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**“Leadership behaviour and learning organisation”**

***An Analysis of the Construct in Automobile Industries***

**Abstract**

Managing and controlling of successful business (non profit or for-profit) requires healthy milieu, effective leadership, flawless strategic planning, innovation, creativity, knowledge management and last but not the least is continuous learning. So in order to maintain the sustainability and continuous growth, it is required to have proactive approaches, and such approaches can be implemented by the leader or manager of the organisation. Hence, the concept of leadership is relevant for ensuring effectiveness and managing change in organizations.

Well in order to understand the relevance of various leadership styles in the learning organisation, a study has been conducted in the automobile sector with the sample size of 360 senior, middle and junior level managers from three automobile companies such as Maruti Suzuki India Ltd., Honda Siel Cars India Ltd., and Escorts Ltd. situated in Delhi and NCR. The breakdown of the sample size was as follows: 90 respondents from senior level managers, 120 from middle level managers and 150 respondents from junior level managers. The convenient sampling method was adopted for data collection and to obtain the information, two types of instruments were used - First instrument was Leadership style Questionnaire and second selected instrument was “The Learning Organization Practices Profile”

Various scholars have suggested that a leader must adopt various styles to become successful. Literature review highlighted that leadership emerged from their life stories and based on that they adopt the leadership style. It has found in the study that in the automobile industry the style of leadership is varying from level to level. It is suggested that high-level leaders have the opportunity to change organisations through strategic decision-making. In contrast, middle and especially first-level leaders are likely to be more transactional in their leadership activities. On the other hand, transformational leaders are change agents who motivate followers to do more than they initially thought possible.

However, the author argues that hierarchical influence facilitates the relationship of the leadership style in several areas of role obligations, as they believe that effective leadership is a prerequisite for organisational success. Unlike the findings of the leadership styles, however, the overall leadership behaviour between senior and first-level managers was significant at a stronger 95 per cent confidence level. One can therefore infer that behaviour emanating from

senior managers tend to influence the perception of middle and lower-level managers towards acting in a similar fashion to create a culture of similar organisational practices.

Hence from the study it is evident that there is no single leadership style which is suitable to the learning organisations. Every hierarchy level has its different leadership style. Even though, middle and junior level tries to imitate the senior level leadership style but again every individual has its own limitations like traits and mindset. Perhaps the most suitable leadership style is such which can influence the team members toward the target accomplishment and performance improvement.