Influence of Education in the leadership styles of BSNL officers with respect to Kerala Telecom Circle

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Introduction:

All human being required some skills to go ahead. Skills are generally classified into two types. Technical skills and personnel skills. In order to interact with all levels of people we required some skills which we can call it as personnel skills. This personnel skills are also called it as soft skills.

Technical skills are developed through I. Q(intelligence Quotient),were as soft skills are developed through EQ(Emotional Quotient).This Soft skills are developed along with development of management. Some of the soft skills are leadership, Communication skills ,Time management, Stress management, interpersonal relationship, emotion management etc.

Education is the act or process of teaching or being taught or can say knowledge, skill and development gained from study or training. Education is the process of facilitating learning or the acquisition of knowledge, skills, values, beliefs and habits. It takes place under the guidance of educators. Education can takes place in formal or informal settings and experience that has a formative effort on the way one thinks, feels or acts may be considered education .The wealth of knowledge acquired by an individual after studying particular subject matters or experiencing life lessons that provide an understanding of something. The most common forms of education result from years of schooling that incorporates studies of variety of subjects. The process or art of imparting knowledge ,skill and judgement and communications.

There are different types of leadership styles that exist in work environments and advantages and disadvantages exist in each leadership styles. Some companies offer same leadership styles while others follow different leadership styles depending upon what task to perform. Its only the culture and goals of an organizations that determines which type of leadership suits to the firm.

Key words: Leadership, styles, communications, knowledge, training etc

Review of Literature:

The term "leadership" has already been defined in various ways depending on researchers' interests. After a comprehensive review of the leadership literature Stogdill, a US renowned theorist on leadership concluded that 'there are almost as many definitions of leadership as there are persons who have attempted to define the concept.

There are other views which differ from the more traditional perspectives.Sergiovanni, for example perceive leadership as a personal thing comprising one's heart ,head and hand .He

says that the heart of leadership deals with one's beliefs, values and vision. The head of leadership is the experiences one has accumulated over time and the ability to perceive present situations in the light of these experiences. The hand of leadership ,according to him ,is the actions and decisions that one takes .In essence, leadership is the act of leading ,which reflects   the leader values,vision,experiences,persanality and ability to use past experiences to tackle   the situation at hand. It may be argued that leadership is a display of a whole person with regard to intelligence, perception, ideas ,values and knowledge coming into play, causing necessary changes in the organization.

There is consensus among scholars that the importance of effective leadership cannot be over emphasized. Leaders take constructive acts to achieve long -term goals and provide clear positive reasons for their actions, goals, and accomplishments. In essence, leadership add clarity and direction to life and make more meaningful. These scholars say that leadership matters because effective leaders make a difference in peoples' lives; these empower followers and teach them how to make meaning by taking appropriate actions that can facilitate change.

In the past century, three distinct stages of leadership theory evolved that contributed to the development of transformational leadership.

1) A traits or " great man "approach
2) A study of leadership in situations or environment and 3) a study of leadership in transactions or exchange.

Great Man and Trait theories

The great man theory is based on the idea that leaders are born with innate, unexplainable leadership skills, which cause other people to see them as heroes. It is based on the opinion that leaders are right and leadership is rooted in the authority of their righteousness. Leaders are elevated by their followers on the ground of their unique qualities that others do not have. As a result ,followers do not doubt their leaders' judgment.

Trait theories are based on great man theories. Trait approach to the understanding of leadership perceives leadership   as the core of organisation effectiveness and performance. Like the great man theories ,trait perspective assumes that great leaders are born with distinguished traits/ characteristics that make them different from other people.

Behavioural Theories

Behavioural leadership perspective assumes ,like trait leadership perspectives, that leadership is central to organisational performance.However,the focus is on leader's behaviour   rather   than   leader's   personal   traits/charecterastics.Hersey   and Blanchard(1993) revealed that two major forms of leader behaviours namely: employee-centred/consideration and production –centred/initiating structure.

Employee –centred or highly –considerate leader is sensitive to subordinates ' feeling and strives to make things pleasant for them .In contrast ,production centred leader or a leader high in initiating structure emphasises completion of the task. The results indicate and initiating structure

Situational/Contingency Theories /Models

This approach proposes two basic hypotheses: leadership traits and characteristics of the situation combine to produce leader behaviour and effectiveness; situational factors have direct effect on effectiveness.Hoy and Miskel come to conclusion that : it is possible for one type of leader to be effective in one set of circumstances ; a different type of leader is effective

The New leadership perspectives

In response to the need for the best style of leadership to improve organisational performance, new leadership perspectives have emerged: charismatic and transformational theories. The new leadership approaches are central to transformational outcomes.

Leadership styles

Every leader in every organisation performs certain roles/tasks for the smooth running of organisation and improvement of organisational performance. The manner the leader performs these roles and directs the affairs of the organisation is referred to as his/her leadership style. Leadership style therefore is the way a leader leads. Some leaders are more interested in the work to be done than in the people they work while others pay more attention to their relationship with subordinates than the job. Whether a leader emphasises the task or human relations is usually considered central to leadership style. Leaders express leadership in many roles.These,among others, are: formulating aims and objectives ,establishing structures, managing and motivating personnel and providing leadership. The leadership style leaders choose to perform in the above mentioned roles will determine whether they will accomplish the task at all hand and long-term organisational goals or not, and whether they will be able to achieve and maintain positive relationships with staff.

The leadership grid, formerly known as the managerial grid ,which was developed to clarify the dynamics of the dimensions of organisational leadership is based on three leadership dimensions: concern for production or result, concern for people(that is how the leader feels about and treats the followers) and the motivation behind the leader's behaviour. Blake and Mouton's aim was to assist leaders to identify and analyse the alternatives available to them and thereby improve their leadership : effectiveness. Blake and Mouton's leadership grid has two axes: one indicates concern for people while the other concern for production.

Strasser D (2014)stated that during the 1980s, research underwent a paradigm shift with respect to leadership theory. This shift involved the development of a transformational leadership concept, " a vision based on the transformational ,culture –shaping organizational leadership role of top –leaders .Burns explained transforming leadership as when "one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality….Transforming leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspiration of both leader and led, and thus it has a transforming effect on both.

Transformational leadership has its roots in social exchange theory. According toTrochin W(2006) it is based on a series of exchange between a leader and followers. The leader provides certain benefits such as guidance,dfenition and a payback ,by directing followers towards organisation's goals. In return ,followers provide a leader with "status, the privileges of authority ,influence and prestige". This transactional exchange concept creates limits on how much effort subordinates will contribute ,how satisfied they will be ,and how effectively they will be towards organisational goal achievement. To go beyond this level of subordinates' effort, satisfaction and effectiveness,tranfromational leadership is required.

Burn's notion on transformational leadership employs Maslow theory of human motivation as centre concept. He believes that Maslow's higher level needs is the crucial variable in transformational leadership. A transformational leader helps followers find and develop intrinsic motivation for an organisation's goals. By doing so ,the leader provides a means to fulfil esteem and self –actualization needs of the followers.

Objectives:
: The main objective of this study is to analyse what relationship exist between education and leadership of a BSNL officer in Kerala circle. However, following are the specific objectives of the study.
1) To identify the role of personal factors   viz,education,sex,marital status etc on the leadership of BSNL executives /officers in Kerala Telecom Circle.
2) To Identify human behaviour ,social l influence   etc on leadership of executives of KTC
3) To examine the influence of time, money ,experienc ,culture etc are effecting the leadership in BSNL

Methodology :
.The response of the officials of BSNL Kerala Telecom Circle act as the base for the primary data.SPPS tool is used for analysing the date.Research sample size taken is 831 for the entire study.In India BSNL is divided into 27 telecom circles for the operational convenience. Kerala Telecom Circle is one among them and it is again divided into 11 Secondary Switching Areas (SSA)(Business Area,BA) for operational and administrative purpose. Each SSAs divided into 8to10 divisions and Divisions are divided into sub divisions. There are both rural and urban operations in each SSA/BA.In BSNL employees are working in both rural and urban areas.

**Data analysis:**
1) Classification based on Age wise.

age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 yrs	267	32.1	32.1	32.1
	31-40 yrs	229	27.6	27.6	59.7
	41-50 yrs	161	19.4	19.4	79.1
	51-60 yrs	174	20.9	20.9	100.0
	Total	831	100.0	100.0	
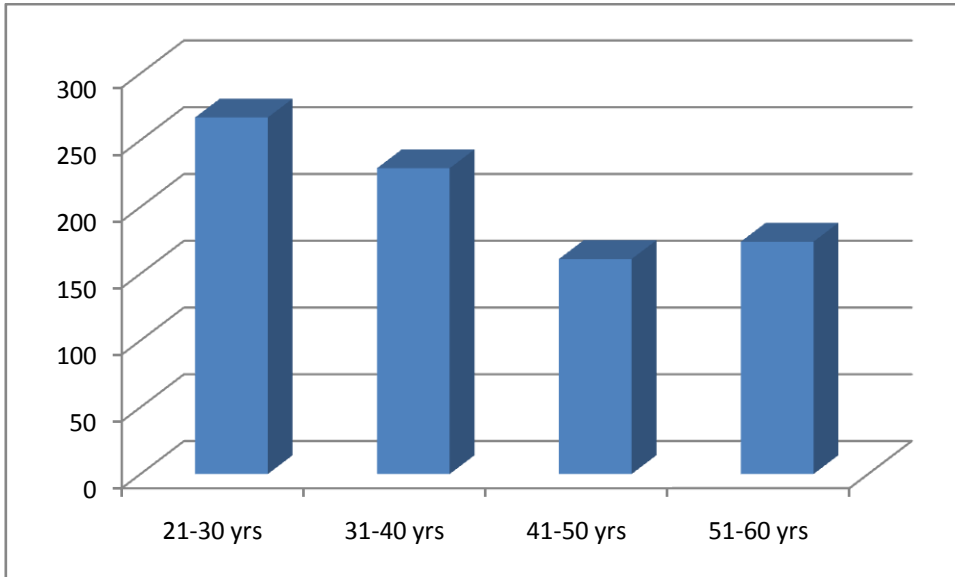
This shows that 32.1 percent of the employees are in the age group of 21-30 years and 27.6 percent are in the age group of 31-40 years in BSNL

2Based on Educational Qualification

educational Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	upto class 10	5	.6	.6	.6
	up to +2/ITI/diploma	73	8.8	8.8	9.4
	Degree	358	43.1	43.1	52.5
	PG	340	40.9	40.9	93.4
	Above PG	55	6.6	6.6	100.0
	Total	831	100.0	100.0	
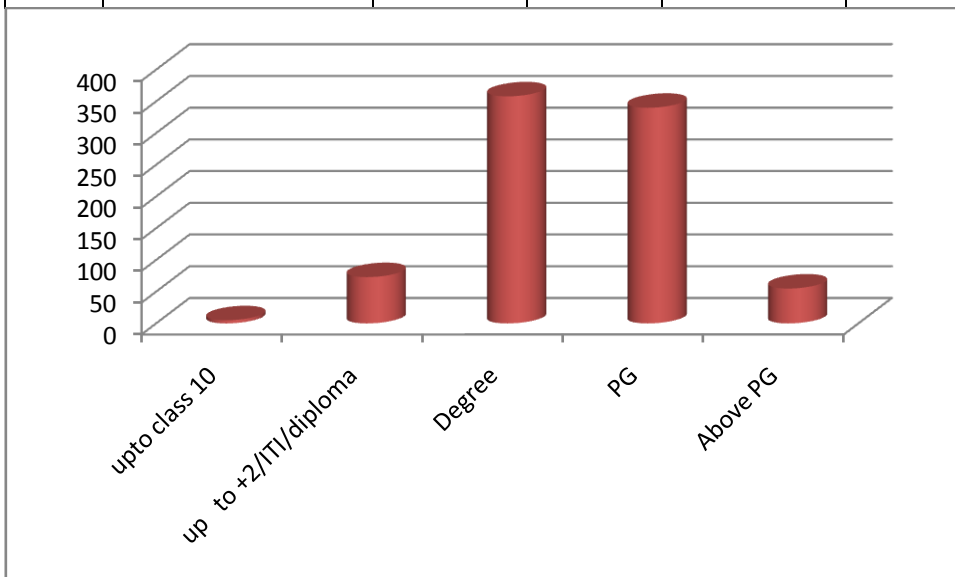
The analysis revealed that 43.1 percentage having qualification as degree and 40.9 percent having Post graduation among the employees of BSNL

3Based on Experience

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	upto 10 yrs	351	42.2	42.2	42.2
	10-20 yrs	233	28.0	28.0	70.3
	21-30 yrs	170	20.5	20.5	90.7
	above 30 yrs	77	9.3	9.3	100.0
	Total		100.0	100.0	
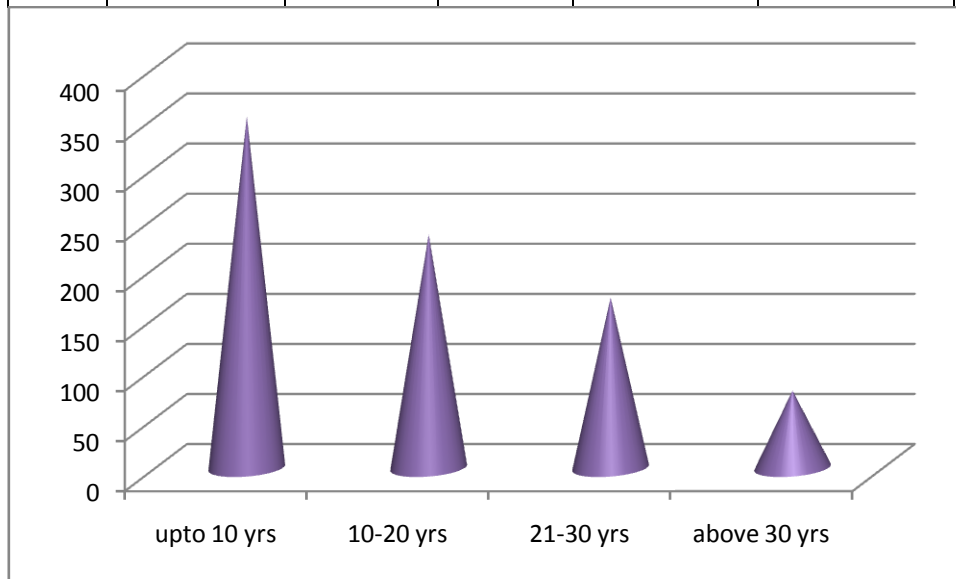
The analysis revealed that 42.2 percentage having work experience up to 10 years and 28 percent having experience between 10-20-years.

4Based on Marital status

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	225	27.1	27.1	27.1
	Married	606	72.9	72.9	100.0
	Total	831	100.0	100.0	
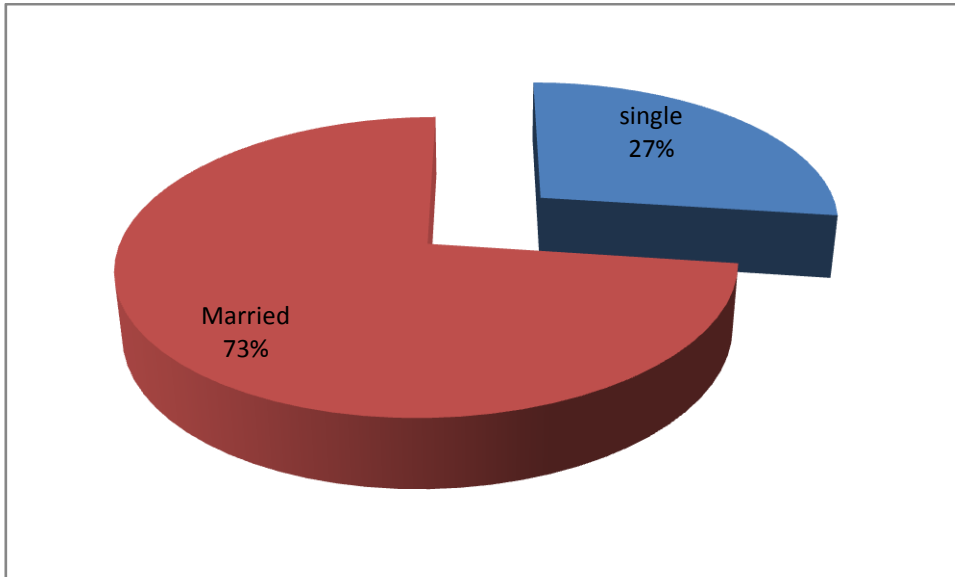
Data revealed that 72.9 percent are married and 27.1 percent are leading single life

5 Independednt sample test

S/No	Parameter/variables	F value	P value	Significance(observation)
1	Education	8.873	0.003	significant
2	Gender	16.702	0.000	significant
3	Marital status	5.726	0.017	significant
4	Attitude	5.033	0.025	significant
5	Gratitude	35.859	0.000	significant
6	Sympathetic behaviour	7.081	0.008	significant
7	Time management	51.584	0.000	significant
8	Money management	45.022	0.000	significant
9	Culture	30.388	0.000	significant
10	Socio-economic characters	29.532	0.000	significant
11	Service experience	6.296	0.012	significant

Findings:

1.Education having significant influence on the Leadrship Qualities of the Executives of BSNL Kerala Telecom Circle.

2. The assymptotic significance value(p Value) is less than 0.05 ,The Gender of the Officers have influence on the Leadrship Qualities of the Executives of BSNL Kerala Telecom Circle.

3.The marital status oof the executives have influence on the Leadrship Qualities of the Executives of BSNL Kerala Telecom Circle.

4. The p value is less than 0.05,The attitude and the gratitude of the Officers have significant influence on the Leadrship Qualities of the Executives of BSNL Kerala Telecom Circle.

5. Time Management and Money mangement capacity of the officer have influence on the Leadrship Qualities of the Executives of BSNL Kerala Telecom Circle.

6.The Sympathetic behaviour and service experience of the executives have signifcant influence on the Leadrship Qualities of the Executives of BSNL Kerala Telecom Circle.

7. The Culture and Socio -economic characteristics of the Officers in BSNL have significant influenc on the Leadrship Qualities of the Executives of BSNL Kerala Telecom Circle.

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