

A Study On Employee Outlook Towards Leadership Alignment In Operations Department With Reference To Manufacturing Sector

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ABSTRACT

Research has established that leader behavior significantly impacts group and organizational dynamics. However, there is limited understanding of how senior leaders ensure that their decisions are carried out by group and organizational members. Most organizations operate with multiple leadership layers, meaning no single leader operates in isolation. Our study examined how the consistency of leadership effectiveness across hierarchical levels affected the success of a strategic initiative within a large healthcare system. The findings revealed that meaningful performance improvements were achieved only when the effectiveness of leaders at different levels was evaluated collectively. These results highlight the importance of considering leaders at various levels as a cohesive unit to better understand how leadership drives employee performance.

Keywords: Leadership Alignment, Employee Outlook, Operations Department, Manufacturing Sector, Leadership Effectiveness, Hierarchical Levels

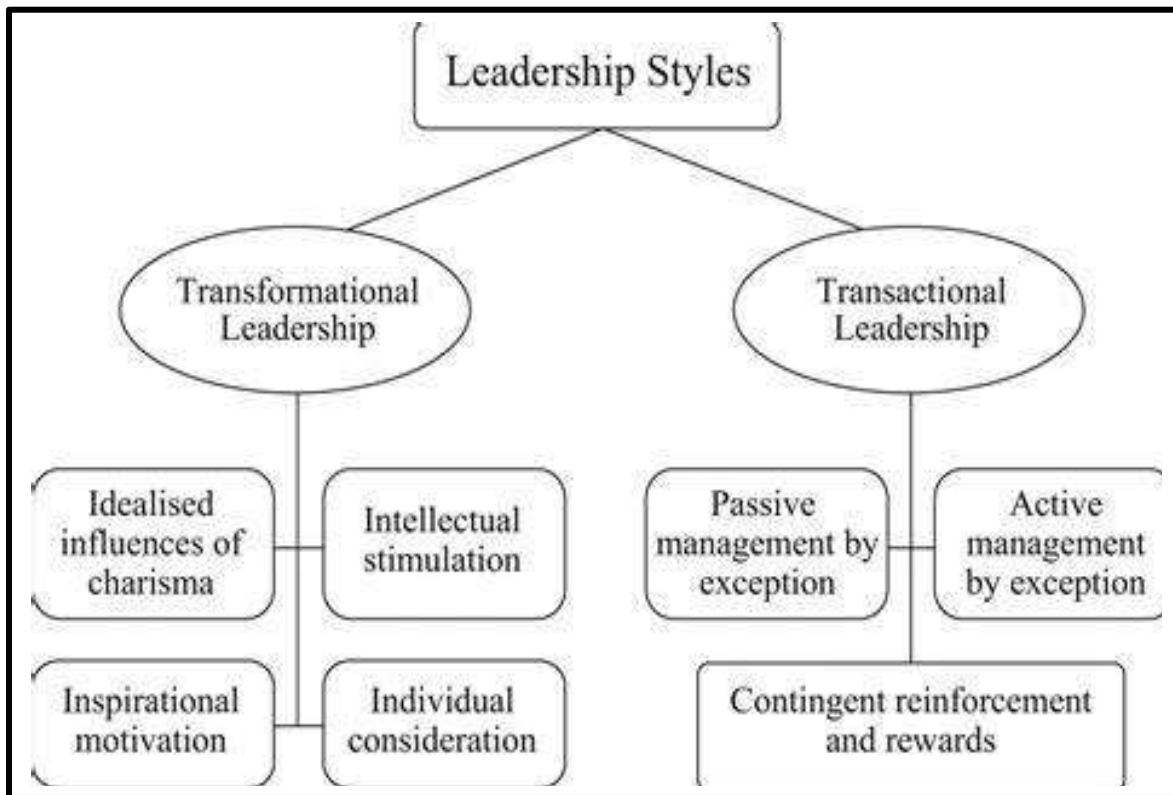
INTRODUCTION

Leadership has long been a focal point of scholarly inquiry in organizational studies, although it continues to generate debate and, at times, controversy. For instance, the comprehensive work, *Bass and Stogdill's Handbook of Leadership*, references over 7,500 studies that broadly examine the concept of leadership. Despite this extensive body of research, scholars such as Podolny, Khurana, and Hill-Popper have noted that over the last three decades, the concept of leadership has faced criticism and marginalization within dominant organizational theories and perspectives. Much of this skepticism stems from ongoing debates regarding the definition of leadership as a construct, as well as questions about its measurable impact on organizational outcomes. Advocates of leadership underscore the pivotal role leaders play in guiding their organizations to adapt and thrive within increasingly competitive environments through decision-making and strategic direction. Conversely, critics, particularly those adhering to highly deterministic views of organizational behavior, argue that leadership has minimal influence and often regard it as a mere social construct. For example, the ecological perspective advanced by Hannan and Freeman contends that individual leaders contribute negligibly to explaining variability in organizational characteristics.

OBJECTIVES OF THE STUDY

Research Questions

- How to investigate the various factors associated with strategic execution
- How to know the effectiveness of an organizational change effort aimed at improving employees at manufacturing sector of India.
- How to know the level of reinforcement and resistance if leaders initiate new strategies and the employees interest to support it.

CONCEPTUAL FRAMEWORK**RESEARCH METHODOLOGY:**

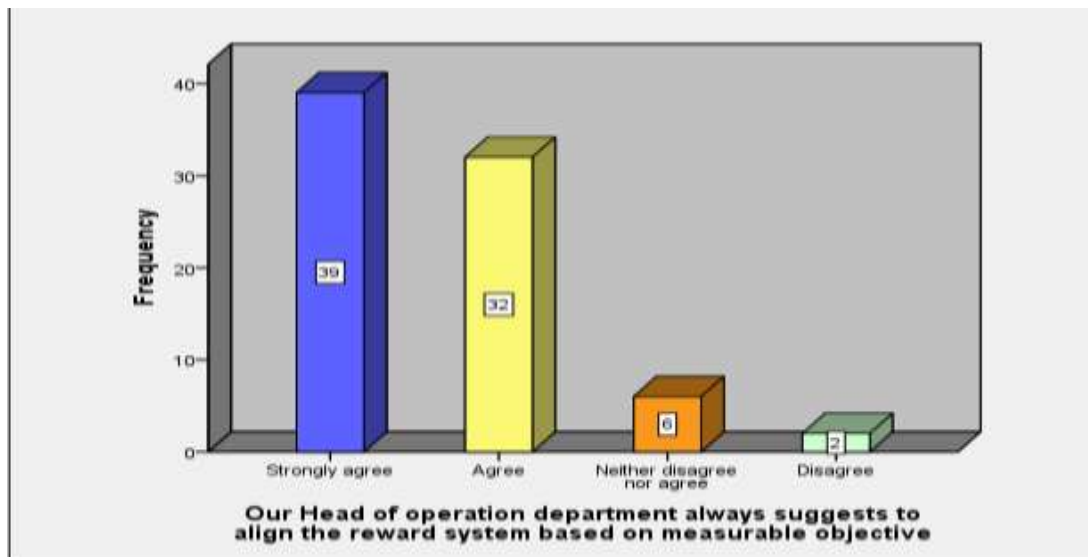
The pursuit of knowledge through objective and systematic approaches to problem-solving is defined as research. Consequently, research methods or techniques pertain to the specific strategies employed by researchers in conducting their investigative tasks. Research methodology, on the other hand, refers to a structured framework for addressing the research problem systematically. In this particular study, the sampling size comprises 79 participants. The primary tools utilized for analyzing and interpreting the collected data include the following:

- Percentage Analysis
- Analysis of Variance (ANOVA)

PERCENTAGE ANALYSIS**DATA ANALYSIS AND INTERPRETATION**

The head of our operations department consistently advocates for aligning the reward system with clearly defined and measurable objectives.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	39	49.4	49.4	49.4
	Agree	32	40.5	40.5	89.9
	Neither disagree nor agree	6	7.6	7.6	97.5
	Disagree	2	2.5	2.5	100.0
	Total	79	100.0	100.0	



The data presented in the table indicates that 49.4% of respondents strongly agree with the assertion that the head of the operations department consistently advocates for aligning the reward system with measurable objectives. A significant portion of respondents neither agree nor disagree with the notion that they are quick to grasp new concepts. Furthermore, a majority of respondents disagree with the suggestion that they tend to use complex language in certain situations.

TWO WAY ANOVA

AIM: To test significant relationship between Dependent variables and independent variable.

Hypothesis:

H₀: There is no significant difference between Dependent variables and independent variables.

H₁: There is significant difference between Dependent variables and independent variables.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.985	3	1.662	3.551	.018 ^b
	Residual	35.091	75	.468		
	Total	40.076	78			

Result:

Significant Level: 0.05

Calculated F Value: 3.551

Therefore, the null hypothesis is accepted.

The F value is 3.551, which is greater than 0.05. Therefore, the null hypothesis (H₀) is accepted. This indicates that there is no significant difference between the dependent and independent variables.

CONCLUSION

A study was conducted within India's manufacturing sector to examine the impact of leadership alignment on strategic execution. The sector has secured a robust position in the confectionery market by employing various strategies. Effective implementation of these strategies is crucial for enhancing organizational performance. Within the operations department, the strategy is well-articulated, clearly defined, and

efficiently delegated. This clarity in strategy and alignment in leadership ensures seamless strategic execution. As a result, the teams successfully achieve the targets assigned by the head of the operations department.

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