to go with 05 leadership styles used in decision making in SME business environment, like Autocratic, Impulsive, Consultative, Data Driven & Laissez Faire/Passive Avoidant.

This preliminary literature review and initial individual discussion cum interview from business managers in SMEs (various sector of SMEs) and some other experts who had that expertise of running SME in required information in the area under the study was performed. Consequently, a list of leadership styles for quality decision and their impacts on business performance with special references to SMEs (Small & Medium Enterprises) of Electronics/Electrical & Auto ancillaries for the purpose of a complete study about previous literature review was facilitated. The literature review in chapter two in details has been discussed.

10. HYPOTHESES

So far, the area of the study, scope of study that is concerned, leadership styles with reference to some selected SMEs in Pune region of Maharashtra for a period of 05years (from 2014 to 2019) have been determined and the problem under the study

and need for the project and its objectives have been defined very clearly.

Now after defining the problem in the previous discussions, one independent variable and one dependent variable distinguished. So, it can be stated that a hypothesis struggles to set up a relationship between two or more variables. Observation, concepts and proposition are the basis of a hypothesis. In other words, a hypothesis is a proposition that is put to test in after detailed research.

For instance, in our study a proposition talks about ‘What are the leaderships styles are used by business leaders in SMEs for making Business Decisions. (for example mainly decision of allotment of Resources of capital, time & efforts are done in SMEs does have impact on its business functions as well in terms of consolidated average sales in five years, increment or decrement in market share & Profits& how these decisions are taken? Researcher will study these styles’s impact on various business functions like KPIs of Marketing Function, Sales Function, Operations Function, Finance Function. By which leadership style& how they were impacted? Either positively or negatively is to be seen in survey.) Whereas a hypothesis speaks about ‘Which are the leaderships styles are used for important business decisions.

A hypothesis may be considered as a statement of empirical experimental relationship between a set of dependent & independent variables.

In general, hypothesis about the parameters of a probability distribution, The probability distribution may be of the variables or the coefficients of (correlation) relationship between the dependent and independent variables. When a hypothesis completely defines the probability distribution it is termed a simple hypothesis; all other types are composite hypothesis. Statistical hypotheses are generally investigated by specifying a null hypothesis (usually referred to as H_0) and an alternative hypothesis (often referred to as H_1), which is simply a negation of the null hypothesis. In studying the relationship between the variables, the null hypothesis is set up as stating that there is no relationship between the variables. Thus, the scientific hypothesis is investigated by testing the statistical null hypothesis; this type of hypothesis is referred to as a scientific hypothesis.

Accordingly, and as mentioned in the beginning of this chapter, assumptions of this study are that, the systematic methods & leadership styles are essential part of every Small & Medium Enterprises which will have better impact on its business performances. So applying right leadership style at right time for taking decision in SMEs can improve quality of the business decisions, up to certain extent control of error is also possible so that business can sustain & it can test success in globally competitive world.

Thus, the researcher desires to test the following statement of hypotheses through this study.

So, to complete this section concerning to hypotheses and to set up a criterion for comparing the results of this study, two types of hypotheses namely null hypothesis that is symbolised as H₀ and alternative hypothesis that is symbolised as H₁ are to be established as follows:

This research is an empirical study method, which will be carried for following hypotheses –

Hypotheses Formation:

Hypotheses are to be linked well with objectives of the study & objectives are to be linked with Research gaps & same should be linked with Research Problem, in fact this research is clearly linked & progressed well in a systematic flow from background to Recommendation at every stage.

Objective 1

To study the impact of leadership styles on various business functions of SMEs

H₀: There is an insignificant impact of different leadership styles on various business functions of SMEs

H₁: There is a significant impact of different leadership styles on various business functions of SMEs

Objective 2

To study the association between leadership styles and the growth rate in sales turnover and profit margin of SMEs

Hypothesis

H0: There is an insignificant association of leadership styles and the growth rate in sales and profit of SMEs

H1: There is a significant association of leadership styles & the growth rate in sales and profit of SMEs

1. Above mentioned 05 leadership styles are been analysed as per hypotheses & observed impact on composite KPIs of one business with each leadership style, and then confirmed the rejection.
2. Leadership styles used & its association with growth rate in Sales & profit is established & then specific hypothesis is rejected
3. In data analysis chapter data analysis, interpretation is done.
4. In chapter findings, conclusions, recommendations & limitation all above details of interpretation, findings, conclusion are discussed & written.

11. RESEARCH DESIGN

According to Kothari the Indian origin management scientist said in 2004 says that research design is the conceptual framework within which research is conducted with focus on those predefined most important parameters; this is nothing but the model for data collection, compilation of collected data, measurement and then analysis.

As such, the design includes an overview of what the researcher will write in the hypothesis and its operational implications for the final analysis of the data.

Thus, research design can be defined as a research plan, structure and strategy for finding alternative techniques to solve problems and minimize variations.

Statistical design which deals the selection of appropriate statistical technique to analyse the data, such as Regression analysis in SPSS software Version 21 is used to test its results.

Type of Research Design

Research design according to the nature of the problem and also type of research changes. In our case the purpose of the study is to test the hypothesis and so-called hypothesis-testing research. Kothari (2004) says, “Hypothesis-testing research studies (generally known as experimental studies) are those where the researcher tests the hypotheses of causal relationship between variables. Such studies require procedure that will not only reduce bias and increase reliability but will permit drawing inferences about causality”.

Liner regression method is been used by SPSS (V21) software for impact measurement.

Population

In research, two terms namely population and sample are involved with each other, so we define the population as total collection of elements and sample as a part of such population that is selected according to some rules and statistics of rational for selection.

Population for this research is some selected SMEs (Small & Medium Enterprises / Businesses) in Pune region’s total SME’s Strata.

Rational behind this sampling & population

- Reason One; On the basis of fifteen years researcher’s experiences in the SMEs, out of various leadership styles for decision making most commonly used one are been considered here. In fact this list of leadership styles goes up to 15 numbers or more with permutation & combination, so one can derive more styles, but due to researcher’s limitation & result found in pilot study, researcher could able to limit leadership styles up to 05 most commonly used one.
- Reason two; the place of experience & contacts of the researcher is in Pune region as researcher is staying in Pune city since 1999& researcher himself

was SME owner for around 13 years so he is aware about the industries & respective region.

- Reason three; to select only Electronics/Electrical & Auto sector because Pune has got these industries more population because it works for large industries as a supporting arm as a ancillary units.

The language of business, education, in PUNE is English, Marathi, and Hindi

12. SAMPLE AND SAMPLING PROCEDURES

In every research work the data through two approaches namely census (where in all units of a population are studied) and sample (where in a part of a population are studied) could be collected. Generally, the most desirable way to collect data is sampling approach that it is addressed with, the type of universe, sampling unit, sampling frame, size of sample and sampling techniques. The type of universe might be finite (where in the number of item is certain like the number of SMEs in Pune region) or infinite (the number of item is infinite like the number of stones in the country). The sampling unit refers to an element in a sample like SMEs in Pune region of Maharashtra State. The size of sample refers to selected units of population that should neither be excessively large, nor too small and generally, it must be optimum.

Sampling methods:

- Probability sampling technique and
- Non-probability sampling techniques.

This study is being done on cluster random sampling so it's done on probability sampling technique.

Formula

For Base line arrival of minimum sampling requirement used as follows-

Sample size determination is done by mean statistical method on 5 points scale by appropriate sample method as follows

$$\text{FORMULA} - n = Z^2 * S^2 / e^2$$

n = Sample Size

z = Standard size constant 1.96

s = Standard Deviation, =range/6, =(π-1)/6, =0.666

e = Tolerable Sample Error, =15%

$$\begin{aligned} \text{Hence, } n &= (1.96)^2 * (0.666)^2 / (0.15)^2 \\ &= 3.84 * 0.444 / 0.0225 \\ &= 75 \end{aligned}$$

Whereas researcher has covered total 324 samples & buffer of 249 samples. In fact total sampling was done 344 units but during data cleaning phase 20 samples were dropped out.

Size of Samples: The size of sample depends to some factors like size of population, the nature of population, kind of study.

Total universe of population as per the details of Maharashtra Government's DIC (District Industry Centre) website MSME website referred below on 10.02.2019 at 14:26 pm & further accessed on 25 May 2020 8.10 pm

Details of existing Micro & Small Enterprises and artisan units in the district (<http://dcmsme.gov.in/dips/IPS%20Pune%20New.pdf> - pg09)

FACTORY STATISTICS (Tab -3.3)

NIC CODE NO	TYPE OF INDUSTRY	NUMBER OF UNITS	EMPLOYMENT
20	Agro based	1409	10866
22	Soda Water		
23	Cotton textile	62	369
24	Woollen, silk & artificial tread based clothes.		

25	Jute & jute based	Nil	Nil
26	Ready-made garment & embroidery	487	2459
27	Wood/wooden based furniture	357	2485
28	Paper & Paper products.	332	2594
29	Leather based	454	2532
31	Chemical/Chemical based.	835	4401
30	Rubber, Plastic & petro based	1398	8272
32	Mineral based	802	5684
33	Metal based (Steel Fab.)	1867	12477
35	Engineering units	1320	12641
36	Electrical machinery and transport equipment	393	2630
97	Repairing & servicing	571	2531
01	Others	542	2782

From above table NIC code no 35 & 36, we are considering here, however there is no bifurcation of separate auto ancillary, diesel engines, fabrication units, grinding units, SPM machines, tool & die making etc. so that researcher assume is that 40% (528 units) of 1320 must be in above category except auto ancillary and auto ancillary would be 60% (792 units). Out of this 792 units researcher assumes that 30 % are non-functional i.e.159 units so total units remained as a strata of population for auto ancillary are 634.

As per above table their pilot study is no electronics category so researcher is assuming above electrical category includes electrical + electronics industries. As per the table NIC code no 36 is Electrical machinery and transport equipment is 393 units so here researcher is assuming that 70% (275 units) for electrical plus electronics sector. Remaining 30% (118 units) are considered for transportation equipment's type.

From 275 units of electronic + electrical strata researcher assumes that electronic category is more than electrical category. So total Strata of population is 275 units for electronic/electrical sector.

Assumption of Total Universe: As per Data from internet & other sources like chamber of commerce & industries Total SMEs size in Pune District/Region will cross more than 5,000 units. Some feels including non registered companies may cross more than 10,000 but may not be all working & running, some of them might have closed due to various reasons. This includes all the sectors which we have not considered.

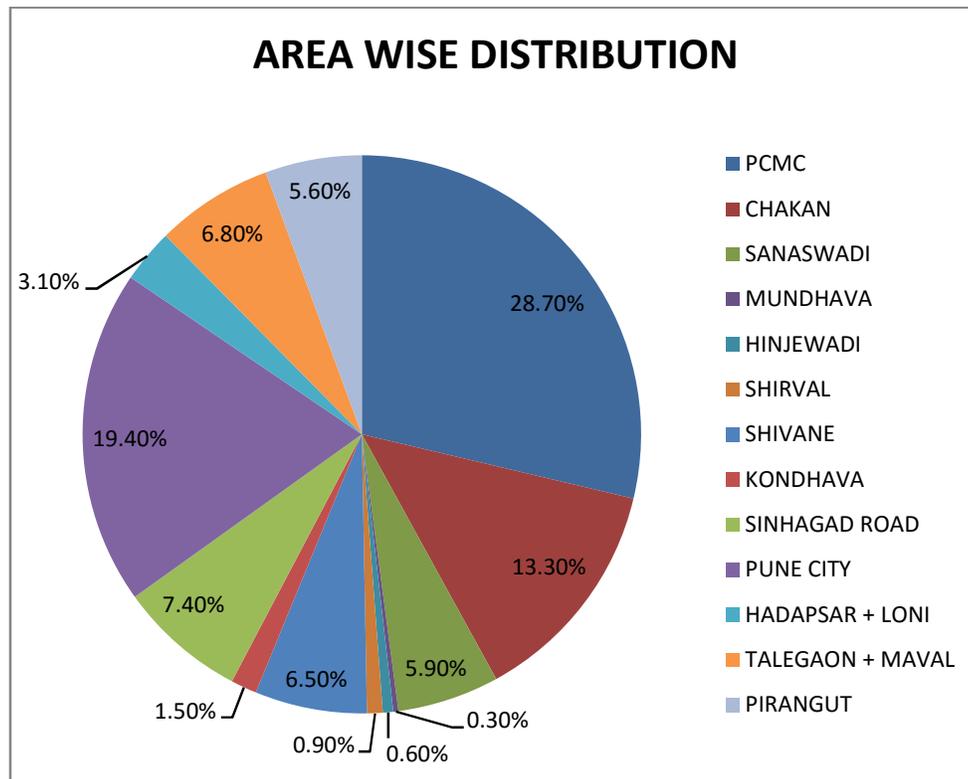
Government of Maharashtra Statistical dept. (latest update available on website visited on 31 Dec 2017 & their update till Dec 2012, total 5183 factories are registered, out of that we do not know how many are SMEs as its not mentioned clearly on the website.

However there is another assumption working units of SME's as follows, let's assume various sectors are registered included but not limited to like real estate, construction equipment's, sanitary goods, textile, apparel, engineering, process, wood working, chemical, Pharma, IT, ITes, electronics, electrical, auto ancillaries so some other sectors, unfortunately specific data of working & non-working factories if specific sector is not available, so researcher has assumed that electronic, electrical & auto ancillary industries in working conditions in SME segment must be around 1000 units of universe population & out of it representative random cluster sampling done at 324 units.

Total: Clusters 13

Cluster Random Samples picked up for analysis are: 324 units

SME units– (FIG– 3.3)



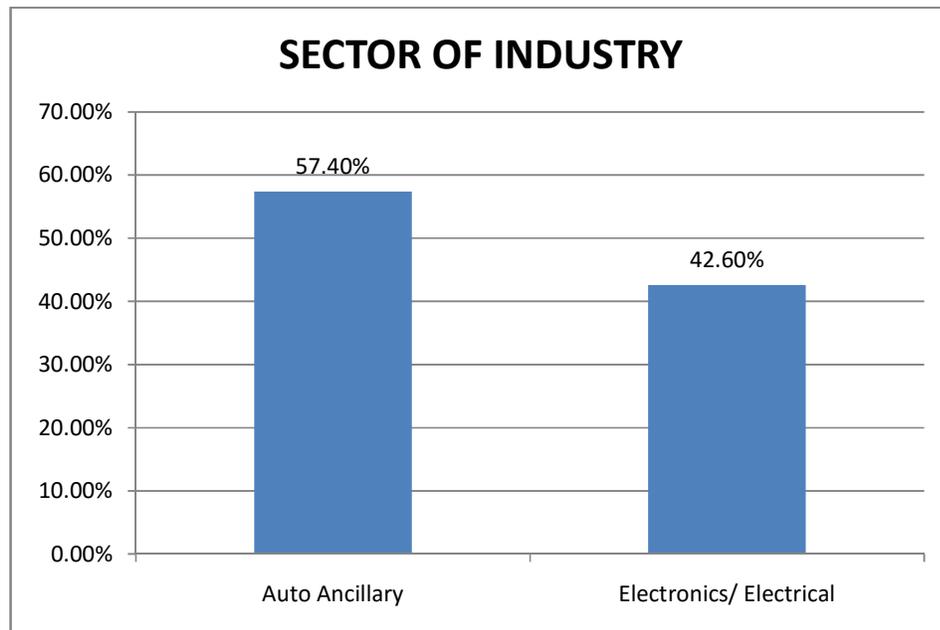
13. RESEARCHER'S LIMITATIONS

Here in this study after some primary level of assessment by researcher, found some limitations from his side & ready to disclose it upfront.

As researcher is working in one private electronic instrumentation company at senior position, he is having limited time & money to conduct bigger level of survey. With limitations of availability of time & money, researcher decided to go for only select SMEs sampling in 02 specific sectors which are dominant player of economic activity of Pune region namely –

- Electronics/Electrical sector
- Automotive Ancillary

(FIG – 3.4)



Researcher himself is an instrumentation engineer & has good understanding of market dynamics of electronic sector, so he has chosen this sector for research. Also, Researcher was once upon a time owning & running Small Scale Industry for electronic instruments which later he closed/transferred to one person & went on job as running that business was not found viable due to various reasons. At later stage researcher realized some wrong decisions were taken in business in the past which has forced researcher to shift from entrepreneurship to job.

Also, electrical sector is very similar to electronic one in terms of market dynamics & Automotive ancillary sector is most happening sector of Pune as PUNE is called as Detroit of India means its Automotive Hub of India because there are many automotive majors are having manufacturing Factories for their commercial & passenger vehicles namely Tata Motors, Force Motors, Kinetic Engineering, Volkswagen India, General Motors India, Fiat India etc. In order to supply various parts to above mentioned automotive majors, auto ancillary sector, electronic sector along with electrical are flourishing business sectors so researcher has chosen only these three sectors.

Sampling Technique Used

The sampling technique is divided into two techniques namely probability and non-probability. The probability sampling techniques is the techniques that every units of universe have the equal chance to be as a member of sample. In order to pick up samples at various clusters of Pune industrial area, we decided to get representation so used Cluster random sampling method.

Therefore, for this study the probability based Cluster random sample is used.

Cluster Random Sampling Is Used

The primary data through questionnaire would be collected from some management, departmental managers, middle level managers, top level managers and experts in some selected SMES/SMBs who are available in electronics/electrical & auto ancillary sectors in Pune Region. It's been selected with specific parameters by which selected SME candidate will represent that section of the industry/sector either demographically or production /operation wise.

It must be mentioned that, primary data collections is done through sending of specially designed Questionnaire as main tool & common way of sending electronic mail through internet to various prospective selected SME candidates, follow-up them for the same either by telephone and sometime personally visit them, conduct personal interview, or conduct interview by my supportive friend circle.

As universe of SMEs in Pune region is quite large, some selected SMEs in Electronic/Electrical & in automotive sectors from Pune region are selected on various criteria like geography of Pune, specific size of SME is selected as per population of strata in specific sector.

14. PUNE REGION DEFINITION & SCOPE:

PUNE is a prominent industrial & cultural city of state of Maharashtra in India. PUNE district is too large to collect various samples for researcher, so with above mentioned limitations in mind researcher has decided to limit border of 60 Km of radius from city centre of PUNE will be considered for this research & will be called in this thesis as PUNE Region. However, industry is mostly concentrated & found dense near industrial zones like MIDC appointed belts like Bhosari, Pimpri

Chinchwad, Moshi (PCMC Pimpri Chinchawad Municipal Corporation limit), Chakan, Hinjewadi, Talegoan, Ranjangaon, Alandi- Markal, Hadapsar, Kondhwa, Ramtekdi, Khed –Shivapur, Shirval, Pune City includes area like kaka halwai Electronic estate, Kothrud Industrial Estate, Pashan, Baner, Satara Road, Katraj, etc. There are 13 industrial areas i.e. 13clusters considered & out of those total 324 samples are collected on Cluster random samples basis.

15. MEASUREMENT OF SCALE

As mentioned earlier, each question is designed questionnaire assigned by various choices (answers) scaled by linear scale or Likert scale.

Mainly Questionnaire is divided into 04subsections:

1. Demographic details, growth
2. Behavioral Study &Discovery of leadership style of respondent
3. Discovery of leadership styles used for various decisions in various functions
4. Impact measurement on various business functions

In questionnaire sales growth & profit margin is in Percentage, it does not give absolute numbers as respondents are not ready to give their details & they consider this as confidential data.

Scales like 5 point Likert scale, nominal & categorical scale for sales & profit measurement are used.

16. COLLECTION OF DATA

The methods of data collection depend upon the sources of data collection including primary source of data and secondary source of data. For this study to collect primary data, customer face to face field visit, data, websites and external sources were used & utilized. In this specific study the both set of methods of data collection have been utilized in the same focus and they have really created very valuable information for this research study.

Primary Sources of Data

Primary sources of data collection have been done through personal visits, personal

interviews and questionnaire sent & received on email, telephonic communication to personals on the basis of 20 years researcher's experience in the Pune industrial belt done.

Online Form format is also used to print & transmit it on internet, it has really made making questionnaire easy, and however there was some technical limitations which we could not overcome as probably every questionnaire is unique in nature & may not be possible by online designers to address its requirement & had to accept as it is. The questions were interrelated which made it complex.

Problem Statement:

There were reports about SMEs/SMBs (Small & Medium Enterprises / Businesses) that, many of these started enterprises are not able to progress well or fails within first three years, or within first 10 years due to various reasons. When researcher started thinking about its challenges faced by SME owners, SME Managers, he realised that, almost everything is moving around style of leader / business manager / owner in which way he/she decides important decisions in business.

As per all India census of MSME 2006-2007, it was found that around 30% of total registered units were suffering from sickness and significant reason for sickness were found in lack of demand, marketing problems, lack of leaderships skills, lack of working capital, power shortage etc., so researcher decided to focus on lack of proper marketing management, lack of leadership skills, management problem to figure out which kind of leaders are these SME business managers & how they take decisions by which style so that sickness can be avoided & growth of the organization can be accelerated through various KPIs of various business functions.

So million dollar question is which is the most used leadership style for successful decision making in SMEs? How to decide? How to take any major decision by which my business will leapfrog into new growth orbit? How can I be ahead than competition? What is to be done? Do I need to invest my time, money & efforts in marketing to build brand? Or Do I need to invest in automatic more precise machinery for higher productivity & higher accuracy & better quality producing jobs? If yes then how will I get my returns, if I don't invest then what will happen to my business?

We have to remember no technique or method in this world give any assurance of success in business but logical decision with disciplined way of execution is brightening the chances of success & reduces the chances of failure which is dependent on the leadership style.

As mentioned earlier Researcher was once upon a time small scale enterprise owner but could not flourish in specific time due to various reasons so he gave up that business & entered into job.

During his stint as small-scale Business owner he faced lot of internal & external problems / challenges, however he started analysing what went wrong? What was the root cause of failure in completion of business tasks? Then he realised he did take some wrong decisions in the past& for that bad business decisions he had to pay very high price in terms of impact on performance.

In Introduction & in literature review good amount of deliberation is already done about various problems associated with this title.

In Summary result of this research study will be able to contribute to the organizations related to SMEs, academics, Chambers and body of knowledge to develop appropriate leadership styles in this digital & highly competitive business world, thereby helping business leaders to improve their KPI's of various business functions with respect to Pune region of India.

Problem Statement

- Many SME leaders are not aware about their leadership style.
- Many SME organizations are not having ready reference of leadership styles by which they can improve performance of various business functions.
- Many SME organizations are not aware about the leadership styles & how it affects the performance of various business functions.

Interview

Various personal interviews wherever appointments were available, telephonic

interview are being conducted through structured questionnaire. The problem under the study and hypotheses formulated so that the other step that was the providing the Questionnaire to collect primary data and to test the hypotheses was facilitated smoothly.

Sources of Data Collection (FIG –3.5)

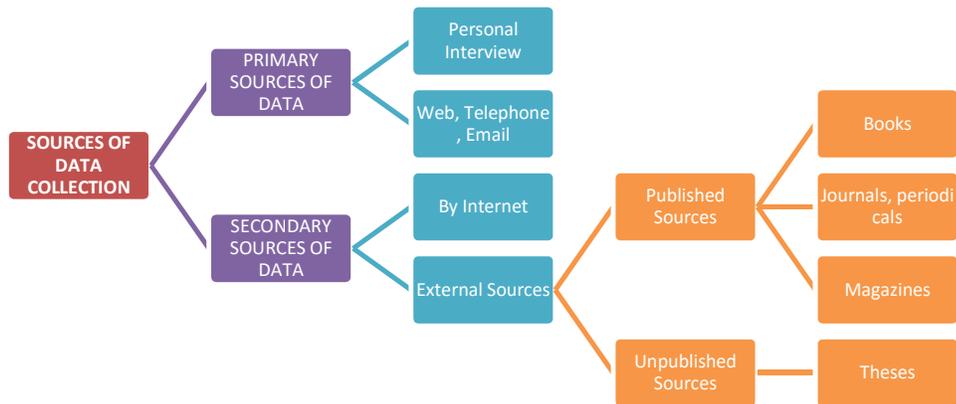
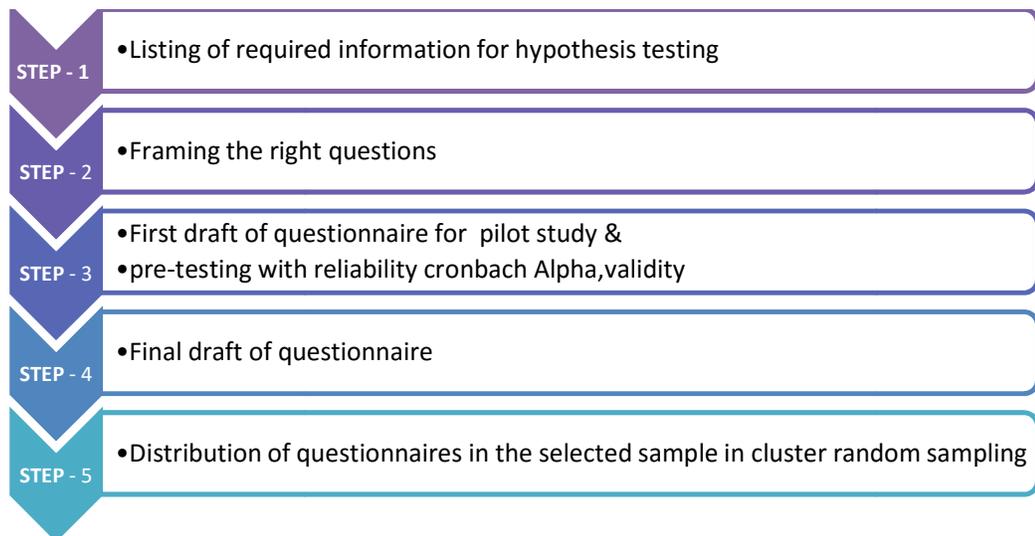


FIG – 3.6



17. QUESTIONNAIRE

Questionnaire method was the most important approach through which the primary data in this study was collected.

Mainly Questionnaire Instrument is divided into 04 subsections:

1. Demographic details, growth
2. Behavioral study & discovery of leadership style of respondent
3. Discovery of leadership styles used for taking various decisions in various functions
4. Impact measurement on various business functions

For this purpose, following steps were taken:

- A) Listing of required information on the basis of pre-determined hypotheses
- B) Framing and phrasing questions with suitable scale of measurement
- C) First draft of questionnaire and pre-testing it with pilot study
- D) Final draft of questionnaire
- E) Distribution of questionnaires in the selected SMEs in cluster randomly

In the following, the said steps are described properly:

A) Required information on the basis of research hypotheses

1. Existence of SMEs is very much necessary for every nation's economy
2. It involves behavioral study of leader
3. Various but most commonly used Leadership style used in business decision making
4. Various business functions like Marketing, Sales, Supply Chain, R&D & Production, QA & Service, HR& Admin and Finance are been considered here for interview for taking decision by which leadership style
5. Various KPIs (Key Performance Indicators) are formed as per each functions like Marketing, Sales, Supply Chain, R&D & Production, QA & Service, HR & Admin and Finance and measurement of impact on the various KPIs have been observed/measured composite in one function
6. Impact measurement of various implemented decisions by specific leadership

style on sales & profit margin growth

B) Framing questions with suitable scale of measurement

After listing required information like demographic details, the next step is the framing and listing questions & to set a questionnaire so that the hypotheses of the research could be tested and such collected data could be properly interrelated, interpreted & analysed. In this step the scale of every question for the purpose of measuring the answers of the respondents was determined. To collect primary data through questionnaire, there are some open ended & close ended questions, including fixed choice optional answers with the scale of Likert scale developed in various ways for various different specific questions.

Every close ended question was given a set of optional answers that the respondent with the choice of one out of given options, answers, represents his opinion. The scale of measurement for every answer of every question was assigned on the basis of either on Likert or in some questions its linear scale and each answer was given different linear scale / Likert scale.

Categorical scale is used for % answers like Sales & Profit growth.

The big question was to make easy to understand & reply by the respondent & should be easy for putting it on scale for further statistical analysis.

Questionnaire is formed, it is being chased on personal visit/telephone with hard copies & interview or email with covering letter for invitation of filling the form.

C) Making of First draft and pre-testing of questionnaire

The first draft of questionnaire containing 25 Questions through asking details separately for various leadership styles, applied in various decisions in business functions & its impact measurement questions, answers of these questions will help us to establish association between various decisions taken by which style & its positive & negative impact observed on the questionnaire from the prospective interviewee/respondent.

First, we checked it with first 10 peoples, then modified it & again tested it as pilot

study on 40 units, tried to put it in easier, lucid & more understandable language with some modifications suggested by my honourable doctorate Guide.

During this very first test in order to find out actual growth rate, researcher was asking for absolute sales & profit numbers, turnover (Top Line) & Profit (Bottom line), but out 10 only 01 company was ready share their sales & profit in absolute number & refused to give any details on those numbers. So, researcher had no choice besides modification of the same. He has to ask for percentage of sales & profit margin growth rate in last five years.

In the same first ten samples, respondents were not ready to reveal whether they are registered SME units? Or registered Small-scale Enterprise or registered Medium scale enterprise with some government agencies. As per researchers experience that; majority of people were not supportive in giving interviews because unfortunately they were not able to see any value out of it.

Also, on asking exact employee strength respondents were not happy to reveal the details so researcher had to drop the idea of asking the same. May be respondents in spite of showing my university Identity card, telling them that I am not going to share any of your details to any government agency, but in vain, they were not ready to reveal, as respondents might have thought researcher is from some government agency & want to dig out some details unnecessary, in view of this, researcher had to abort specific questions related to respondent's absolute sales numbers, absolute profit, absolute employee strength & registration certificate whether or not they are from small scale or medium scale enterprise.

There might be some uncomfortable feeling about revealing these details because sampled companies are from various variety of segments like proprietorship, partnership, limited liability partnership, private limited company, closely held limited company either it's from India origin company or India originated but having spread their wings at overseas in developing or developed countries or some of the companies researcher interviewed are multinationals from Europe or Japan or America, so they have some restrictions on revealing these details to anyone like us except government officials.

Visited 40 persons/companies & tested with modified versions of Questionnaire & found some trend.

After meeting 40 peoples / samples, we found that we are on the right track because of reliability test result of Cronbatch alpha was 0.77 which shows good consistency in reliability. Some pattern was clearly forming, however after pilot study we dropped 04 leadership styles from the list & focused only on 05 styles which are commonly used & respondents were able to understand it quickly after explanation.

In pilot study gender was asked but later dropped in final instrument because female respondents were found nil.

In pilot study there were many leadership styles were asked & it was too complicated to explain so researcher forced to reduce styles up to 5 in behavioural & in functions decision study.

D) Final draft of the questionnaire – 30 questions

After passing the above steps and modifications implemented, final draft of **30** questions were made as questionnaire, which was shown to Hon. Guide Sir, & got it approved by him

- 1) Population: In Pune Region data from MCCIA & other sources says that, there are 5000 + industrial units of SMEs but many of them are in unorganized, some are registered & some of them are not registered with chambers of commerce or in association of industries for respective sectors.

From Maharashtra state databank website mentioned bellow authentic information is taken

www.mahasdb.maharashtra.gov.in/SDB_Reports/FS/PDF/FS2012_TABLE_1.pdf

TAB – 03.04

Factory Statistics - 2012
Districtwise Working Factories and No. of Workers

District Name		No. of Factories	No. of Workers
1	Mumbai (C)	1853	99387
2	Mumbai (S)	3725	214541
3	Thane	7930	402095
4	Raigad	1280	99187
5	Ratnagari	334	20661
6	Sindhudurg	135	3333
7	Nasik	1939	102749
8	Dhule	334	12064
9	Nandurbar	09	3420
10	Jalgaon	835	25877
11	Ahmednagar	935	45849
12	Pune	5183	507420
13	Satara	511	45385

- 2) We or perhaps nobody has the perfect data of how many of these units are really working & who are closed. In discussion with various experienced & old SME owners / managers they felt 50% might have closed their businesses in prolonged recession which started in 2008/2009. At the same time new industries are started, that data like how many new ventures are started is not known due to various reasons.
- 3) Sector wise Strata: To figure out sector wise number of units of SMEs like Electronic/Electrical & Automobile was further difficult, though we obtained it.
- 4) Designations of Respondents: We approached only Department Manager & above in every industry, every sector either industry was small or medium.
- 5) Unfortunately, most of the people from industry were not very co-operative in this exercise, as either they were not ready to give time, or they were not able to see much value in it. However, we found some really good pleasant experiences where after going through Questionnaire & discussion

respondents understood the real value of it & offered us tea coffee etc. & in fact asked us to give presentation on & with various aspects of Business Decision Making, analysis & its impact on Business performance.

Overall researcher feels the experience with respondents was not so encouraging, respondent were not ready to give appointment, not ready to give time, however as researcher mentioned above, some good people were there they may be in minority, but it has given some encouragement to keep research alive further.

Details of the respondent's analysis are done in data analysis & interpretation analysis chapter.

About Questionnaire Instrument -

Total Questions in Questionnaire in final version are:

Total Questions are:30

Open Ended are asked: 02 questions

Close Ended are asked: 28 questions

Now all details of Strata, sampling done, which type of statistical tests performed, results obtained, its analysis, interpretation, is done in separate chapter called Data Analysis, interpretation is done on obtained values in this chapter of data analysis so that focused way of analysis & interpretation done in the thesis.

E) Distribution of questionnaires in the selected sample

After listing down the required information, assignment of appropriate scale of measurement of specified parameters, first draft checking and pre-testing of questionnaire and final draft of the questionnaire, the next step that is distribution of questionnaires in the selected sample of pre-determined population has been facilitated.

Previously used leadership styles are: Participative Style, Transformational Style, Transactional style, Laissez Faire, Autocratic Style, Democratic Style, Impulsive style, Consultative style, Data Driven Style etc. but various people are not aware about these styles and unable to answer the questionnaire. Researcher decided to use

commonly known styles as follows :

Currently these five Autocratic, Impulsive, Consultative and Laizzes Faire/Passive Avoidant and Data Driven styles are used.

RELIABILITY TEST –

CRONBACH ALPHA TEST RESULT OF PILOT STUDY

Was performed on sample data of 40 samples & factor resulted was 0.77 which was satisfactory for testing & establishing reliability of sampled data.

After completion of sampling in totality of 324samples, reliability test was performed & result was 0.87 which was found satisfactory on consistency parameter.

18. VALIDITY OF SURVEY QUESTIONNAIRE INSTRUMENT

One will agree that survey questionnaire should be validated for its reliability & it will extract how well survey instrument measure what is intended to be measured. Validity is associated with reliability & it can be assessed by various means.

Basically assessment of validity is done by 04 ways

1. Face Validity
2. Content Validity
3. Criteria Validity
4. Construct Validity

Face validity is a test which says does the test appear to test what it is intended to test for? The researcher has got guidance from the SME (Subject Matter Expert) who has validated its face validity of instrument as well lay person who is into small & medium industry since many years has given valuable inputs about possible outcome of questionnaire & validated its face validity test. Its content validity is nothing but a measurement of extent & measurement representative of the targeted construct is done by literature review & subject matter expert of content & construct of measuring instrument. Content & construct validity is also done by cross sector's & cross nation's research questionnaire intended to study & confirmed that its connected with underlying theoretical study. Criteria validity test is carried by establishing two variables content association to each others.

Secondary Sources of Data

To collect data through secondary sources, some sources including Internet, web sites and external sources were used. Secondary data of the above sources were collected for minimum of 05 years 2014-19 financial years.

Generally external sources including published sources like Books, Journals, Newspapers, Magazines, various websites etc. and unpublished sources like published & unpublished theses and reports can be accessed in the library, researcher has used library of TMV, Pune & IBMR, Chinchwad, Pune thanks for their cooperation.

Internet

In 2004 -2005, Polonsky said that "one must use the Internet cautiously, especially if you are conducting a comprehensive research project on web information that does not include database-specific search queries, which of course does not mean that all the information on the Internet is insufficient. Internet provides an extremely useful search tool in conjunction with other types of information. "To collect data, many websites were used and only these data were selected, so we used the original sources of this data for this study, such as AltaVista, Yahoo, and Google.

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CHAPTER – 4
- ANALYSIS OF DATA -

Relevant Data collection in terms of primary data & secondary data are the most important process in every research around the world.

Primary data collected from field by collecting actual representative samples from the decided specific universe, organize it, tabulate it, analyse it by various test methods, finding inference, conclusion & then recommendation for solving that identified problem area is the real objective, now after collecting primary data after visiting various industrial area of Pune region & meeting various business managers /owners now it's time to systematically analyse it on statistical tests to find out correlation between various independent & dependent variables so that formation of model can be possible which can become standard check list to get outcome for better quality decision which can give positive impact on growth of business performance.

Data Analysis is done by SPSS tool Ver 21 software.

This chapter is divided into TWO parts -

- A. Descriptive Analysis
- B. Analysis & Hypotheses rejection

1. DESCRIPTIVE ANALYSIS

Total sampling done are 344 out of that 324 are been utilized for data analysis, rest are dropped in data cleaning process as they weren't as per requirement.

Let's start with descriptive analysis part

AREA WISE DISTRIBUTION

Pune Region is further divided into various parts of geographical industrial clusters namely as follows –

(Tab - 4.1)

AREA				
Std Attribt	Label	AREA	Count	Percent
Valid Values	1	PCMC	93	28.7%
	2	CHAKAN	43	13.3%
	3	SANASWADI	19	5.9%
	4	MUNDHAVA	1	0.3%
	5	HINJEWADI	2	0.6%
	6	SHIRVAL	3	0.9%
	7	SHIVANE	21	6.5%
	8	KONDHAVA	5	1.5%
	9	SINHAGAD ROAD	24	7.4%
	10	PUNE CITY	63	19.4%
	11	HADAPSAR + LONI	10	3.1%
	12	TALEGAON + MAVAL	22	6.8%
	13	PIRANGUT	18	5.6%
	TOTAL		324	100%

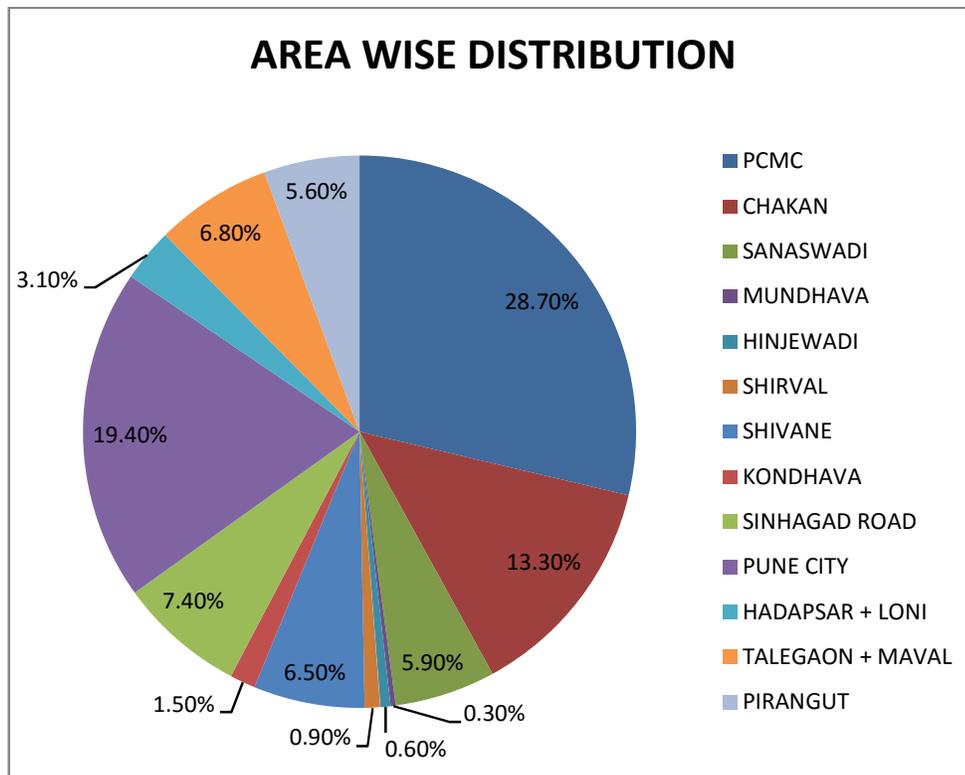


FIG – 4.1

From Table No. 4.1 and Graph No. 4.1 it is observed that following area wise companies are covered by the researcher. 28.7% companies are covered from PCMC area, 5.6% companies are from CHAKAN, 13.3% companies are from

SANASWADI,5.9% companies are from MUNDHAVA, 0.3% companies are from HINJEWADI, 0.6% companies are from SHIRVAL, 0.9% companies are from SHIVANE, 6.5% companies are from KONDHAVA, 1.5% companies are from SINHAGAD ROAD, 7.4% companies are from PUNE CITY, 19.4% companies are from HADAPSAR + LONI, 3.1% companies are from TALEGAON + MAVAL, 6.8% companies are from PIRANGUT

EDUCATIONAL BACKGROUND - (Tab - 4.2)

EDUCATIONAL BACKGROUND				
Attributes	Label	Value	Count	Percent
Valid Values	1	Engineering	233	71.9%
	2	Non Engineering	16	4.9%
	3	Management	13	4%
	4	Engineering + Management	62	19.1%
	TOTAL		324	100%

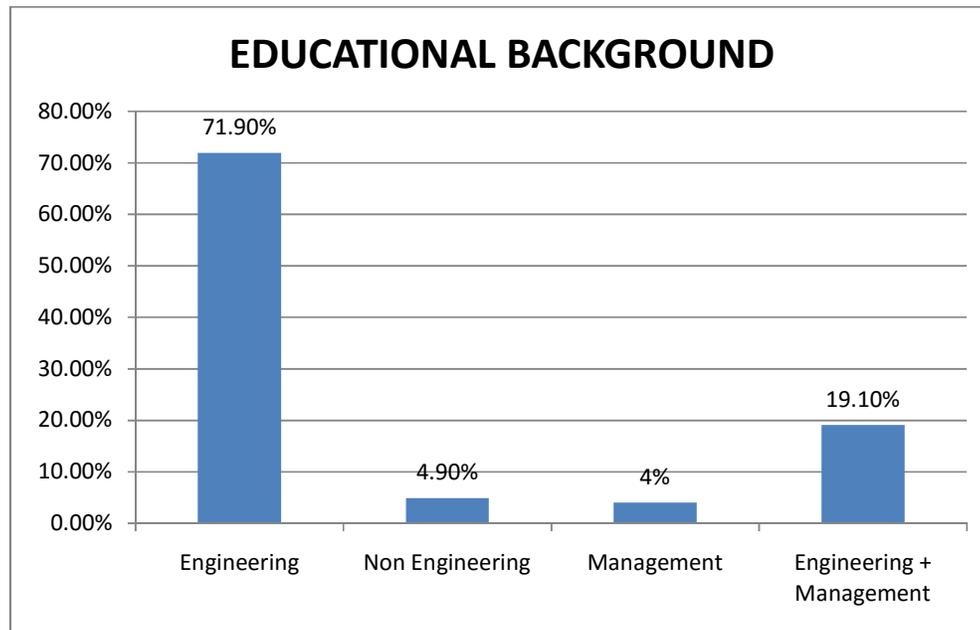


FIG – 4.2

From Table No. 4.2 and Graph No. 4.2 it is observed that 71.9% respondents have engineering background. 4.9% have non engineering background 4% respondents have Management Background, 19.1% Respondents have Engineering plus Management background.

VARIOUS TYPES OF COMPANIES

(Tab - 4.3)

COMPANY TYPE				
Standard Attributes	Label	Company Type	Count	Percent
Valid Values	1	Proprietorship	81	25%
	2	Partnership Firm	44	13.6%
	3	Private Limited	181	55.9%
	4	Limited Liability Partnership	3	0.9%
	5	Limited	15	4.6%
	TOTAL		324	100%

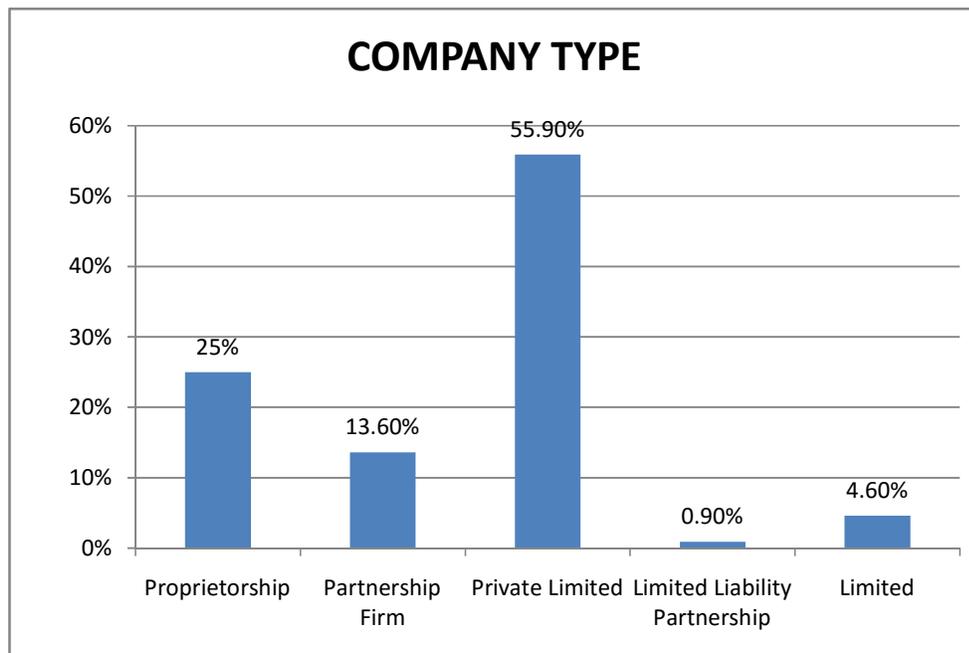


FIG – 4.3

From Table No. 4.3 and Graph No. 4.3 it is observed that 25% respondents are from Proprietorship Firms. 13.60% respondents are in Partnership Companies, 55.90% respondents are from Private Limited Companies, 0.90% respondents are Limited Liability Partnership and 8.6% Respondents are Public Limited companies.

ORIGIN OF ORGANISATION

(Tab - 4.4)

ORIGIN OF ORGANISATION				
Standard Attributes	Label	Origin of Organization	Count	Percent
Valid Values	1	Indian	294	90.7%
	2	Foreign	24	7.4%
	3	Indian MNC	6	1.9%
	TOTAL		324	100%

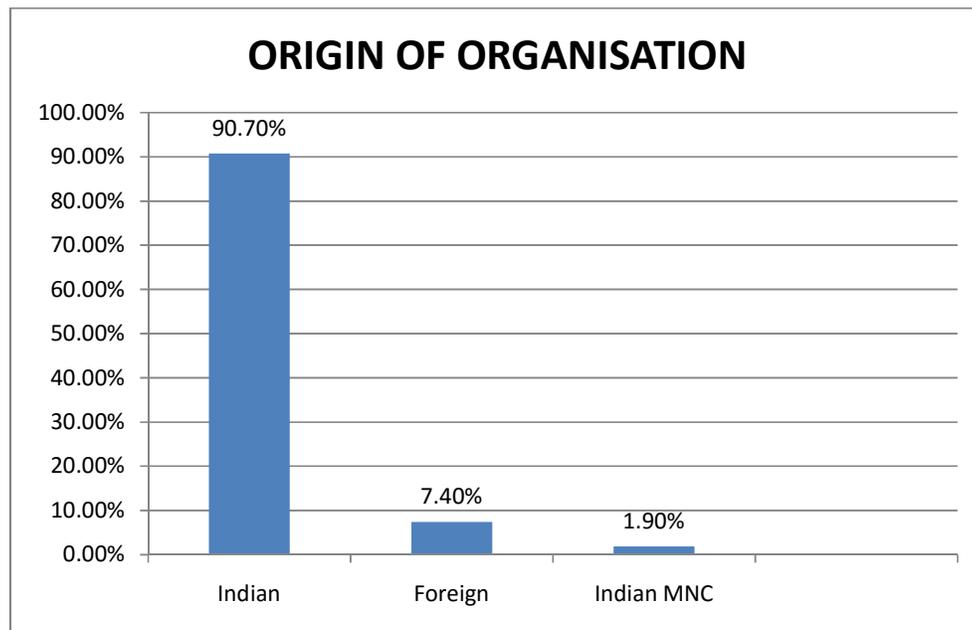


FIG – 4.4

From Table No. 4.4 and Graph No. 4.4 it is observed that 90.70% respondents are Indians Origin companies, 7.40% respondents are Foreign Origin companies and 1.90% respondents are Multi-National Companies.

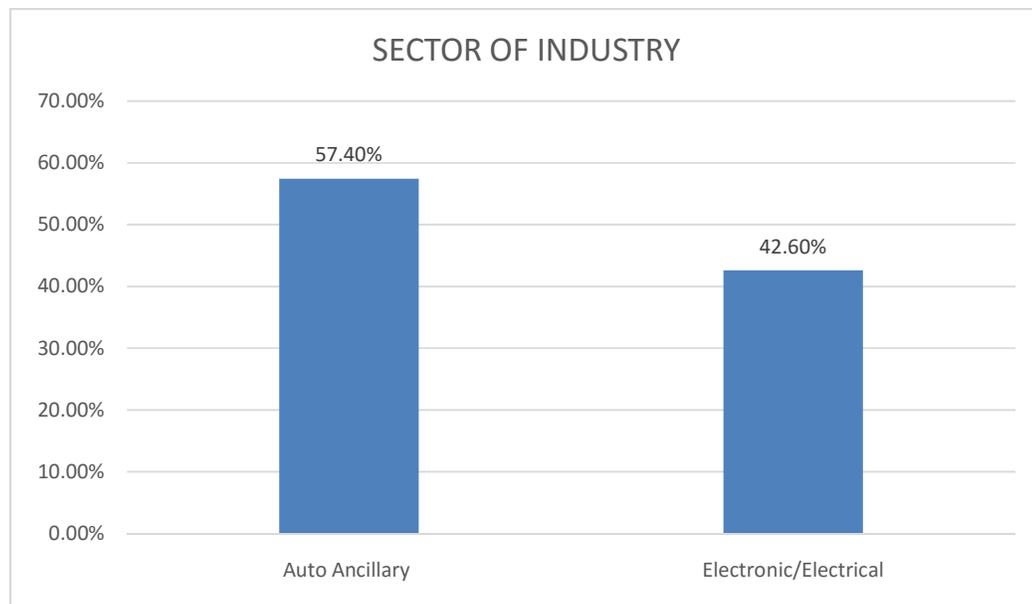
SECTORS OF INDUSTRY

Electronics/Electrical & Auto Ancillary are the two sectors considered, total sampling considered is 324 but in sampling process both sectors are merged as some time auto electronics companies those who are into auto electronic parts, harnesses etc. were a question mark where to put them, so researcher decided to merge it for betterment of analysis & convenience.

(Tab - 4.5)

SECTOR OF INDUSTRY				
Standard Attributes	Label	Sector of Industry	Count	Percent
Valid Values	1	Auto Ancillary	186	57.4%
	2	Electronic/Electrical	138	42.6%
	TOTAL		324	100%

FIG – 4.5



From Table No. 4.5 and Graph No. 4.5 it is observed that 57.40% respondents are from Auto Ancillary Sector where as 42.60% respondents are from electronic/electrica sector.

TYPES OF INDUSTRY - (Tab - 4.6)

TYPES OF INDUSTRY				
Standard Attributes	Label	Type of Industry	Count	Percent
Valid Values	1	Small Scale Enterprise	237	73.1%
	2	Medium Scale Enterprise	87	26.9%
	TOTAL		324	100%

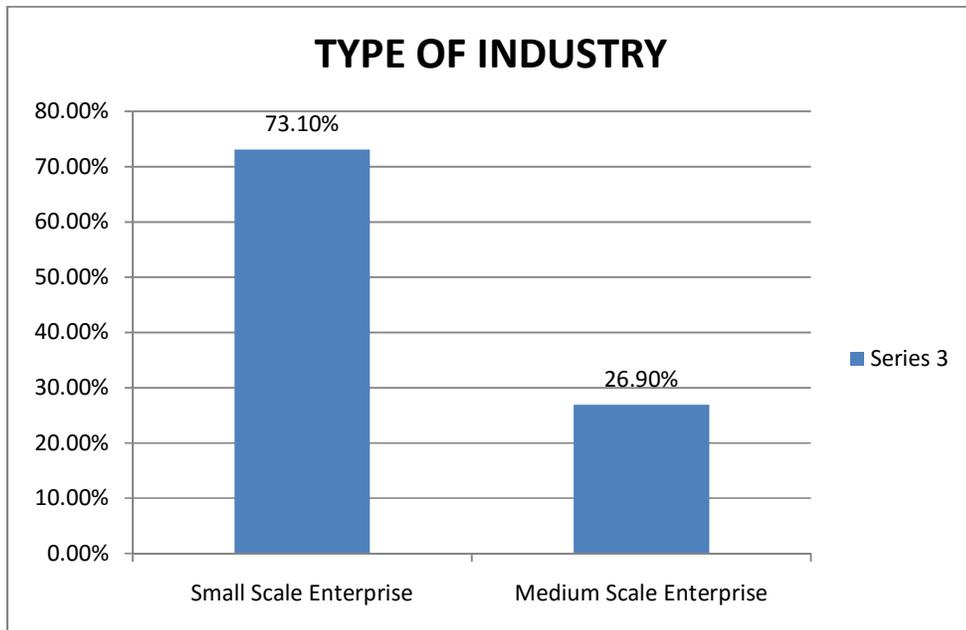


FIG – 4.6

From Table No. 4.6 and Graph No. 4.6 it is observed that 73.10% respondents are a Small Scale Enterprises where as 26.90% respondents are Medium Scale enterprises.

DESCRIPTIVE STATISTICS

(Tab - 4.7)

Descriptive Statistics											
	N	Min imu m	Maxi mum	Mean		Std. Devi ation	Var ianc e	Skewness		Kurtosis	
	Stat istic	Stat istic	Statis tic	Stat istic	Std. Error	Stati stic	Stat istic	Stat istic	Std. Error	Stat istic	Std. Error
4. Educational Background	324	1	4	1.70	.067	1.201	1.441	1.257	.135	-.268	.270
5. Company Type	324	1	5	2.47	.057	1.024	1.048	.066	.135	-.084	.270
6. Origin of Organization	324	1	3	1.11	.021	.369	.136	3.525	.135	12.508	.270
7. Manufacturing Sector of Industry	324	1	2	1.43	.028	.495	.245	.301	.135	-1.921	.270
8. How old is your company at Pune	324	1	4	2.78	.060	1.083	1.173	-.150	.135	-1.391	.270
9. You are which type of industry?	324	1	2	1.27	.025	.444	.197	1.049	.135	-.904	.270
Valid N (list wise)	324										

Descriptive Statistics											
	N	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
10. What is the growth rate in Sales turnover observed since 2014 till 2019 in %? [1.From Year 2014 to 2015]	324	16	6	4.16	.085	1.532	2.348	-.839	.135	-.333	.270
10. What is the growth rate in Sales turnover observed since 2014 till 2019 in %? [2.From Year 2015 to 2016]	324	26	6	3.91	.070	1.256	1.578	-.081	.135	-.910	.270
10. What is the growth rate in Sales turnover observed since 2014 till 2019 in %? [3.From Year 2016 to 2017]	324	16	6	3.67	.088	1.575	2.482	-.222	.135	-.804	.270
10. What is the growth rate in Sales turnover observed since 2014 till 2019 in %? [4.From Year 2017 to 2018]	324	16	6	3.81	.068	1.225	1.501	.277	.135	-.692	.270

10. What is the growth rate in Sales turnover observed since 2014 till 2019 in %? [5.From Year 2018 to 2019]	324	16	3.45	.072	1.300	1.691	-.620	.135	-.719	.270	
Average growth rate in Sales turnover	324	18000	5.6000	3.801852	.0645489	1.1618802	1.350	-.705	.135	-1.012	.270
11. What is the growth rate in Profit Margin observed since 2014 till 2019 in %? [1.From Year 2014 to 2015]	324	16	3.53	.084	1.504	2.262	-.161	.135	-.997	.270	
11. What is the growth rate in Profit Margin observed since 2014 till 2019 in %? [2.From Year 2015 to 2016]	324	16	3.42	.061	1.094	1.197	-.499	.135	-.265	.270	
11. What is the growth rate in Profit Margin observed since 2014 till 2019 in %? [3.From Year 2016 to 2017]	324	16	3.35	.069	1.247	1.555	.247	.135	-.288	.270	
11. What is the growth rate in Profit Margin observed since 2014 till 2019 in %? [4.From Year 2017 to 2018]	324	16	3.35	.084	1.509	2.278	-.249	.135	-.841	.270	

11. What is the growth rate in Profit Margin observed since 2014 till 2019 in %? [5.From Year 2018 to 2019]	324	16	3.27	.057	1.026	1.053	.266	.135	-.936	.270	
Average growth rate in Profit Margin	324	1.6000	5.4000	3.385185	.0579439	1.0429906	1.088	-.527	.135	-1.345	.270
Valid N (list wise)	324										

Descriptive Statistics											
	N	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
13. 1. I make spontaneous purchase	324	1	5	2.54	.073	1.305	1.704	.622	.135	-.797	.270
13. 2. I usually talk to other people before making a decision.	324	1	5	3.66	.077	1.381	1.908	-.783	.135	-.732	.270
13. 3. I think everyone should follow my instructions implicitly	324	1	5	2.47	.071	1.277	1.630	.476	.135	-.979	.270
13. 4. I wait for the problems to become critical	324	1	5	2.57	.077	1.383	1.912	.668	.135	-.838	.270
13. 5. I prefer to empower my subordinates & ask everyone's opinion	324	1	5	3.46	.073	1.312	1.723	-.600	.135	-.782	.270
3. 6. I prefer to ask, collect & analyse all past historical data in organization before reaching to decision	324	1	5	3.74	.068	1.221	1.491	-.844	.135	-.495	.270

13. 7. I usually say things without thinking about it after looking at it	324	1	5	2.50	.071	1.280	1.638	.767	.135	-.587	.270
13. 8. I make the final decision after receiving opinions from others	324	1	5	2.58	.075	1.350	1.823	.584	.135	-.937	.270
13. 9. I don't want other junior colleagues to question my judgment	324	1	5	2.42	.062	1.112	1.236	.944	.135	-.205	.270
13. 10. I believe in "love at first sight"	324	1	5	2.31	.076	1.376	1.894	.860	.135	-.639	.270
Valid N (list wise)	324										

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
14. 1. I avoid making decisions wherever possible	324	1	5	2.38	.063	1.141	1.301	.803	.135	-.175	.270
14. 2. I prefer everybody to speak, give their opinion; I don't prefer to act alone	324	1	5	3.70	.068	1.219	1.486	-.886	.135	-.384	.270
14. 3. I prefer to analyse all past data from external sources	324	1	5	3.56	.077	1.381	1.907	-.698	.135	-.823	.270

14. 4. I prefer consultation with subordinates when giving a task	324	1	5	3.45	.068	1.227	1.505	-.852	.135	-.433	.270
14. 5.I says to subordinates, how to perform tasks	324	1	5	2.40	.069	1.234	1.523	.711	.135	-.716	.270
14. 6. I collect all opinions & then collectively decide	324	1	5	3.65	.069	1.246	1.553	-.696	.135	-.691	.270
14. 7. I prefer to go deep into analysis of internal & external data, come out with data insights & then proceed for decision	324	1	5	2.41	.078	1.410	1.989	.744	.135	-.885	.270
14. 8. I believe that employees should obey the leader	324	1	5	2.38	.073	1.306	1.704	.548	.135	-1.022	.270
14. 9. I prefer to check patterns formed by data which can be analysed & used before decisions	324	1	5	3.60	.071	1.283	1.647	-.952	.135	-.343	.270
Valid N (list wise)	324										

Descriptive Statistics											
	N	Min imu m	Ma xi mu m	Mean		Std. Deviat ion	Vari ance	Skewness		Kurtosis	
	Sta tisti c	Stati stic	Sta tisti c	Sta tisti c	Std . Err or	Statisti c	Stati stic	Stati stic	Std . Err or	Stati stic	Std. Err or
23. Impact Measurement on "MARKETING" Function: How was the impact observed on various KPIs like - [1.Brand Value improved]	324	1	5	3.62	.076	1.361	1.852	-.660	.135	-.849	.270
23. Impact Measurement on "MARKETING" Function: How was the impact observed on various KPIs like - [2.Market Share in specific segment &geographic area improved]	324	2	5	3.76	.057	1.022	1.044	-.485	.135	-.858	.270
23. Impact Measurement on "MARKETING" Function: How was the impact observed on various KPIs (Key Performance Indicators) like - [3.After running Advt campaign immediate Sales spikes observed]	324	1	5	3.64	.072	1.299	1.687	-.611	.135	-.949	.270

23. Impact Measurement on "MARKETING" Function: How was the impact observed on various KPIs (Key Performance Indicators) like - [4.Search ranking on search engine improved]	324	1	5	3.85	.073	1.319	1.739	- .893	.135	- .601	.270
23. Impact Measurement on "MARKETING" Function: How was the impact observed on various KPIs (Key Performance Indicators) like - [5.Social media marketing results improved]	324	1	5	3.51	.087	1.573	2.474	- .712	.135	- 1.080	.270
Impact "MARKETING" Function	324	1.4000	5.0000	3.675926	.0681867	1.2273612	1.506	- .812	.135	- .981	.270
24. Impact Measurement on "SALES" Function: How was the impact observed on various KPIs like - [1.Cross Sales improved]	324	1	5	3.55	.072	1.293	1.673	- .284	.135	- 1.297	.270
24. Impact Measurement on "SALES" Function: How was the impact observed on various KPIs like - [2.UpSales improved]	324	1	5	3.42	.076	1.364	1.860	- .623	.135	- 1.012	.270

24. Impact Measurement on "SALES" Function: How was the impact observed on various KPIs like - [3.Quotation submission time improved]	324	1	5	3.57	.078	1.398	1.954	- .618	.135	- .924	.270
24. Impact Measurement on "SALES" Function: How was the impact observed on various KPIs like - [4.Leads & its closing improved through digital sales channels]	324	1	5	3.85	.061	1.092	1.192	- 1.025	.135	.525	.270
24. Impact Measurement on "SALES" Function: How was the impact observed on various KPIs like - [5.Got some export sales]	324	1	5	3.43	.069	1.236	1.528	- .650	.135	- .630	.270
Impact "SALES"	324	1.6000	5.0000	3.564198	.0618845	1.1139208	1.241	- .720	.135	- .951	.270
25. Impact Measurement on "SUPPLY CHAIN/PURCHASE" Function: How was the impact observed on various KPIs like - [1.Purchase Order release time improved]	324	1	5	3.14	.075	1.346	1.810	- .432	.135	- 1.108	.270

25. Impact Measurement on "SUPPLY CHAIN/PURCHASE" Function: How was the impact observed on various KPIs like - [2.Timely availability of Suppliers & Material improved]	324	1	5	3.57	.082	1.478	2.184	- .739	.135	- .913	.270
25. Impact Measurement on "SUPPLY CHAIN/PURCHASE" Function: How was the impact observed on various KPIs like - [3.Savings on existing & new supplier's prices achieved]	324	1	5	3.69	.066	1.183	1.399	- .781	.135	- .299	.270
25. Impact Measurement on "SUPPLY CHAIN/PURCHASE" Function: How was the impact observed on various KPIs like - [4.Got Reduction in defective material from supplier]	324	1	5	3.61	.075	1.346	1.811	- .752	.135	- .701	.270

25. Impact Measurement on "SUPPLY CHAIN/PURCHASE" Function: How was the impact observed on various KPIs like - [5.ITR-Inventory Turnover Ratio improved]	324	1	5	3.50	.067	1.202	1.446	-.973	.135	-.274	.270
Impact "SUPPLY CHAIN/PURCHASE"	324	1.4000	5.0000	3.501235	.0644778	1.1606013	1.347	-.732	.135	-1.081	.270
26. Impact Measurement on "R&D & PRODUCTION" Function: How was the impact observed on various KPIs like – [1.Cost Cutting in various operations achieved]	324	1	5	3.48	.071	1.287	1.656	-.579	.135	-.774	.270
26. Impact Measurement on "R&D & PRODUCTION" Function: How was the impact observed on various KPIs like – [2.Manufacturing Cycle Time improved]	324	1	5	3.56	.068	1.226	1.504	-.473	.135	-.901	.270

26. Impact Measurement on "R&D & PRODUCTION" Function: How was the impact observed on various KPIs like – [3.Ontime Delivery achieved]	324	1	5	3.56	.076	1.367	1.869	-.920	.135	-.385	.270
26. Impact Measurement on "R&D & PRODUCTION" Function: How was the impact observed on various KPIs like – [4.FTR- First Time Right percentage increased]	324	1	5	3.62	.072	1.289	1.660	-.653	.135	-.837	.270
26. Impact Measurement on "R&D & PRODUCTION" Function: How was the impact observed on various KPIs like – [5.Reduction in wastage & scrap]	324	1	5	3.40	.069	1.236	1.529	-.869	.135	-.460	.270

26. Impact Measurement on "R&D & PRODUCTION" Function: How was the impact observed on various KPIs like – [6. In R&D: New product developed as per International Standard]	324	1	5	3.49	.069	1.245	1.551	- .656	.135	- .764	.270
Impact "R&D & PRODUCTION"	324	1.5000	5.0000	3.519547	.0598730	1.0777140	1.161	- .796	.135	- .902	.270
27. Impact Measurement on "QUALITY ASSURANCE & SERVICE SUPPORT" Function: How was the impact observed on various KPIs like – [1.Implemented ISO/TPM/Six Sigma etc.]	324	1	5	3.57	.076	1.371	1.880	- .621	.135	- .884	.270
27. Impact Measurement on "QUALITY ASSURANCE & SERVICE SUPPORT" Function: How was the impact observed on various KPIs like – [2.Reduction in % of rework & its time achieved]	324	1	5	3.62	.077	1.394	1.944	- .580	.135	- .999	.270

<p>27. Impact Measurement on "QUALITY ASSURANCE & SERVICE SUPPORT"</p> <p>Function: How was the impact observed on various KPIs like – [3.Capture maximum defects & quantified for corrective action]</p>	324	1	5	3.47	.067	1.215	1.476	- .487	.135	- .780	.270
<p>27. Impact Measurement on "QUALITY ASSURANCE & SERVICE SUPPORT"</p> <p>Function: How was the impact observed on various KPIs like – [4.Reduction in supplier's defective material achieved]</p>	324	1	5	3.59	.076	1.359	1.847	- .708	.135	- .811	.270
<p>27. Impact Measurement on "QUALITY ASSURANCE & SERVICE SUPPORT"</p> <p>Function: How was the impact observed on various KPIs like – [5.Response time to customer's complaints improved]</p>	324	1	5	3.57	.076	1.369	1.874	- .612	.135	- .893	.270

27. Impact Measurement on "QUALITY ASSURANCE & SERVICE SUPPORT" Function: How was the impact observed on various KPIs like – [6.Customer Satisfaction level improved]	324	1	5	3.81	.073	1.321	1.745	-.736	.135	-.868	.270
Impact "QUALITY ASSURANCE & SERVICE SUPPORT"	324	1.5000	5.0000	3.606481	.0665998	1.1987965	1.437	-.780	.135	-1.077	.270
28. Impact Measurement on "HUMAN RESOURCES & ADMIN" Function: How was the impact observed on various KPIs like – [1.Time of hire time & quality of hire improved]	324	1	5	3.39	.084	1.507	2.270	-.649	.135	-1.057	.270
28. Impact Measurement on "HUMAN RESOURCES & ADMIN" Function: How was the impact observed on various KPIs like – [2.High Employee Satisfaction achieved]	324	1	5	3.54	.075	1.357	1.840	-.576	.135	-.900	.270

28. Impact Measurement on "HUMAN RESOURCES & ADMIN" Function: How was the impact observed on various KPIs like – [3.Reduction in Attrition Rate achieved]	324	1	5	3.63	.077	1.387	1.924	- .778	.135	- .742	.270
28. Impact Measurement on "HUMAN RESOURCES & ADMIN" Function: How was the impact observed on various KPIs like – [4.Achieved Zero Accidents]	324	2	5	3.35	.067	1.200	1.441	.076	.135	- 1.570	.270
28. Impact Measurement on "HUMAN RESOURCES & ADMIN" Function: How was the impact observed on various KPIs like – [5.Skill enhancement at every function observed]	324	1	5	3.68	.078	1.406	1.978	- .726	.135	- .860	.270

28. Impact Measurement on "HUMAN RESOURCES & ADMIN" Function: How was the impact observed on various KPIs like – [6.Employee profitability improved]	324	1	5	3.40	.071	1.271	1.616	- .642	.135	- .683	.270
28. Impact Measurement on "HUMAN RESOURCES & ADMIN" Function: How was the impact observed on various KPIs like – [7.No penalty on utility bills & non-compliance observed]	324	1	5	3.39	.088	1.580	2.498	- .340	.135	- 1.438	.270
Impact "HUMAN RESOURCES & ADMIN"	324	1.4286	4.5714	3.481922	.0672186	1.2099348	1.464	- .841	.135	- 1.094	.270
29. Impact Measurement on "FINANCE" Function: How was the impact observed on various KPIs like - [1.Working Capital improved]	324	1	5	3.58	.077	1.384	1.916	- .675	.135	- .842	.270

29. Impact Measurement on "FINANCE" Function: How was the impact observed on various KPIs like - [2.Finance on lower interest cost raised]	324	1	5	3.64	.076	1.366	1.865	-.910	.135	-.517	.270
29. Impact Measurement on "FINANCE" Function: How was the impact observed on various KPIs like - [3.Gross Profit improved]	324	1	5	3.67	.080	1.440	2.072	-.516	.135	-1.330	.270
29. Impact Measurement on "FINANCE" Function: How was the impact observed on various KPIs like - [4.Net Profit improved]	324	1	5	3.27	.092	1.659	2.753	-.375	.135	-1.499	.270
29. Impact Measurement on "FINANCE" Function: How was the impact observed on various KPIs like - [5.Shareholder's Satisfaction level improved]	324	1	5	3.89	.068	1.222	1.492	-.986	.135	-.153	.270
Impact "FINANCE"	324	1.4000	5.0000	3.610494	.0710628	1.2791303	1.636	-.730	.135	-1.009	.270
Valid N (list wise)	324										

The Validity of constructs used by all the above references has been thoroughly understood and then taken as it is by the researcher for this study. In the context of the Electronics/Electrical & Auto Ancillary industry per se, appropriate changes have been made so as to make it industry specific.

The same is true about the construct validity as well further to that the researcher has approached two renowned subject matter experts, who are ardent researchers. On the condition of anonymity, they have thoroughly gone through and extensively discussed each and every questions of the questionnaire designed by the researcher. The suggestions made by them are been incorporated before the conduct of Pilot Study.

However, it is essential to note here that the suggestions given by these two Professors' do not alter the content of the questions. Again, these Subject Matter Expert have insured that the Construct & Content validity is not hampered or compromised throughout the questionnaire.

The questionnaire was pre-tested by the researcher amongst 30 respondents/questions and was also shown to two faculties & guide.

- Five point Likert scale was used to know and understand behavior.
- Nominal scale is also used by the researcher in the questionnaire.
- The sales of the respondents taken for the study fall under the categorical scale.

Pre testing of the questionnaire - The questions, which were not understood, are deleted from the questionnaire. Few questions, which were confusing, are dropped.

The group of 30 respondent's questions were asked about the statements.

OBJECTIVES

In the thesis researcher tried his level best to keep whole process flow of research linked from background to final recommendation

Linkages between Objectives, Hypotheses, Tests Performed & Results

SUMMARY TABLE - (Tab - 4.8)

Sr	Objectives	Hypotheses	Test Used	Result
1	To study the impact of leadership styles on various business functions of SMEs	There is an insignificant impact of different leadership styles on various business functions of SMEs	Regression	Hypothesis gets rejected
2	To study the association between leadership styles and the growth rate in sales turnover of SMEs	There is an insignificant association of leadership styles and the growth rate in sales of SMEs	Regression	Hypothesis gets rejected

2. DETAILED ANALYSIS OF HYPOTHESES

RELIABILITY TEST RESULTS OF PILOT STUDY:

RELIABILITY

Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.779	133

Initially in order to get confirmed reliability of responses, pilot study was carried out on 40 samples & found cron bach Alpha 0.779 which is acceptable & consistency is there.

And For total Number of samples RELIABILITY TEST is as follows:--

RELIABILITY

Case Processing Summary

		N	%
Cases	Valid	324	100.0
	Excluded ^a	0	.0
	Total	324	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.879	133

Cronbach’s alpha is a measure of internal consistency, which indicates how closely set of items are related as a group. The alpha coefficient for 324 items is .879, which suggests that the items have relatively high internal consistency& reliable in manner.

HYPOTHESES TESTING - 01

Sr	Objectives	Hypothesis	Test Used
1	To study the impact of leadership styles on various business functions of SMEs	There is an insignificant impact of different leadership styles on various business functions of SMEs	Regression

1) LEADERSHIP STYLE: LASSEZ-FAIRE

A. MARKETING

Source	SS	df	MS			
Model	162.446667	1	162.446667	Number of obs =	42	
Residual	4.63333333	41	.11300813	F(1, 41) =	1437.48	
Total	167.08	42	3.97809524	Prob > F =	0.0000	
				R-squared =	0.9723	
				Adj R-squared =	0.9716	
				Root MSE =	.33617	

ImpactMARKETINGFunction	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLELASSEZFAIRE	1.966667	.0518717	37.91	0.000	1.86191	2.071424

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Laissez-Faire leadership style on Marketing Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 37.91 suggests that there exists a greater evidence.

B. SALES

```
. regress ImpactSALES LEADERSHIPSTYLELASSEZFAIRE, noconstant
```

Source	SS	df	MS	Number of obs = 42		
Model	116.000952	1	116.000952	F(1, 41) =	720.72	
Residual	6.59904762	41	.160952381	Prob > F =	0.0000	
Total	122.6	42	2.91904762	R-squared =	0.9462	
				Adj R-squared =	0.9449	
				Root MSE =	.40119	

ImpactSALES	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLELASSEZFAIRE	1.661905	.0619048	26.85	0.000	1.536886	1.786924

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Laissez-Faire leadership style on Sales Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 26.85 suggests that there exists a greater evidence.

C. SUPPLY CHAIN AND PURCHASE

```
. regress ImpactSUPPLYCHAINPURCHASE LEADERSHIPSTYLELASSEZFAIRE, noconstant
```

Source	SS	df	MS	Number of obs = 42		
Model	118.00381	1	118.00381	F(1, 41) =	1043.56	
Residual	4.63619048	41	.113077816	Prob > F =	0.0000	
Total	122.64	42	2.92	R-squared =	0.9622	
				Adj R-squared =	0.9613	
				Root MSE =	.33627	

ImpactSUPPLYCHAINPURCHASE	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLELASSEZFAIRE	1.67619	.0518877	32.30	0.000	1.571401	1.78098

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Laissez-Faire leadership style on Supply chain and purchase Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 32.30 suggests that there exists a greater evidence.

D. R&D PRODUCTION

```
. regress ImpactRDPRODUCTION LEADERSHIPSTYLELASSEZFAIRE, noconstant
```

Source	SS	df	MS	Number of obs = 42		
Model	144.857143	1	144.857143	F(1, 41) = 1022.31		
Residual	5.80952381	41	.141695703	Prob > F = 0.0000		
Total	150.666667	42	3.58730159	R-squared = 0.9614		
				Adj R-squared = 0.9605		
				Root MSE = .37642		

ImpactRDPRODUCTION	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLELASSEZFAIRE	1.857143	.0580836	31.97	0.000	1.739841	1.974445

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Laissez-Faire leadership style on R&D Production. The greater the magnitude of *t-value*, greater is the evidence against the null hypothesis and *t-value*= 31.97 suggests that there exists a greater evidence.

E. QUALITY ASSURANCE

```
. regress ImpactQUALITYASSURANCESERV LEADERSHIPSTYLELASSEZFAIRE, noconstant
```

Source	SS	df	MS	Number of obs = 42		
Model	130.380952	1	130.380952	F(1, 41) = 608.44		
Residual	8.78571429	41	.214285714	Prob > F = 0.0000		
Total	139.166667	42	3.31349206	R-squared = 0.9369		
				Adj R-squared = 0.9353		
				Root MSE = .46291		

ImpactQUALITYASSURANCESERV	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLELASSEZFAIRE	1.761905	.0714286	24.67	0.000	1.617652	1.906158

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Laissez-Faire leadership style on Quality Assurance. The greater the magnitude of *t-value*, greater is the evidence against the null hypothesis and *t-value*= 24.67 suggests that there exists a greater evidence.

F. HUMAN RESOURCE MANAGEMENT

```
. regress ImpactHUMANRESOURCESADMIN LEADERSHIPSTYLELASSEZFAIRE, noconstant
```

Source	SS	df	MS	Number of obs = 42		
Model	94.5	1	94.5	F(1, 41) =	441.00	
Residual	8.78571429	41	.214285714	Prob > F =	0.0000	
Total	103.285714	42	2.45918367	R-squared =	0.9149	
				Adj R-squared =	0.9129	
				Root MSE =	.46291	

ImpactHUMANRESOURCESADMIN	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLELASSEZFAIRE	1.5	.0714286	21.00	0.000	1.355747	1.644253

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Laissez-Faire leadership style on Human Resource Management Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 21.00 suggests that there exists a greater evidence.

G. FINANCE

```
. regress ImpactFINANCE LEADERSHIPSTYLELASSEZFAIRE, noconstant
```

Source	SS	df	MS	Number of obs = 42		
Model	123.428571	1	123.428571	F(1, 41) =	461.25	
Residual	10.9714286	41	.267595819	Prob > F =	0.0000	
Total	134.4	42	3.2	R-squared =	0.9184	
				Adj R-squared =	0.9164	
				Root MSE =	.5173	

ImpactFINANCE	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLELASSEZFAIRE	1.714286	.0798206	21.48	0.000	1.553085	1.875487

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Laissez-Faire leadership style on Finance Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 21.48 suggests that there exists a greater evidence.

2) LEADERSHIP STYLE: DATA DRIVEN

A. MARKETING

. regress ImpactMARKETINGFunction LEADERSHIPSTYLEDATADRIVEN, noconstant						
Source	SS	df	MS			
Model	1951.34943	1	1951.34943	Number of obs =	106	
Residual	9.93056604	105	.094576819	F(1, 105) =	20632.43	
Total	1961.28	106	18.5026415	Prob > F =	0.0000	
				R-squared =	0.9949	
				Adj R-squared =	0.9949	
				Root MSE =	.30753	
ImpactMARKETINGFunction	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEDATADRIVEN	2.145283	.0149351	143.64	0.000	2.115669	2.174897

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Data Driven leadership style on Marketing Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 143.64 suggests that there exists a greater evidence.

B. SALES

. regress ImpactSALES LEADERSHIPSTYLEDATADRIVEN, noconstant						
Source	SS	df	MS			
Model	2078.64491	1	2078.64491	Number of obs =	106	
Residual	17.2350943	105	.164143756	F(1, 105) =	12663.56	
Total	2095.88	106	19.7724528	Prob > F =	0.0000	
				R-squared =	0.9918	
				Adj R-squared =	0.9917	
				Root MSE =	.40515	
ImpactSALES	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEDATADRIVEN	2.214151	.0196757	112.53	0.000	2.175138	2.253164

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Data Driven leadership style on Sales Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 112.53 suggests that there exists a greater evidence.

C. SUPPLY CHAIN AND PURCHASE

```
. regress ImpactSUPPLYCHAINPURCHASE LEADERSHIPSTYLEDATADRIVEN, noconstant
```

Source	SS	df	MS			
Model	1851.40566	1	1851.40566	Number of obs =	106	
Residual	20.3143396	105	.193469901	F(1, 105) =	9569.48	
Total	1871.72	106	17.6577358	Prob > F	= 0.0000	
				R-squared	= 0.9891	
				Adj R-squared	= 0.9890	
				Root MSE	= .43985	

ImpactSUPPLYCHAINPURCHASE	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEDATADRIVEN	2.089623	.0213611	97.82	0.000	2.047268	2.131978

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Data Driven leadership style on Supply Chain and Purchase Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 97.82 suggests that there exists a greater evidence.

D. R&D PRODUCTION

```
. regress ImpactRDPRODUCTION LEADERSHIPSTYLEDATADRIVEN, noconstant
```

Source	SS	df	MS			
Model	1763.3218	1	1763.3218	Number of obs =	106	
Residual	13.0115304	105	.123919337	F(1, 105) =	14229.59	
Total	1776.33333	106	16.7578616	Prob > F	= 0.0000	
				R-squared	= 0.9927	
				Adj R-squared	= 0.9926	
				Root MSE	= .35202	

ImpactRDPRODUCTION	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEDATADRIVEN	2.039308	.0170957	119.29	0.000	2.005411	2.073206

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Data Driven leadership style on R&D Production Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 119.29 suggests that there exists a greater evidence.

E. QUALITY ASSURANCE

```
. regress ImpactQUALITYASSURANCESERV LEADERSHIPSTYLEDATADRIVEN, noconstant
```

Source	SS	df	MS			
Model	1957.36085	1	1957.36085	Number of obs =	106	
Residual	22.6669287	105	.215875512	F(1, 105) =	9067.08	
Total	1980.02778	106	18.6795073	Prob > F =	0.0000	
				R-squared =	0.9886	
				Adj R-squared =	0.9884	
				Root MSE =	.46462	

ImpactQUALITYASSURANCESERV	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEDATADRIVEN	2.148585	.0225641	95.22	0.000	2.103844	2.193325

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Data Driven leadership style on Quality Assurance Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 95.22 suggests that there exists a greater evidence.

F. HUMAN RESOURCE MANAGEMENT

```
. regress ImpactHUMANRESOURCESADMIN LEADERSHIPSTYLEDATADRIVEN, noconstant
```

Source	SS	df	MS			
Model	1909.16461	1	1909.16461	Number of obs =	106	
Residual	9.71293801	105	.092504171	F(1, 105) =	20638.69	
Total	1918.87755	106	18.1026184	Prob > F =	0.0000	
				R-squared =	0.9949	
				Adj R-squared =	0.9949	
				Root MSE =	.30414	

ImpactHUMANRESOURCESADMIN	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEDATADRIVEN	2.121968	.0147706	143.66	0.000	2.09268	2.151255

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Data Driven leadership style on Human Resource Management Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 143.66 suggests that there exists a greater evidence.

G. FINANCE

. regress ImpactFINANCE LEADERSHIPSTYLEDATADRIVEN, noconstant						
Source	SS	df	MS			
Model	1901.89623	1	1901.89623	Number of obs =	106	
Residual	21.6637736	105	.206321653	F(1, 105) =	9218.11	
Total	1923.56	106	18.1467925	Prob > F =	0.0000	
				R-squared =	0.9887	
				Adj R-squared =	0.9886	
				Root MSE =	.45423	
ImpactFINANCE	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEDATADRIVEN	2.117925	.0220592	96.01	0.000	2.074185	2.161664

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Data Driven leadership style on Finance Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 96.01 suggests that there exists a greater evidence.

3) LEADERSHIP STYLE: CONSULTATIVE

A. MARKETING

. regress ImpactMARKETINGFunction LEADERSHIPSTYLECONSULTATIVE, noconstant						
Source	SS	df	MS			
Model	1745.65385	1	1745.65385	Number of obs =	78	
Residual	4.78615385	77	.062157842	F(1, 77) =	28084.21	
Total	1750.44	78	22.4415385	Prob > F =	0.0000	
				R-squared =	0.9973	
				Adj R-squared =	0.9972	
				Root MSE =	.24931	
ImpactMARKETINGFunction	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLECONSULTATIVE	1.576923	.0094098	167.58	0.000	1.558186	1.59566

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Consultative style on Marketing Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 167.58 suggests that there exists a greater evidence.

B. SALES

```
. regress ImpactSALES LEADERSHIPSTYLECONSULTATIVE, noconstant
```

Source	SS	df	MS	Number of obs = 78		
Model	1345.84615	1	1345.84615	F(1, 77)	=41890.30	
Residual	2.47384615	77	.032127872	Prob > F	= 0.0000	
				R-squared	= 0.9982	
				Adj R-squared	= 0.9981	
Total	1348.32	78	17.2861538	Root MSE	= .17924	

ImpactSALES	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLECONSULTATIVE	1.384615	.0067651	204.67	0.000	1.371144	1.398086

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Consultative style on Sales Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 204.67 suggests that there exists a greater evidence.

C. SUPPLY CHAIN AND PURCHASE

```
. regress ImpactSUPPLYCHAINPURCHASE LEADERSHIPSTYLECONSULTATIVE, noconstant
```

Source	SS	df	MS	Number of obs = 78		
Model	1408.02513	1	1408.02513	F(1, 77)	=25010.64	
Residual	4.33487179	77	.056297036	Prob > F	= 0.0000	
				R-squared	= 0.9969	
				Adj R-squared	= 0.9969	
Total	1412.36	78	18.1071795	Root MSE	= .23727	

ImpactSUPPLYCHAINPURCHASE	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLECONSULTATIVE	1.416239	.0089552	158.15	0.000	1.398407	1.434071

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Consultative style on Supply Chain and Purchase Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 158.15 suggests that there exists a greater evidence.

D. R&D PRODUCTION

```
. regress ImpactRDPRODUCTION LEADERSHIPSTYLECONSULTATIVE, noconstant
```

Source	SS	df	MS	Number of obs =	78
Model	1433.06125	1	1433.06125	F(1, 77) =	.
Residual	.494301994	77	.006419506	Prob > F =	0.0000
Total	1433.55556	78	18.3789174	R-squared =	0.9997
				Adj R-squared =	0.9997
				Root MSE =	.08012

ImpactRDPRODUCTION	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
LEADERSHIPSTYLECONSULTATIVE	1.428775	.003024	472.48	0.000	1.422753 1.434796

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Consultative style on R&D Production Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 472.48 suggests that there exists a greater evidence.

E. QUALITY ASSURANCE

```
. regress ImpactQUALITYASSURANCESERV LEADERSHIPSTYLECONSULTATIVE, noconstant
```

Source	SS	df	MS	Number of obs =	78
Model	1534.82051	1	1534.82051	F(1, 77) =	29450.90
Residual	4.01282051	77	.052114552	Prob > F =	0.0000
Total	1538.83333	78	19.7286325	R-squared =	0.9974
				Adj R-squared =	0.9974
				Root MSE =	.22829

ImpactQUALITYASSURANCESERV	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
LEADERSHIPSTYLECONSULTATIVE	1.478632	.0086161	171.61	0.000	1.461476 1.495789

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Consultative style on Quality Assurance Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 171.61 suggests that there exists a greater evidence.

F. HUMAN RESOURCE MANAGEMENT

```
. regress ImpactHUMANRESOURCESADMIN LEADERSHIPSTYLECONSULTATIVE, noconstant
```

Source	SS	df	MS			
Model	1447.38462	1	1447.38462	Number of obs =	78	
Residual	1.67660911	77	.021774144	F(1, 77) =	66472.63	
Total	1449.06122	78	18.577708	Prob > F =	0.0000	
				R-squared =	0.9988	
				Adj R-squared =	0.9988	
				Root MSE =	.14756	

ImpactHUMANRESOURCESADMIN	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLECONSULTATIVE	1.435897	.0055693	257.82	0.000	1.424808	1.446987

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Consultative style on Human Resource Management Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 257.82 suggests that there exists a greater evidence.

G. FINANCE

```
. regress ImpactFINANCE LEADERSHIPSTYLECONSULTATIVE, noconstant
```

Source	SS	df	MS			
Model	1777.97128	1	1777.97128	Number of obs =	78	
Residual	4.02871795	77	.052321012	F(1, 77) =	33981.97	
Total	1782	78	22.8461538	Prob > F =	0.0000	
				R-squared =	0.9977	
				Adj R-squared =	0.9977	
				Root MSE =	.22874	

ImpactFINANCE	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLECONSULTATIVE	1.591453	.0086332	184.34	0.000	1.574262	1.608644

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Consultative style on Finance Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 184.34 suggests that there exists a greater evidence.

4) LEADERSHIP STYLE: AUTOCRATIC

A. MARKETING

```
. regress ImpactMARKETINGFunction LEADERSHIPSTYLEAUTOCRATIC, noconstant
```

Source	SS	df	MS	Number of obs = 63		
Model	612.269206	1	612.269206	F(1, 62) = 444.45	Prob > F = 0.0000	
Residual	85.4107937	62	1.37759345	R-squared = 0.8776	Adj R-squared = 0.8756	
Total	697.68	63	11.0742857	Root MSE = 1.1737		

ImpactMARKETINGFunction	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEAUTOCRATIC	.7793651	.0369684	21.08	0.000	.7054664	.8532638

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Autocratic style on Marketing Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 21.08 suggests that there exists a greater evidence.

B. SALES

```
. regress ImpactSALES LEADERSHIPSTYLEAUTOCRATIC, noconstant
```

Source	SS	df	MS	Number of obs = 63		
Model	629.851429	1	629.851429	F(1, 62) = 714.84	Prob > F = 0.0000	
Residual	54.6285714	62	.881105991	R-squared = 0.9202	Adj R-squared = 0.9189	
Total	684.48	63	10.8647619	Root MSE = .93867		

ImpactSALES	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEAUTOCRATIC	.7904762	.0295654	26.74	0.000	.7313758	.8495766

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Autocratic style on Sales Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 26.74 suggests that there exists a greater evidence.

C. SUPPLY CHAIN AND PURCHASE

```
. regress ImpactSUPPLYCHAINPURCHASE LEADERSHIPSTYLEAUTOCRATIC, noconstant
```

Source	SS	df	MS	Number of obs = 63		
Model	599.862857	1	599.862857	F(1, 62) = 492.62		
Residual	75.4971429	62	1.21769585	Prob > F = 0.0000		
Total	675.36	63	10.72	R-squared = 0.8882		
				Adj R-squared = 0.8864		
				Root MSE = 1.1035		

ImpactSUPPLYCHAINPURCHASE	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEAUTOCRATIC	.7714286	.0347567	22.20	0.000	.7019508	.8409063

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Autocratic style on Supply Chain and Purchase Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 22.20 suggests that there exists a greater evidence.

D. R&D PRODUCTION

```
. regress ImpactRDPRODUCTION LEADERSHIPSTYLEAUTOCRATIC, noconstant
```

Source	SS	df	MS	Number of obs = 63		
Model	549.142857	1	549.142857	F(1, 62) = 501.74		
Residual	67.8571429	62	1.09447005	Prob > F = 0.0000		
Total	617	63	9.79365079	R-squared = 0.8900		
				Adj R-squared = 0.8882		
				Root MSE = 1.0462		

ImpactRDPRODUCTION	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEAUTOCRATIC	.7380952	.0329512	22.40	0.000	.6722267	.8039638

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Autocratic style on R&D Production Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 22.40 suggests that there exists a greater evidence.

E. QUALITY ASSURANCE

```
. regress ImpactQUALITYASSURANCESERV LEADERSHIPSTYLEAUTOCRATIC, noconstant
```

Source	SS	df	MS	Number of obs = 63		
Model	603.571429	1	603.571429	F(1, 62) =	499.43	
Residual	74.9285714	62	1.20852535	Prob > F =	0.0000	
				R-squared =	0.8896	
				Adj R-squared =	0.8878	
Total	678.5	63	10.7698413	Root MSE =	1.0993	

ImpactQUALITYASSURANCES~V	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEAUTOCRATIC	.7738095	.0346256	22.35	0.000	.7045939	.8430252

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Autocratic style on Quality Assurance Function. The greater the magnitude of *t-value*, greater is the evidence against the null hypothesis and *t-value*= 22.35 suggests that there exists a greater evidence.

F. HUMAN RESOURCE MANAGEMENT

```
. regress ImpactHUMANRESOURCESADMIN LEADERSHIPSTYLEAUTOCRATIC, noconstant
```

Source	SS	df	MS	Number of obs = 63		
Model	574.740525	1	574.740525	F(1, 62) =	450.28	
Residual	79.1370262	62	1.27640365	Prob > F =	0.0000	
				R-squared =	0.8790	
				Adj R-squared =	0.8770	
Total	653.877551	63	10.3790087	Root MSE =	1.1298	

ImpactHUMANRESOURCESADMIN	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEAUTOCRATIC	.755102	.0355847	21.22	0.000	.6839692	.8262349

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Autocratic style on Human Resource Management Function. The greater the magnitude of *t-value*, greater is the evidence against the null hypothesis and *t-value*= 21.22 suggests that there exists a greater evidence.

G. FINANCE

```
. regress ImpactFINANCE LEADERSHIPSTYLEAUTOCRATIC, noconstant
```

Source	SS	df	MS	Number of obs = 63		
Model	521.165714	1	521.165714	F(1, 62) = 488.73	Prob > F = 0.0000	
Residual	66.1142857	62	1.06635945	R-squared = 0.8874	Adj R-squared = 0.8856	
Total	587.28	63	9.32190476	Root MSE = 1.0326		

ImpactFINANCE	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEAUTOCRATIC	.7190476	.0325253	22.11	0.000	.6540304	.7840648

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Autocratic style on Finance Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 22.11 suggests that there exists a greater evidence.

5) LEADERSHIP STYLE: IMPULSIVE

A. MARKETING

```
. regress ImpactMARKETINGFunction LEADERSHIPSTYLEIMPULSIVE, noconstant
```

Source	SS	df	MS	Number of obs = 324		
Model	3625.35091	1	3625.35091	F(1, 323) = 944.92	Prob > F = 0.0000	
Residual	1239.24909	323	3.83668448	R-squared = 0.7453	Adj R-squared = 0.7445	
Total	4864.6	324	15.0141975	Root MSE = 1.9587		

ImpactMARKETINGFunction	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEIMPULSIVE	1.090069	.0354615	30.74	0.000	1.020304	1.159833

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Impulsive style on Marketing Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value = 30.74 suggests that there exists a greater evidence.

B. SALES

```
. regress ImpactSALES LEADERSHIPSTYLEIMPULSIVE, noconstant
```

Source	SS	df	MS	Number of obs = 324		
Model	3439.43375	1	3439.43375	F(1, 323) = 1031.24		
Residual	1077.28625	323	3.33525156	Prob > F = 0.0000		
Total	4516.72	324	13.9404938	R-squared = 0.7615		
				Adj R-squared = 0.7608		
				Root MSE = 1.8263		

ImpactSALES	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEIMPULSIVE	1.06175	.0330631	32.11	0.000	.9967041	1.126796

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Impulsive style on Sales Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 32.11 suggests that there exists a greater evidence.

C. SUPPLY CHAIN AND PURCHASE

```
. regress ImpactSUPPLYCHAINPURCHASE LEADERSHIPSTYLEIMPULSIVE, noconstant
```

Source	SS	df	MS	Number of obs = 324		
Model	3365.09264	1	3365.09264	F(1, 323) = 1043.33		
Residual	1041.78736	323	3.22534787	Prob > F = 0.0000		
Total	4406.88	324	13.6014815	R-squared = 0.7636		
				Adj R-squared = 0.7629		
				Root MSE = 1.7959		

ImpactSUPPLYCHAINPURCH~E	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEIMPULSIVE	1.050213	.0325138	32.30	0.000	.9862476	1.114179

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Impulsive style on Supply Chain and Purchase Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 32.30 suggests that there exists a greater evidence.

D. R&D PRODUCTION

```
. regress ImpactRDPRODUCTION LEADERSHIPSTYLEIMPULSIVE, noconstant
```

Source	SS	df	MS			
Model	3436.46149	1	3436.46149	Number of obs =	324	
Residual	952.149623	323	2.94783165	F(1, 323) =	1165.76	
Total	4388.61111	324	13.545096	Prob > F =	0.0000	
				R-squared =	0.7830	
				Adj R-squared =	0.7824	
				Root MSE =	1.7169	

ImpactRDPRODUCTION	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEIMPULSIVE	1.061291	.0310835	34.14	0.000	1.00014	1.122443

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Impulsive style on R&D Production Function. The greater the magnitude of *t-value*, greater is the evidence against the null hypothesis and *t-value*= 34.14 suggests that there exists a greater evidence.

E. QUALITY ASSURANCE

```
. regress ImpactQUALITYASSURANCESERV LEADERSHIPSTYLEIMPULSIVE, noconstant
```

Source	SS	df	MS			
Model	3554.19502	1	3554.19502	Number of obs =	324	
Residual	1124.16609	323	3.48039038	F(1, 323) =	1021.21	
Total	4678.36111	324	14.4393861	Prob > F =	0.0000	
				R-squared =	0.7597	
				Adj R-squared =	0.7590	
				Root MSE =	1.8656	

ImpactQUALITYASSURANCE~V	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEIMPULSIVE	1.079318	.0337748	31.96	0.000	1.012872	1.145765

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Impulsive style on Quality Assurance Function. The greater the magnitude of *t-value*, greater is the evidence against the null hypothesis and *t-value*= 31.96 suggests that there exists a greater evidence.

F. HUMAN RESOURCE MANAGEMENT

```
. regress ImpactHUMANRESOURCESADMIN LEADERSHIPSTYLEIMPULSIVE, noconstant
```

Source	SS	df	MS			
Model	3307.90603	1	3307.90603	Number of obs =	324	
Residual	1093.05315	323	3.38406548	F(1, 323) =	977.49	
Total	4400.95918	324	13.5832074	Prob > F =	0.0000	
				R-squared =	0.7516	
				Adj R-squared =	0.7509	
				Root MSE =	1.8396	

	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
ImpactHUMANRESOURCESAD~N						
LEADERSHIPSTYLEIMPULSIVE	1.041251	.0333041	31.26	0.000	.9757307	1.106772

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Impulsive style on Human Resource Management Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 31.26 suggests that there exists a greater evidence.

G. FINANCE

```
. regress ImpactFINANCE LEADERSHIPSTYLEIMPULSIVE, noconstant
```

Source	SS	df	MS			
Model	3543.41003	1	3543.41003	Number of obs =	324	
Residual	1208.62997	323	3.74188845	F(1, 323) =	946.96	
Total	4752.04	324	14.6667901	Prob > F =	0.0000	
				R-squared =	0.7457	
				Adj R-squared =	0.7449	
				Root MSE =	1.9344	

	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
ImpactFINANCE						
LEADERSHIPSTYLEIMPULSIVE	1.077679	.0350207	30.77	0.000	1.008782	1.146577

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Impulsive style on Finance Function. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 30.77 suggests that there exists a greater evidence.

RESULT: HYPOTHESES TESTING – 01

Thus, p value less than 0.05 indicates that there exists a significant impact of leadership styles on business functions. Also, the greater magnitude of *t-value*, is the evidence against the null hypothesis.

As compared, the Data Driven and Consultative Leadership Style have more positive impact on business functions with higher t-value as compared to Laissez- Faire, Autocratic Leadership and Impulsive Leadership Styles.

As there is a positive and significant impact of different leadership styles on various business functions of SMEs in Pune region, we reject the null hypothesis, ‘There is an insignificant impact of different leadership styles on various business functions of SMEs’.

HYPOTHESES TESTING – 02

Sr	Objectives	Hypothesis	Test Used
2	To study the association between leadership styles and the growth rate in sales turnover and profit margin of SMEs	There is an insignificant association of leadership styles and the growth rate in sales and profit of SMEs	Regression

1) LEADERSHIP STYLE: LASSEZ-FAIRE

SALES

. regress growthrateinSalesturnover LEADERSHIPSTYLELASSEZFAIRE, noconstant						
Source	SS	df	MS			
Model	181.875238	1	181.875238	Number of obs =	42	
Residual	5.3647619	41	.130847851	F(1, 41) =	1389.97	
				Prob > F	= 0.0000	
				R-squared	= 0.9713	
				Adj R-squared	= 0.9706	
				Root MSE	= .36173	
Total	187.24	42	4.45809524			
growthrateinSalesturnover	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLELASSEZFAIRE	2.080952	.055816	37.28	0.000	1.96823	2.193675

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Laissez-Faire style on Sales. The greater the magnitude of *t-value*, greater is the evidence against the null hypothesis and *t-value* = 37.28 suggests that there exists a greater evidence.

PROFIT

. regress growthrateinProfitMargin LEADERSHIPSTYLELASSEZFAIRE, noconstant						
Source	SS	df	MS			
Model	181.875238	1	181.875238	Number of obs =	42	
Residual	5.3647619	41	.130847851	F(1, 41) =	1389.97	
				Prob > F	= 0.0000	
				R-squared	= 0.9713	
				Adj R-squared	= 0.9706	
				Root MSE	= .36173	
Total	187.24	42	4.45809524			
growthrateinProfitMargin	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLELASSEZFAIRE	2.080952	.055816	37.28	0.000	1.96823	2.193675

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Laissez-Faire style on Profit. The greater the magnitude of *t-value*, greater is the evidence against the null hypothesis and *t-value* = 37.28 suggests that there exists a greater evidence.

2) LEADERSHIP STYLE: DATA DRIVEN

SALES

. regress growthrateinSalesturnover LEADERSHIPSTYLEDATADRIVEN, noconstant						
Source	SS	df	MS	Number of obs = 106		
Model	2087.51094	1	2087.51094	F(1, 105) = 9542.78	Prob > F = 0.0000	
Residual	22.9690566	105	.21875292	R-squared = 0.9891	Adj R-squared = 0.9890	
Total	2110.48	106	19.9101887	Root MSE = .46771		
growthrateinSalesturnover	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEDATADRIVEN	2.218868	.022714	97.69	0.000	2.17383	2.263906

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Data Driven style on Sales. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 97.69 suggests that there exists a greater evidence.

PROFIT

. regress growthrateinProfitMargin LEADERSHIPSTYLEDATADRIVEN, noconstant						
Source	SS	df	MS	Number of obs = 106		
Model	1721.6966	1	1721.6966	F(1, 105) = 9193.64	Prob > F = 0.0000	
Residual	19.6633962	105	.18727044	R-squared = 0.9887	Adj R-squared = 0.9886	
Total	1741.36	106	16.4279245	Root MSE = .43275		
growthrateinProfitMargin	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEDATADRIVEN	2.015094	.0210161	95.88	0.000	1.973423	2.056765

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Data Driven style on Profit. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 95.88 suggests that there exists a greater evidence.

3) LEADERSHIP STYLE: CONSULTATIVE

SALES

```
. regress growthrateinSalesturnover LEADERSHIPSTYLECONSULTATIVE, noconstant
```

Source	SS	df	MS	Number of obs = 78		
Model	1783.70513	1	1783.70513	F(1, 77)	=14526.40	
Residual	9.45487179	77	.122790543	Prob > F	= 0.0000	
				R-squared	= 0.9947	
				Adj R-squared	= 0.9947	
Total	1793.16	78	22.9892308	Root MSE	= .35041	

growthrateinSalesturnover	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLECONSULTATIVE	1.594017	.0132256	120.53	0.000	1.567682	1.620353

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Consultative style on Sales. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 120.53 suggests that there exists a greater evidence.

PROFIT

```
. regress growthrateinProfitMargin LEADERSHIPSTYLECONSULTATIVE, noconstant
```

Source	SS	df	MS	Number of obs = 78		
Model	1418.24051	1	1418.24051	F(1, 77)	=16155.74	
Residual	6.75948718	77	.087785548	Prob > F	= 0.0000	
				R-squared	= 0.9953	
				Adj R-squared	= 0.9952	
Total	1425	78	18.2692308	Root MSE	= .29629	

growthrateinProfitMargin	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLECONSULTATIVE	1.421368	.0111826	127.11	0.000	1.3991	1.443635

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Consultative style on Profit. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 127.11 suggests that there exists a greater evidence.

4) LEADERSHIP STYLE: AUTOCRATIC

SALES

. regress growthrateinSalesturnover LEADERSHIPSTYLEAUTOCRATIC, noconstant						
Source	SS	df	MS	Number of obs = 63		
Model	627.324444	1	627.324444	F(1, 62) = 1060.49	Prob > F = 0.0000	
Residual	36.6755556	62	.591541219	R-squared = 0.9448	Adj R-squared = 0.9439	
Total	664	63	10.5396825	Root MSE = .76912		
growthrateinSalesturnover	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEAUTOCRATIC	.7888889	.0242249	32.57	0.000	.740464	.8373138

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Autocratic style on Sales. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 32.57 suggests that there exists a greater evidence.

PROFIT

. regress growthrateinProfitMargin LEADERSHIPSTYLEAUTOCRATIC, noconstant						
Source	SS	df	MS	Number of obs = 63		
Model	465.229206	1	465.229206	F(1, 62) = 597.30	Prob > F = 0.0000	
Residual	48.2907937	62	.778883769	R-squared = 0.9060	Adj R-squared = 0.9044	
Total	513.52	63	8.15111111	Root MSE = .88254		
growthrateinProfitMargin	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEAUTOCRATIC	.6793651	.0277975	24.44	0.000	.6237986	.7349315

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Autocratic style on Profit. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 24.44 suggests that there exists a greater evidence.

5) LEADERSHIP STYLE: IMPULSIVE

SALES

. regress growthrateinSalesturnover LEADERSHIPSTYLEIMPULSIVE, noconstant						
Source	SS	df	MS			
Model	3908.87301	1	3908.87301	Number of obs =	324	
Residual	1210.28699	323	3.74701854	F(1, 323) =	1043.20	
Total	5119.16	324	15.7998765	Prob > F =	0.0000	
				R-squared =	0.7636	
				Adj R-squared =	0.7628	
				Root MSE =	1.9357	

growthrateinSalesturno~r	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEIMPULSIVE	1.131891	.0350447	32.30	0.000	1.062947	1.200836

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Impulsive style on Sales. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 32.30 suggests that there exists a greater evidence.

PROFIT

. regress growthrateinProfitMargin LEADERSHIPSTYLEIMPULSIVE, noconstant						
Source	SS	df	MS			
Model	2982.19238	1	2982.19238	Number of obs =	324	
Residual	1082.04762	323	3.34999262	F(1, 323) =	890.21	
Total	4064.24	324	12.5439506	Prob > F =	0.0000	
				R-squared =	0.7338	
				Adj R-squared =	0.7329	
				Root MSE =	1.8303	

growthrateinProfitMargin	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
LEADERSHIPSTYLEIMPULSIVE	.9886595	.0331361	29.84	0.000	.9234697	1.053849

Interpretation:

It can be seen that the significance value is ($p = .00$), which is below 0.05 and, therefore, there is a positive and significant impact of Impulsive style on Profit. The greater the magnitude of t -value, greater is the evidence against the null hypothesis and t -value= 29.84 suggests that there exists a greater evidence.

RESULT: HYPOTHESES TESTING – 02

Thus, p value less than 0.05 indicates that there exists a significant association of leadership styles and the growth rate in sales and profit. Also, the greater magnitude of *t-value*, is the evidence against the null hypothesis.

As compared, the Data Driven and Consultative Leadership Style have a highly significant association of leadership styles and the growth rate in sales and profit with higher t-value as compared to Laissez- Faire, Autocratic Leadership and Impulsive Leadership Styles

As there is a positive and significant association of leadership styles and the growth rate in sales turnover and profit margin of SMEs in Pune region. Thus, we reject the null hypothesis; ‘There is an insignificant association of leadership styles and the growth rate in sales turnover and profit margin of SMEs’.

CHAPTER 5

- FINDINGS, CONCLUSION, LIMITATIONS & RECOMMENDATIONS -

In today's highly competitive world doing business it is becoming very challenging for every business manager.

This becomes highly challenging business environment when it comes to SMEs (Small & Medium Enterprises) level because of various constraints at every department like it may be lack of expert manpower, it may be lack of sufficient funds for business expansion or lack of sufficient space for expansion or lack of willpower at board or director level or lack of latest technology. In order to address the issue of many SMEs are not aware about their leadership styles & its possible positive & negative impact, researcher has decided to find out what exactly goes wrong in SMEs, as researcher himself was once upon a time small scale industry owner & due to various reason he had to close his unit as it did not remain commercially viable to sustain further. When researcher looked back, researcher realized he took some decisions which went wrong in the past, and because of that things did not move well in his own business.

After this observation researcher decided to drill down into this study of leadership styles for decision & subsequently he realized, its big science & literature available for leader, leadership, leadership styles, and decision making, business performance, functional performance, it is all related to improving the business.

This thesis focuses on "To study the impact of leadership styles on various business functions of SMEs and To study the association between leadership styles and the growth rate in sales turnover and profit margin of SMEs" how it is giving impact on SMEs (small & medium enterprise's) in particular electronics/electrical & auto ancillary sector at Pune industrial region.

After going through detailed statistical analysis of various responses received from respondents on structured questionnaire & we could clearly find out following findings

There were about 30 questions asked in structured manner in questionnaire & we got responses from 344 respondents (We asked to more than 450 plus respondents, and considered only 324 responses because in data cleansing process 20 responses are dropped because they were incomplete and not found suitable), out of 30 questions every question was important but in order to avoid statistical confusion researcher had been compelled to limit his focus on selective approach in terms of findings & conclusion for example like whether respondents are aware about their own leadership style or not, their organization's or not, which are the leadership styles used & what was the impact of the decisions taken by specific leadership styles on various departments/business functions like on Marketing, Sales, Supply Chain & Production, Quality Assurance, R&D & Service, HR & Admin, & Finance function, since last five year i.e. from 2014 to 2019.

As there were 30 questions & relationship association& inferences can be drawn by various internal statistical testing but in order to avoid confusion researcher has been compelled to focus on which are the leadership styles mostly used in SMEs & what was the impact of those on business functions.

From this thesis researcher validated Hypotheses & clearly say that specific leadership styles are giving maximum chances of better quality decision which is giving positive & direct impact on business functions, sales & profit margin, which are those leadership styles are proved in this chapter later.

Researcher has carried out surveys across various demographic locations of Pune's industrial clusters and after collection of the sufficient representative sample data. After compilation of data it is analysed through various descriptive & statistical analysis which has reflections giving the final theoretical model in the conclusion.

Researcher has come across various entrepreneurs and business managers of different age group representing and operating in specific areas, all of them were either or

above departmental heads position. The answers / replies given as feedback to our questionnaire does have impact on final conclusion, this questionnaire was a structured exhaustive feedback form.

The study can be divided into 3 broad headings as follows:-

1. Demographic Assessment
2. Descriptive Assessment
3. Hypotheses Assessment

1. DEMOGRAPHIC ASSESSMENT:-

Researcher visited physically many Industrial areas in and around Pune city. It was not possible everywhere to get the feedback forms duly filled by the respondents on the spot every time. Sometimes due to work load at the organisations visited or any emergency cropped, the respondents used to request for giving some time to go through & fill the response form.

Sometimes researcher was not given prior appointment & as per request has taken on telephonic.

But, before coming to final inclusion of the received data it was thoroughly cross checked and then only taken for analysis. Researcher carried pilot test before final questionnaire.

Feedback forms comprises of questions related to Age, Origin of the organization like whether its Indian, multinational or Indian multinational, also checked in organization type like its proprietorship, partnership, LLP, Private limited or limited.

Qualification, Current generation these questions also gives feedback on impact on understanding of the leadership styles of the business managers & their impact on overall growth & performance.

Though the industrial areas are around the Pune city the demographic location does have impact on overall management because researcher observed that during his personal visits to various organizations & came across various individuals, during the

visits, response and approach from respondents were ranging from pathetic to enthusiastic.

General observation says that particularly organizations operating in adverse conditions & fewer amenities were more receptive & co-operative than well infra structured industrial areas.

Business Managers of SME's are of various age group, earlier the experienced personal were assigned the managerial tasks but now a day's younger generation with Management science educated managers are placed on managerial positions for their enthusiastic and efficient workmanship approach.

Use of modern gadgets like Mobile, Tablets, and Laptops, various soft-wares, online software tools for improvement of productivity & data analysis tools are being used by younger generation. This reduces storage & backup of data in physical form compared to old generation.

Flexibility, Acceptance and ready to learn the use of various new gadgets is the benefit of young generation on the other hand having experience makes the manager to sustain in the worst situation is the learning from interaction with senior aged interviewees.

Researcher from this thesis tried to find out and address some of the research questions & tried to answer, which he believes can be a good contribution to the body of knowledge for society & policy making processes in general in business organizations or in government organizations.

Question - 1

Does engineers are better placed at higher positions as a business leader?

Survey conducted was included questions related to Educational qualification of the business managers. It is observed that 71.9% of managers were having Engineering background. 4.9% Managers from Non engineering background. Only Management background was found 4%. Managers with Engineering plus Management background were 19.1%.

Conclusion: This can be interpreted as engineering background are more active in managerial activities. It is observed that purely management background managers are negligible though management science is treated as important. Engineering plus Management percentage of managers is increasing; these significantly showing higher educated persons are interested in managerial activities.

Recommendation: From above findings & conclusion one can recommend that business manager/leader should be from engineering plus management science background so that he/she can display leadership qualities for decision making which is likely to give better quality decision in electronic, auto ancillary sectors.

Question - 2

Private limited companies are increasing in SMEs? Advantages?

Company Type:

This is also a major question included in the survey questionnaire. Various type of organizations like proprietorship, partnership, private limited and public limited are operating at various levels. Proprietorship firms are 25% while partnership firms are 13.6%. Private limited firms are about 55.9%, Limited Liability Partnership are 0.9% while public limited companies are 4.6%.

In Proprietorship or partnership type of companies most of the responsibilities are on very few persons that is leader or decision maker or the manager. In case of private limited firms the number of employees are likely to be more and specialization or can say departmentalization is prescribed. Each individual is assigned a specific role and beyond that higher authority plays his role, this way compensation of responsibility as well distributed along with authorities. It is similar to vehicle gear system where number of teeth or gear are engaged in such a way that when the engine drives the gears they start rotating and the resultant is that the vehicle moves ahead as per the desired speed. Limited/Closely held limited companies are more stable as the volume of business is higher and succession planning is better because numbers of employees are more in number as they have achieved critical mass to keep on rolling the business.

Conclusion: One can conclude that Private limited are considered to be more stable than proprietorship or partnership type of organizations in terms of systems in place like KPIs of business functions etc that is the reason SME leaders are shifting towards more private limited registration.

Recommendation: Business managers must pursue to management to convert proprietorship or partnership companies to private limited company status because it give some status to themselves in society & it is also helping to attract young talent.

Question – 3

Which sector plays important role in local economy compared with each other?

Electronics/Electrical & Auto Ancillary are the two sectors considered, total sampling considered is 324 but in sampling process both sectors are merged as some time auto electronics companies those who are into auto electronic parts, harnesses makers etc. So where to put them? So researcher decided to merge it for betterment of analysis & convenience.

It is observed that 57.40% respondents are from automotive ancillary & 42.60% respondents are from Electronics/Electrical Sector. Auto ancillary sector generates more employment & plays important role in local economy.

Question – 4

Does hypotheses are applied to both small & medium scale enterprises?

It is observed that 73.10% respondents are a Small Scale Enterprises where as 26.90% respondents are Medium Scale enterprises.

Yes both objectives & hypotheses are tested at both types & found validated.

2. DESCRIPTIVE ASSESSMENT:-

Main Questionnaire is divided into 04 sections namely

1. Demographic info, Sales, Profitability related
2. Behavioural study of the respondent
3. Decisions in business functions & leadership styles used
4. Impact measurement on KPIs in various business functions

Questionnaire which is measuring instrument is having 30 numbers of questions; out of which first 09 questions are of demographic nature. Related to organisation location, qualification, nature of company, age of the respondents, age of the company etc.

Section 2 contains Question no 13&14 which are related to find out the behaviour of respondent.

Section 3 which starts from question 15 to 22 number, are related to business functions wise important routine & non routine important decisions are taken by leader & what kind of leadership style he/she decides to choose from given option.

Section 4 from question 23 to 30 the questions are related to observation of impact of leadership styles on KPIs (Key Performance Indicators) of various functions like Marketing, Sales, Supply Chain/Purchase, R&D & Production, Quality Assurance & Service, Human Resource & Admin, and Finance.

The emphasis was on particular and specific questions asked for maintaining flow of information from respondents for the data collection purpose & the objective was to figure out which are the best leadership styles for making business decision & are giving maximum benefits in overall growth.

3. HYPOTHESES ASSESSMENT :-

The qualitative & partly quantitative study was carried out for arriving at logical structure of leadership styles applied which will give either positive or negative impact on various functions like Marketing, Sales, Supply Chain/Purchase, R&D & Production, Quality Assurance & Service, Human Resource & Admin, and Finance & sales & profit growth of the organization.

Researcher was having some objectives & research questions in mind before taking this research on the ground, few of them are as follows:

Question – 5

Does laissez-faire/passive avoidance leadership style have impact on business performance in terms of sales, profits & on composite KPIs of business functions?

Yes after detailed analysis of sampled data & during hypothesis test we found that p value & t value shows there is significant impact of laissez faire style.

Many persons have tendency to avoid timely decisions & leave everything on subordinates head in difficult situations. This is either they don't have the solution for the particular situation or ego issue. Such managers do not share the situation with colleagues nor they refer to any expert, they simply put it "let it go" basis & leave everything to their colleagues. This does not help to solve the issue and many times situation get worsen that what it was earlier because subordinates were not ready to take any responsibility. This should be avoided as far as possible.

Conclusion: Laissez-Faire/Passive Avoidant type of leadership style has shown significance significantly low and low (in layman's language inclined towards negative) impact observed on various KPIs of different functions from statistical method.

Recommendation: Laissez-faire /Passive-avoidant type of leadership style should not be adopted for taking important decision, as it hampers the performance of the organization in specific given time.

Question – 6

Does Data Driven leadership style have impact on business performance in terms of sales, profits & on composite KPIs of business functions?

Yes, after data analysis we found p value & t values are greater than the prescribed limit & these is significant impact on KPIs. Data is gathered, compiled, saved at various levels. This data can be utilised frequently in the decision making process. Various figures with time frequency is available which helps to make proper decisions related to stock, sales activity, production related activities, etc. Data gathered

manually or electronically by ERP, CRM, and Apps system of DSS ultimately increases Gross and Net profits.

Conclusion: Data driven leadership style has significant impact on overall performance of organization. (In layman's language inclined towards positive impact)

Recommendation: As far as possible Data Driven leadership style must be adopted as it has less chances of failure but apply it with common sense.

Question – 7

Does Consultative leadership Style have impact on overall performance in terms of sales, profits & on composite KPIs of business functions?

Yes, after analysis of collected data we found that p value & t value are giving significant impact of Consultative leadership style is best suited for all types of organizations. Consultation within the group of peers or with the expert is most beneficial as the manager is flexible to consult, adopt & then decide.

Consultative type of manager can smell the situation at early stage and acts proactively as he has already well thought solution for the situation which is well consulted with peers, subordinates.

Conclusion: Consultative type of decision making has significant impact on overall organizational performance. (In layman's language inclined towards positive impact)

Recommendation: Researcher recommends SME business leaders / managers to use consultative leadership style for betterment of the organization.

Question – 8

Does Autocratic leadership Style have impact on overall performance in terms of sales, profits & on composite KPIs of business functions?

Yes, after detailed analysis of collected data we found that p value & t value are giving significant impact of autocratic leadership style.

Autocratic style of leadership is not treated as good leadership as it does not consider views of other individuals. The manager decisions are orders and others have to follow them. Nobody can share views nor interfere the decision making process. This type of managerial style can be seen for a limited span of time and seen abolished in a very short span of time.

Conclusions: as per the data analysis Autocratic type of decision making has significantly low impact on overall organizational performance. (In layman's language inclined towards negative impact)

Recommendations: This leadership style should be avoided however in case of contingency or emergency situation this style should be used by business manager for making quick decisions.

Question – 9

Does Impulsive leadership Style have impact on overall performance in terms of sales, profits & on composite KPIs of business functions?

Yes, after analysis of collected data we found that p value & t value are giving significant impact of impulsive leadership style.

Impulsive style of leadership is not treated as good leadership because most of the time no thought process is applied by leader, leader takes spontaneous decision, and here there is no chance of considering views of any individual. The leader's decisions are orders and others have to follow them. Nobody can share views nor interfere the decision making process. This type of managerial style can be seen for a limited span of time after that it will be as good as vanished for taking important decision in business

Conclusions: as per the data analysis impulsive type of leadership style has significantly low impact on overall organizational performance. (In layman's language inclined towards negative impact)

Recommendations: This leadership style should be avoided however in case of contingency or emergency situation this style should be used by business manager for making quick decisions.

Question – 10

Does a leadership style have impact on Situational factors?

Leadership style does have impact on situational factors. More the manager is psychologically free can handle the worst situation easily. Combination of above mentioned various leadership styles like consultative, data driven may be taken as key to managerial success. Up and down are the parts of business activity. Situations may be good / better or bad / worst but the manager who handles them well is treated as successful manager.

A good leader looks at situation from different view. Analysis by the ways and means of set of decisions can affect situation. Better decisions may change worst situation to good but at the same time wrong decision can lead the bad situation to situation where will need extra energy and other resources to make it sustainable.

Conclusions: A good leader does have positive impact on various situations.

Recommendations: Multi-tasking manger does have various options / set of decisions which make him a successful leader.

CONCLUSION

This thesis throwing light on how SMEs are operating in the Pune region of Maharashtra state, how they manufacture the products, how they provide the services & in short how they are doing business and, in the process, which are the leadership styles are been used by them & out come.

Researcher was once upon a time owner of SME and had faced very tough challenge and subsequently had to come back to working profession, however in this great journey of entrepreneurship he learned lot many things & after looking back he realized that some decisions went wrong during his entrepreneurship tenure & he decided to dig out further how it could been taken better so that failure could have been minimized. In this journey of digging out he discovered there is systematic science in leadership & decision making. Now the million-dollar question is how these theoretical methods can be applied to Small & Medium Enterprises in practise so that decision quality can be improved.

Problem Area was selected by researcher to focus on which are the leaderships styles are used to take better decisions, which will be able to give maximum possible positive impact on result of business performance in terms of KPIs of various business functions & on sales & profit growth.

So after deciding problem area, researcher started making reading of various books and found this area of decision making is highly complex in nature.

Leadership styles & subsequent decision science is too deep in nature. It is full of lot many decision-making approaches, leaderships styles, decision making styles there

are lot many decision-making techniques & tools are available in literature review, one specific method cannot be applicable to all problems.

Please note, no decision can be 100% perfect decision, because decision for betterment of future & there are many known & unknown forces & parameters which are acting in favour or against of that taken decision, these forces might be internal or external in nature that is from internal set up of organization or from external market conditions, for that matter decisions might be for example related to increase sales, better or proper positioning of our brand, improving quality of our existing product or launching of new product.

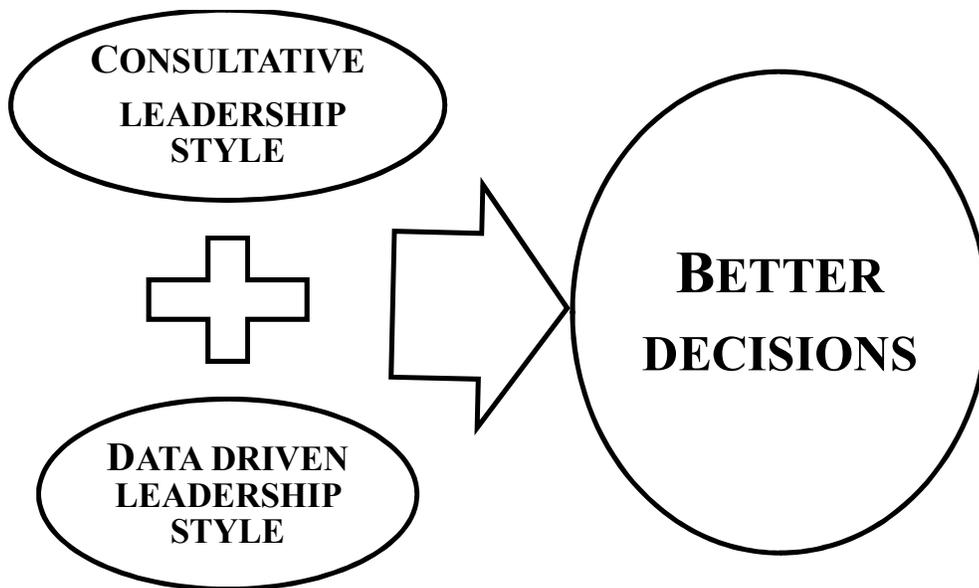
So researcher in this enthusiastic journey of writing this thesis, discovered many methods and theories of decision making in the books & picked up many of them tested it in the actual industrial field of small and medium enterprises seen the results, some of them were not coming well so changed it to the one where it's understandable to SMEs for example researcher wanted to take research of statistical methods are been used in SMEs? And how they are giving results? But researcher found that there are negligible population in pilot study that they know statistical methods are available in decision sciences, so with this backdrop, researcher changed techniques used for pilot study to go for qualitative methods in place of quantitative one like statistical methods. Again, after selecting specific qualitative methods again researcher went in the field tested & found some of them are not understandable, it was also difficult to use readymade questionnaire like MLQ because MLQ is framed around transformational & transactional and at later stage ethical points, and researcher had to drop transformational & transactional leadership styles after pilot, , so researcher taken corrective action and subtracted some of the styles, modified operations function into bifurcated individual functions like supply chain, production & R&D, Quality & Service, HR & Admin modified the questionnaire & made it which SME business leaders were able to understand after explanation & give proper response to questionnaire instrument.

Like this researcher made actual instrument ready and conducted this research further & found that specific leadership styles for decision making like Consultative or Data driven decision making leadership styles are giving better and positive impact on

overall business functions including individual functional KPIs on composite way& sales & profit, whereas autocratic, impulsive& laissez-faire style gives negative impact on overall business performance, this is been clearly discovered from data analysis and interpretation and researcher could prove it by making statistical model which will be useful for all SME business managers community where they can avoid emotional, autocratic or egoistic & impulsive decision making and will opt for consultative, data driven decision making style for betterment of business performance in terms of KPIs of various business functions & on sales & profits respectively.

THEORETICALLY PROVEN “CDBD” DECISION MAKING MODEL AS FOLLOWS – PICTORIAL REPRESENTATION

FIG – 5.1



MODEL “CDBD” TO BE FOLLOWED for better quality business decision by Business Leaders in SMEs for making important decisions (In non-emergency situation)

i.e.

Consultative Leadership style + Data driven leadership style → Better Decision (CDBD)

Consultative leadership style: Internal stakeholder’s consultation before taking any major business decision& External Consultation like external expert’s consultation on important business decision, if we combine both consultations it will be better output.

Data driven leadership style: Business manager should analyse data from Internal source & external sources so that data analysis can come with some concrete conclusion.

And now if these both parameters are considered as check list before taking any important major programmed and non-programmed business decision then **the outcome will become Better Decision.**

ALTERNATIVELY ---

THEORETICALLY PROVEN “CDBD” DECISION MAKING MODEL AS FOLLOWS –CHECK LIST REPRESENTATION

CHECK LIST MODEL OF LEADERSHIP STYLE BEFORE TAKING IMPORTANT BUISNESS DECISION (TAB – 5.1)

Sr	Leader need to ask below questions to himself/herself or colleagues	Check the box if answer is yes & confirm you have the data accordingly	If check box is yes then evaluate risk again & go ahead, take the decision
1	1. Have you consulted with your internal (inside organization) stakeholders?		
2	Have you consulted to external experts (if matter is not confidential) without revealing confidential details?		
3	Have you analysed all our internal data?		
4	Have you analysed external data related to proposed questions &		

	proposed answers?		
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And outcome of this table & decision taken by this leadership style combination is likely to prove to be better decision in business.

CONTRIBUTION

1. With this thesis submission researcher is tried to contribute to the body of knowledge in management sciences in particular to leadership styles, decision making sciences, impact, business performance, KPIs development for SMEs.

2. Researcher has tried to give new term called “Data Driven Leadership style” (right now researcher does not know whether this terms is being used somewhere in the world or not). Researcher believes future belongs to Data & DATA is GOD. This is because all electronic SMART gadgets are getting connected & some of the market research says it will be like billions of devices will be connected, so getting data insights from this usage will be interesting & challenging too.

3. With this CDBD model, researcher would like to recommend authorities of management sciences that please give space for this model in business world for better & quality decisions so that better business performance can be achieved.

LIMITATIONS

Here in this study after some primary level of assessment by researcher, found some limitations from his side & ready to disclose it upfront.

1. Language of English in Questionnaire: might have been barrier to understand its content to some respondents, so outcome may not be correct/may change.
2. Being this is social science survey & totally depends on respondent's mood, perception & understanding of questions by him/her, answers may change as per his understanding, mood swing & perception.
3. This research study has limitation of not able to bifurcate the specific functional heads interview in %, as most of the time we approached SME unit manager, either he /she was next to owner or sometime owner themselves in the capacity of leader who is decision maker, sometime leaders were not ready to disclose whether they are owners or working managers.
4. Researcher doubt on SME owner's answers because generally person will not prefer to tell truth whether he/she is autocratic or impulsive or passive-avoidant nature, he/she will prefer to give impression that they consult to everyone.
5. As researcher is working in one private electronic instrumentation company at senior position, he is having limited money to conduct bigger level of survey. With limitations of availability of time & money, researcher decided to go for select SMEs sampling in two specific sectors which are dominant player of economic activity of Pune region namely –

- Electronics/Electrical
- Automotive Ancillary

6. The respondent is expected to give honest answer during the filling of the forms, as his name is not revealed in the form.

7. There is no separate leadership style is being asked for as it was done as per suggestion from respondents after pilot study.

8. All the decisions according to leadership styles is taken for non-emergency situation/conditions.

9. Almost all (except few) have said they want to keep their company name & their names confidential, so here researcher can expect true feedback in terms of forms filling but don't know reason behind this request of secrecy.

10. Female candidates were very less (only 2 candidates observed),so don't know about their leadership style, this conclusion is based on male dominant sampling, this might be limitation of the research.

RECOMMENDATIONS FOR FUTURE RESEARCH

Competition is increasing day by day in every sector, in every segment and in every product line & top of it technological disruptions are making life of every business owner /business manager miserable. This all things are happening in the market & its dynamics are continuously changing & will increase its pace in coming future, in view of this business managers in SMEs are practically facing everyday challenge of sustaining the existing business, stabilizing it,making & keeping it profitable & ever growing one is something every business executive thinks day and night ,in view of this he/she need to take more better, precise decisions but remember it should be in required time, researcher can say it firmly that time is everything in business & timing should be always perfect for best results in top line & bottom line.

Research enthusiasts, entrepreneurs, business managers, scholars are studying the management science in order to get optimum efficiency in their day to day business management by which top line and bottom line will be improved, they can take this research to the next level by focusing & researching on following problem areas of small & medium enterprises like

Problem Areas -

1. How business decision making process can be improved in each business function like in marketing function by putting more detailed decisions & more detailed KPIs.
2. How business decision making process can be improved in each business function like in sales function by putting more detailed decisions & more detailed KPIs.

3. How business decision making process can be improved in each business function like in supply chain, production, R&D, HR, Service Support by putting more detailed decisions & more detailed KPIs.
4. How business decision making process can be improved in finance function by putting more detailed decisions & more detailed KPIs.
5. How can we discover specific decision making technique which will be most useful for specific business function? Like for example If & then or cost benefit will be most useful in finance business function?
6. How big data analysis will be useful in SME industry for taking business decisions
7. How decision-making software's can be useful in SMEs?
8. How artificial intelligence (AI) is going to affect SMEs in near future & what kind of proactive decisions need to be taken by entrepreneurs or business managers of SMEs that could be very good area of research

CHAPTER – 6

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A STUDY OF LEADERSHIP STYLES & ITS IMPACT ON VARIOUS BUSINESS FUNCTIONS IN SMEs IN PUNE REGION

DEMOGRAPHIC INFORMATION

* Required

1. 1. Name of your Company & name of Location

2. 2. Name of the Owner / Name of Respondent and Age(Optional)

3. 3. Designation of respondent and Managerial Experience in years (means after becoming Manager how many years are passed)

Mark only one oval.

1. Director
2. Working CEO / President / MD / VP / GM
3. DGM / Sr Manager / Manager / Functional Head / Executive
4. Experience -
- Option 5

4. 4. Your educational background

Mark only one oval.

- 1.Engineering / Science
- 2.Non Engineering
- 3.Management (DBM, MBA)
- 4.Engineering + Management

5. 5. Company Type - *

Mark only one oval.

- 1. Proprietorship
- 2. Partnership Firm
- 3. Private Limited
- 4. Limited Liability Partnership (LLP)
- 5. Limited

6. 6. Origin of Organization - *

Mark only one oval.

- 1. Indian
- 2. Foreign
- 3. Indian MNC

7. 7. Manufacturing Sector of industry *

Mark only one oval.

- 1. Electronics / Electrical
- 2 Auto Ancillary

8. 8. How old is your company at Pune *

Mark only one oval.

1. Less than 5 yrs
2. 05 yrs to 10 yrs
3. 10 yrs to 15 yrs
4. More than 15 yrs

9. 9. You are which type of industry ?

Mark only one oval.

- 1.Small Scale Enterprise
- 2.Medium Scale Enterprise

10. 10. What is the growth rate in Sales turnover your business organization observed since 2014 till 2019 in % ? *

Mark only one oval per row.

	1. Negative/Degrowth (Going Down)	2. No growth	3. Upto 10%	4. From 10% to 20%	5. From 20% to 30%	6. Above 30%
1.From Year 2014 to 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.From Year 2015 to 2016	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.From Year 2016 to 2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.From Year 2017 to 2018	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.From Year 2018 to 2019	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. 11. What is the growth rate in Profit Margin for your business organization observed since 2014 till 2019 in % ? *

Mark only one oval per row.

	1. Negative/Degrowth (Going Down)	2. No growth	3. Upto 10%	4. From 10% to 20%	5. From 20% to 30%	6. Above 30%
1.From Year 2014 to 2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.From Year 2015 to 2016	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.From Year 2016 to 2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.From Year 2017 to 2018	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.From Year 2018 to 2019	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. 12. My organization has overall grown by taking average of five years from 2014 to 2019..(like in terms of Sales,Profit,market share,Employee satisfaction, customer satisfaction,Share holders satisfaction etc)

Mark only one oval.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

BEHAVIOURAL STUDY OF LEADER

13. 13. To understand behavior while dealing with colleagues and subordinates, please give your views through selection of suitable scale and respective item.

Mark only one oval per row.

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1. I make spontaneous purchase	<input type="radio"/>				
2. I usually talk to other people before making a decision.	<input type="radio"/>				
3. I think everyone should follow my instructions implicitly	<input type="radio"/>				
4. I wait for the problems to become critical	<input type="radio"/>				
5. I prefer to empower my subordinates & ask everyone's opinion	<input type="radio"/>				
6. I prefer to ask ,collect & analyze all past historical data in organization before reaching to decision	<input type="radio"/>				
7. I usually say things without thinking about it after looking at it	<input type="radio"/>				
8. I make the final decision after receiving opinions from others	<input type="radio"/>				
9. I don't want other junior colleagues to question my judgment	<input type="radio"/>				
10. I believe in "love at first sight"	<input type="radio"/>				

14. 14. To understand behavior while dealing with colleagues and subordinates, please give your views through selection of suitable scale and respective item.

Mark only one oval per row.

	1. Strongly disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly agree
1. I avoid making decisions wherever possible	<input type="radio"/>				
2. I prefer everybody to speak, give their opinion & I don't prefer to act alone	<input type="radio"/>				
3. I prefer to analyze all past data from external sources	<input type="radio"/>				
4. I prefer consultation with subordinates when giving a task	<input type="radio"/>				
5. I says to subordinates, how to perform tasks	<input type="radio"/>				
6. I collect all opinions & then collectively decide	<input type="radio"/>				
7. I prefer to go deep into analysis of internal & external data, come out with data insights & then proceed for decision	<input type="radio"/>				
8. I believe that employees should obey the leader	<input type="radio"/>				
9. I prefer to check patterns formed by data which can be analyzed & used before decisions	<input type="radio"/>				

**IMPORTANT
(Routine & Non
Routine)
DECISIONS TAKEN
BY LEADER USING
LEADERSHIP
STYLES FOR
VARIOUS BUSINESS
FUNCTIONS**

Quick Understanding about General Definitions of following Leadership Styles

- 1.Laissez-faire/Passive Avoidant: Leader generally avoids taking decision & let it go, rely on colleagues decision
- 2.Data Driven: Leader collects detailed data/info, tries to see insights & then takes decision
- 3.Consultative: Leader consults with other colleagues/experts and then takes decision
- 4.Autocratic : Leader decides on his/her own & gives instructions to subordinates
- 5.Impulsive : Leader takes decision spontaneously

SPECIAL NOTE:-There might be possibility that number of decisions, situations & its impact may differ company to company, because of its size, area of unit, person to person, function to function etc so following is representative sample list of important routine & non routine decisions taken in various functions. Researcher could not include all points due to constraints of size & time of the research.

Typical Example for answering below questionnaire can be : 1.New Product Identification, R&D, manufacturing, marketing, sales, service, in the whole process all functional departments are considered.

Like this there might be other examples like Investment in buying of new machine etc.

Thank you for Understanding.

15. 15. MARKETING FUNCTION : In last 05 years : In normal situation what major decisions taken by you & by which leadership Style? *

Mark only one oval per row.

	1 Laissez-faire style	2 Data Driven Style	3 Consultative Style	4 Autocratic Style	5 Impulsive Style
1. Decision to monitor & analyze regularly website visits/ hits	<input type="radio"/>				
2. Decision to monitor & analyze social media and its possible positive and negative impact	<input type="radio"/>				
3. Decision to analyze Brand positioning in the mkt	<input type="radio"/>				
4. Decision to make investment in marketing campaign through Digital Media like Website, Emails, Videos, Social Media	<input type="radio"/>				
5. Decision to change name,logo,slogan of the co & change advert theme to attract next gen customers	<input type="radio"/>				

16. 16. SALES FUNCTION : In last 05 years : In normal situation what major decisions taken by you & by which leadership Style ? *

Mark only one oval per row.

	1 Laissez- faire	2 Data Driven Style	3 Consultative Style	4 Autocratic Style	5 Impulsive Style
1. Decision to analyze daily CRM and field activity of sales staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Decision to provide daily Model wise stocks availability and credit receivables info to sales staff across India	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Decision of New Product launch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Decision to discontinue some old product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Digitization & Automation of marketing & Sales process & improve Mktng results & Qtn submission time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Decision on payment terms of Sales (Whether Cash / Credit)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. 17. SUPPLY CHAIN/PURCHASE FUNCTION : In last 05 years : In normal situation what major decisions taken by you & by which leadership Style ?

Mark only one oval per row.

	1 Laissez-faire Style	2 Data Driven Style	3 Consultative Style	4 Autocratic Style	5 Impulsive Style
1. Decision to complete negotiation & release PO/WO in 24 hrs to maximum 48 hrs.	<input type="radio"/>				
2. Decision to check every hour if any indent/purchase requisition came for action	<input type="radio"/>				
3. Decision to implement JIT(Just in Time) in maximum possible raw material procurement	<input type="radio"/>				
4. Decision to Improve on timely availability of Suppliers & Material	<input type="radio"/>				
5. Decision to introduce surprise audits at supplier's workshop to check whether they are following SOPs set by us during production of our ordered material	<input type="radio"/>				
6. Decision to link purchase staff's incentives with savings they achieve	<input type="radio"/>				
7. Decision to produce a product in-house or get it produced by a another supplier in more cost effective way	<input type="radio"/>				

18. 18.R&D & PRODUCTION FUNCTION : In last 05 years : In normal situation what major decisions taken by you & by which leadership Style ? *

Mark only one oval per row.

	1 Laissez-faire Style	2 Data Driven Style	3 Consultative Style	4 Autocratic Style	5 Impulsive Style
1. Decision to increase efforts to reduce wastage & scrap at every table of assembly line/equipment	<input type="radio"/>				
2. Decision to check all material availability as per BOM before starting every shift/day	<input type="radio"/>				
3. Decision to improve on production cycle time at every table & document the minute changes made & its results for further study	<input type="radio"/>				
4. In R&D: Decision to design product import substitute & as per international standards	<input type="radio"/>				
5. In R&D: Decision search lower cost & higher quality & higher featured components for upcoming new design	<input type="radio"/>				
6. In R&D: Decision to design and test product as per DFMEA (Design Failure Mode Effect Analysis) method	<input type="radio"/>				
7. Decision to alter the production schedule to	<input type="radio"/>				

accommodate urgent
order

8. Decision to purchase
of new more efficient
production machine

9. Decision to go for
internal audit for
existing layout check &
if necessary, change the
flow to achieve lower
cycle time & higher
productivity

10. Decision to
implement six sigma
tools like PFMEA
(Process Failure Mode
Effect Analysis) for
improvement of process
and DFMEA (Design
Failure Mode Effect
Analysis)during product
design

11. Decision of not to
accept the product if it's
not passed the test of
DFM (Design for
Manufacturability) / DFA
(Design for Assembly

12. Decision to develop
product which will get
international standards
approval for the product
manufactured by
company

19. 19. QUALITY ASSURANCE & SERVICE SUPPORT (After Sales) FUNCTION : In last 05 years : In normal situation what major decisions taken by you & by which leadership Style ?

Mark only one oval per row.

	1 Laissez-faire Style	2 Data Driven Style	3 Consultative Style	4 Autocratic Style	5 Impulsive Style
1. Decision to adhere & follow strict ISO based QAP (Quality Assurance Plan)	<input type="radio"/>				
2. Decision to try to attain 100% FTR	<input type="radio"/>				
3. Decision to strictly follow Quality tools like Six Sigma, PDCA, PokaYoke & Check list	<input type="radio"/>				
4. Decision to reduce % of rework & its time	<input type="radio"/>				
5. Decision to capture maximum defects & quantify it & document it for corrective action	<input type="radio"/>				
6. Decision to follow ticket & response time within 04 hrs of receipt of complaint	<input type="radio"/>				
7. Decision to purchase QMS (Quality Management Software) & Latest inspection tools & Instruments which will give highest possible accuracy	<input type="radio"/>				
8. Decision to increase AMCs, spares & improve on SLA's profitability	<input type="radio"/>				

20. HUMAN RESOURCES & ADMIN FUNCTION : In last 05 years : In normal situation what major decisions taken by you & by which leadership Style ?

Mark only one oval per row.

	1 Laissez-faire Style	2 Data Driven Style	3 Consultative Style	4 Autocratic Style	5 Impulsive Style
1. Target decided to achieve Zero Accidents	<input type="radio"/>				
2. Decision to improve on time of hire & quality of candidate	<input type="radio"/>				
3. Decision to keep Employee Satisfaction high	<input type="radio"/>				
4. Invest & Conduct Training for skill enhancement at every function	<input type="radio"/>				
5. Decision to improve on Attrition Rate	<input type="radio"/>				
6. Decision to analyze & improve per employee profitability	<input type="radio"/>				
7. Decision to avoid any penalty on utility bills & non compliance	<input type="radio"/>				
8. Decision to purchase Software for HR Management to improve efficiency	<input type="radio"/>				
9. Decision to offer biweekly / Weekly Saturday & Sunday off to attract young talent	<input type="radio"/>				
10. Decision to conduct 360 degree review	<input type="radio"/>				

survey on each
employee

21. 21. FINANCE FUNCTION : In last 05 years : In normal situation what major decisions taken by you & by which leadership Style? *

Mark only one oval per row.

	1 Laissez-faire Style	2 Data Driven Style	3 Consultative Style	4 Autocratic Style	5 Impulsive Style
1. Decision to carry Optimization exercise of allotted Budgets	<input type="radio"/>				
2. Decision to Increase the internal audit frequency for stricter credit control	<input type="radio"/>				
3. Decision to whether offer a credit to poor financial's customer	<input type="radio"/>				
4. Decision to improve on Gross & Net Profit	<input type="radio"/>				
5. Decision to focus on Profit Sustainability measures	<input type="radio"/>				
6. Decision to improve on Shareholder's Satisfaction level	<input type="radio"/>				
7. Search & change the bankers for decreased finance cost, higher credit limits & better digital facilities & Securities.	<input type="radio"/>				
8. Introduce, implement customer's Credit ratings & adhere strict credit norms as per policy & not take any personal decisions	<input type="radio"/>				

22. 22. Which type of LEADERSHIP STYLE does your organization has?

Mark only one oval.

- 1 Laissez-faire Style
- 2 Data Driven Style
- 3 Consultative Style
- 4 Autocratic Style
- 5 Impulsive Style

IMPACT MEASUREMENT RESULT ON KPIs

23. 23. Impact Measurement on "MARKETING" Function: How was the impact observed on various KPIs (Key Performance Indicators) like - *

Mark only one oval per row.

	1.Strongly Disagree	2.Disagree	3.Neutral	4.Agree	5.Strongly Agree
1.Brand Value improved	<input type="radio"/>				
2.Market Share in specific segment & geograpic area improved	<input type="radio"/>				
3.After running Advt campaign immediate Sales spikes observved	<input type="radio"/>				
4.Search ranking on search engine improved	<input type="radio"/>				
5.Social media marketing resuts improved	<input type="radio"/>				

24. 24. Impact Measurement on "SALES" Function: How was the impact observed on various KPIs (Key Performance Indicators) like - *

Mark only one oval per row.

	1.Strongly Disagree	2.Disagree	3.Neutral	4.Agree	5.Strongly Agree
1.Cross Sales improved	<input type="radio"/>				
2.UpSales improved	<input type="radio"/>				
3.Quotation submission time improved	<input type="radio"/>				
4.Leads & its closing improved through digital sales channels	<input type="radio"/>				
5.Improved export sales	<input type="radio"/>				

25. 25. Impact Measurement on "SUPPLY CHAIN/PURCHASE" Function: How was the impact observed on various KPIs (Key Performance Indicators) like - *

Mark only one oval per row.

	1.Strongly Disagree	2.Disagree	3.Neutral	4.Agree	5.Strongly Agree
1.Purchase Order release time improved	<input type="radio"/>				
2.Timely availability of Suppliers & Material improved	<input type="radio"/>				
3.Savings on existing & new supplier's prices achieved	<input type="radio"/>				
4.Got Reduction in defective material from supplier	<input type="radio"/>				
5.ITR- Inventory Turnover Ratio improved	<input type="radio"/>				

26. 26. Impact Measurement on "R&D & PRODUCTION" Function: How was the impact observed on various KPIs (Key Performance Indicators) like –

Mark only one oval per row.

	1.Strongly Disagree	2.Disagree	3.Neutral	4.Agree	5.Strongly Agree
1. Cost Cutting in various operations achieved	<input type="radio"/>				
2. Manufacturing Cycle Time improved	<input type="radio"/>				
3. Ontime Delivery achieved	<input type="radio"/>				
4. FTR- First Time Right percentage increased	<input type="radio"/>				
5. Reduction in wastage & scrap	<input type="radio"/>				
6. In R&D: New product developed as per International Standard	<input type="radio"/>				

27. 27. Impact Measurement on "QUALITY ASSURANCE & SERVICE SUPPORT" Function:
How was the impact observed on various KPIs (Key Performance Indicators) like –

Mark only one oval per row.

	1.Strongly Disagree	2.Disagree	3.Neutral	4.Agree	5.Strongly Agree
1. Implimented ISO/TPM/Six Sigma etc	<input type="radio"/>				
2.Reduction in % of rework & its time achieved	<input type="radio"/>				
3.Capture maximum defects & quantified for corrective action	<input type="radio"/>				
4.Reduction in supplier's defective material achieved	<input type="radio"/>				
5.Response time to customer's complaints improved	<input type="radio"/>				
6.Customer Satisfaction level improved	<input type="radio"/>				

28. 28. Impact Measurement on "HUMAN RESOURCES & ADMIN" Function: How was the impact observed on various KPIs (Key Performance Indicators) like –

Mark only one oval per row.

	1.Strongly Disagree	2.Disagree	3.Neutral	4.Agree	5.Strongly Agree
1.Time of hire time & quality of hire improved	<input type="radio"/>				
2.High Employee Satisfaction achieved	<input type="radio"/>				
3.Reduction in Attrition Rate achieved	<input type="radio"/>				
4.Achieved Zero Accidents	<input type="radio"/>				
5.Skill enhancement at every function observed	<input type="radio"/>				
6.Employee profitability improved	<input type="radio"/>				
7.No penalty on utility bills & non compliance observed	<input type="radio"/>				

29. 29. Impact Measurement on "FINANCE" Function: How was the impact observed on various KPIs like - *

Mark only one oval per row.

	1.Strongly Disagree	2.Disagree	3.Neutral	4.Agree	5.Strongly Agree
1.Working Capital improved	<input type="radio"/>				
2.Finance on lower interest cost raised	<input type="radio"/>				
3.Gross Profit improved	<input type="radio"/>				
4.Net Profit improved	<input type="radio"/>				
5.Shareholder's Satisfaction level improved	<input type="radio"/>				

30. 30. Do you feel that there is strong relationship between all above mentioned Leadership Styles, decision making pattern & its impact on KPIs of various business functions/departments ?

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

31. THANK YOU

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