

Changing Roles and Responsibilities of Corporate Leaders in India – A Study With Reference to Select Organizations in the Combined State of Andhra Pradesh

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1. INTRODUCTION:

The era of globalization has made the business environment increasingly challenging and unstable in India, this era started with the introduction of the New Economic policy (NEP) in 1991. It is worth noting that India holds a prominent place among the new emergent economies and as such, the forces of globalization have had a definitive impact on firm practices here. Some of the major challenges facing the emerging economies of today are globalization, changes in customer expectations, changing structures of revenues and costs, a greater concern for organizational changes, innovations in the technological arena, attracting, developing, and retaining skilful and knowledgeable human resource capital, and ensuring the sustainability of long term changes. Organizations can duplicate technology, processes, products, and strategy. A firm's intangible assets such as human resources and related processes and practices are unique and inimitable. Thus, intangible factors such as organizational culture and leadership practices may form tangible outcomes in terms of individual performance and organizational excellence by forming the basis for framing organization wide policies and procedures. Change has become inherent in the contemporary business scenario. The environmental changes required greater levels of managerial effectiveness in order to keep organizations competent on the face of such swift changes. Goldman Sachs Investment Bank and World Bank placed India alongside Brazil, Russia, and China as the four major players in the world business scenario. It is important to investigate the managerial behavior within an organizational framework backs up this point of view wherein it was mentioned that with the worldwide growth in trade and commerce, it necessary to study such behavioral aspects, especially in roles and responsibilities of corporate leaders.

1.1 REVIEW OF THE LITERATURE:

Muchechete, Catherine² 2016, this study investigated the effect of Emotional Intelligence on empowerment of Business leaders in Zimbabwe. This thesis adopted a quantitative descriptive research design, the study used a systematic probability sampling method and 262 business leaders participated in the study. To test for relationships between the main variable, Pearson Product Moment Correlation Coefficients were computed using SPSS. Findings revealed a significant relationship with most of the components of emotional intelligence while weak relationships were found in others. The findings also show that there is not much difference between male and female leaders in the Emotional Intelligence and social intelligence competences.

According to age, results indicate that Emotional Intelligence increases as one gets older. This led to the conclusion that Emotional Intelligence can empower business leaders to positively apply social skills to influence others, create strong relationships and effectively motivate others by controlling their emotions and understanding their weaknesses. It is recommended that business leaders could be made aware of this intelligence so that they can improve their competencies.

Suri, V. Vivekananda³ 2014, the study is focused on understanding self awareness, transactional leadership, transformational leadership, servant leadership and transcendental leadership and the relationship between self-awareness and these four leadership styles. The literature review discusses present understanding available in these areas and identifies newline gaps for the researcher to study further. Based on the gaps, identified the hypotheses and are used for empirical verification via statistical tools. A questionnaire is designed for the purpose of measuring self- newline awareness, transactional leadership, transformational leadership, servant leadership, and transcendental leadership and to test the relationship between self- awareness and leadership styles. The questionnaire was piloted and the results were verified for reliability before embarking on final data collection. These questions were reviewed by experts in the software industry, academia in the newline leadership and psychology domains. The questionnaire was hosted on Internet and the responses were collected in a spreadsheet and used directly to upload into SPSS software for obtaining statistical results.

1.2 RESEARCH GAP

After reviewing the many studies in the fields of Leadership at national as well as at international level, the investigator concludes that although some of the studies related to leadership styles and leadership theories have been covered, yet no comprehensive study in the field of Roles and Responsibilities of Corporate Leaders has been done so far with special reference to the chosen topic. Hence, it is clear that there is a dearth of research in the field of Roles and Responsibilities of Leadership.

There is a dire need to focus on Changing Roles and Responsibilities of Corporate Leaders in India in general and the combined state of Andhra Pradesh in particular.

1.2 NATURE AND SCOPE OF THE STUDY

The present study covers the opinions of Corporate Leaders in combined state of Andhra Pradesh (before bifurcation i.e., 2014), collected from selected organizations in the Industry. The scope of present study is a micro level study conducted as a sample study. The study is confined to some areas of combined state of Andhra Pradesh like Hyderabad, Vizag, Vijayawada and Tirupathi which are industrially developed. It is hoped that the investigations in combined state of Andhra Pradesh can yield effective results to draw pertinent and meaningful conclusions.

1.3 RESEARCH PROBLEM

The present study is aimed at the exploration of the roles and responsibilities of corporate leadership patterns that are chosen by the Indian Leaders keeping in view of their situational needs and work conditions. The study focuses on the leader as an agent of change towards his subordinates by setting the standards through his actions. This kind of study also analyses the individual roles, values and responsibilities of responding executives and attempts to understand their abilities, attitudes and goals. Hence, the problem selected as the

topic for the study is “the Changing Roles and Responsibilities of Corporate Leaders with special reference to the combined state of Andhra Pradesh”.

1.4 NEED FOR THE STUDY

In the post-independence phase of development, there has been very limited number of adequate or serious grass root efforts to evolve leadership styles, roles and responsibilities that are tuned to the Indian ethos, values, culture and experience.

Recent years have brought qualitative changes in the relations between the Executives and the Subordinates in maintaining the authority and control in the organization. Earlier, it was believed that an Executive could be successful if he was intelligent, imaginative, enterprising, quick and accurate in decision-making and had the ability to inspire and lead his subordinate. But with the emergency of behavioral approach and the concept of group dynamics, attention was focused towards the members of the group rather than solely on the leader. The human relations movement and the need to understand motivational methods have undermined the utility of corporate leadership. Many studies have shown the usefulness of the corporate leadership, and many organizations have shown preferences for Roles, Stress, Culture, Values and Responsibilities consequently the same has been incorporated in the training programmes to develop effective leaders. But under the increasingly pressures for change on technological, economic, and political fronts, there is increasing realization that the Executives has to delegate and adopt new roles and responsibilities to manage efficiently.

Hence, a study of its kind, by exposing a reader to various aspects of managerial roles and responsibilities of corporate leadership patterns will increase the awareness about the alternatives available to an Executive and may help them in selecting the one that they may deem most suitable.

1.5 OBJECTIVES OF THE STUDY

The broad objective of the study is to examine the changing Roles and Responsibilities of business leaders and ascertain how much sensitive and responsive Leaders of Large and Medium scale industrial enterprises are towards changing scenario of leadership Roles and Responsibilities. Further the study aims at:

- (1) Tracing the evolution of Corporate Leadership and theories.
- (2) Assessing different types of Roles performed by the corporate leaders.
- (3) Analyzing the various aspects in the management of Responsibilities to gain insight into various difficulties in Policy making, obstacles in implementation that arise by internal and external environmental factors and enunciate some principles that help design effective performance system.
- (4) Studying the changes and impact of L.P.G. Policy on Roles and Responsibilities of Corporate Leaders.
- (5) Examining the perceptions and views of corporate or business Leaders in the Combined State of Andhra Pradesh on the Changing and challenging leadership Roles and Responsibilities and, thereby
- (6) Finally, suggesting ways for improving the scope and changing of translating the Roles and Responsibilities into concrete policies for action that will go a long way to improve the performance and development of corporate leadership in general.

1.6 METHODOLOGY

The Sample of the study:

As the concept of Roles and Responsibilities are assumed to have operational validity in the context of Large and Medium scale enterprises only, the total 80 Indian Industrial Giants in the Government, Public and Private Organizations in the manufacturing and Non-manufacturing sector are chosen for study. From an up-to-date list of Managers in three levels of the Organization of 223 in large and medium companies (Appendix-II for list of selected companies) as per the Kothari's Economic Industrial Guide of India, a covering letter and Questionnaire related to performance details of the enterprise are served, (Appendix-1 for list of Questionnaire). The letter asked for furnishing a list of Questions in the given schedule to all levels of Managers for participation in the study of Roles and Responsibilities of Corporate Leaders in India (with special reference to Combined state of Andhra Pradesh). In this connection, personal distribution and collection of Questionnaires were made at the industrial centers like Hyderabad, Vizag, Vijayawada and Tirupathi etc., where large companies or their divisions are located, based on the population 250 questionnaires were distributed personally by which, a sample comprising 223 responses were considered to be valid since they were duly filled up. Hence, 223 questionnaires were processed for further research findings.

1.7 SIGNIFICANCE OF THE STUDY

The greatest challenge in the organization is the ability of Leaders to effectively establish, maintain and link with the human capital to the organizational culture. The present study makes contributions as it differed from the previous studies. The investigation does not simply match with the leadership practices as previous study does. The study offered insight into the effectiveness of different types of leadership perceptions in the organizations. Importantly, the present study discussed the Roles and Responsibilities of corporate leaders in the organization play a major role in exercising Authority and Delegation, Social Responsibilities, Succession of Leaders and etc., to efficient use of resources.

1.8 CHAPTERISATION

For a comprehensive view and analytical insight, the study is conveniently presented in **six chapters** which go in the following order.

First chapter deals with the concepts of Leader and Leadership, the process of Leadership, the Traits and Attributes of a Leader, Leadership Models-an overview and Theories of Leadership-an Evolution.

Second chapter presents Review of the literature, Objectives of the study, Methodology, Scope of the study, limitations of the study have been presented.

Third chapter deals with brief History of Modern Industries, Industrial Clusters in India, classification of Industries and also developments in Andhra Pradesh.

Fourth chapter is a canvas of the Perceptual Analysis of the Leader practices and Effectiveness of the respondents.

Fifth chapter outlines Statistical Analysis and Observations of the Corporate Leaders.

The last and the **Sixth chapter** deals with Findings, Suggestions and Conclusions which makes an attempt to present the findings and conclusions made out of the study and suggestions which are worthy of consideration by all concerned to improve the Roles and Responsibilities in select organizations particular and others in general.

II.FIGURES AND TABLES:

This chapter deals with statistical analysis and inferences of observations. This brings accuracy and concrete facts in the form of summarized information regarding corporate management and the leaders' perceptions regarding different management practices. The statistical analytical focus of the chapter is on the issues F-value culture and the relevant issues, impact of the values, working conditions, perks and payments, corporate ethics, importance of roles in the organization, accountability, strategic management styles and the leadership styles, strategic planning and organizing issues, delegation of authority, involvement in social issues and CSR, organizational effectiveness and other aspects and observations related. This analytical scenario is as follows:

Table II.1
VALUE CULTURE OF THE CARE ISSUE IN THE ORGANIZATION

Scale	Sex		Total
	Male	Female	
Poor	4 2.20%	2 5.40%	6 2.70%
Average	37 19.90%	11 29.70%	48 21.50%
Good	109 58.60%	16 43.20%	125 56.10%
Very Good	36 19.40%	8 21.60%	44 19.70%
Total	186 100.00%	37 100.00%	223 100.00%
Weighted Average	3.95	3.81	3.92

Source: Primary data

Note: For each type of response, the number of respondents is indicated along with percentage to column total given below the number of respondents in all the tables in this chapter.

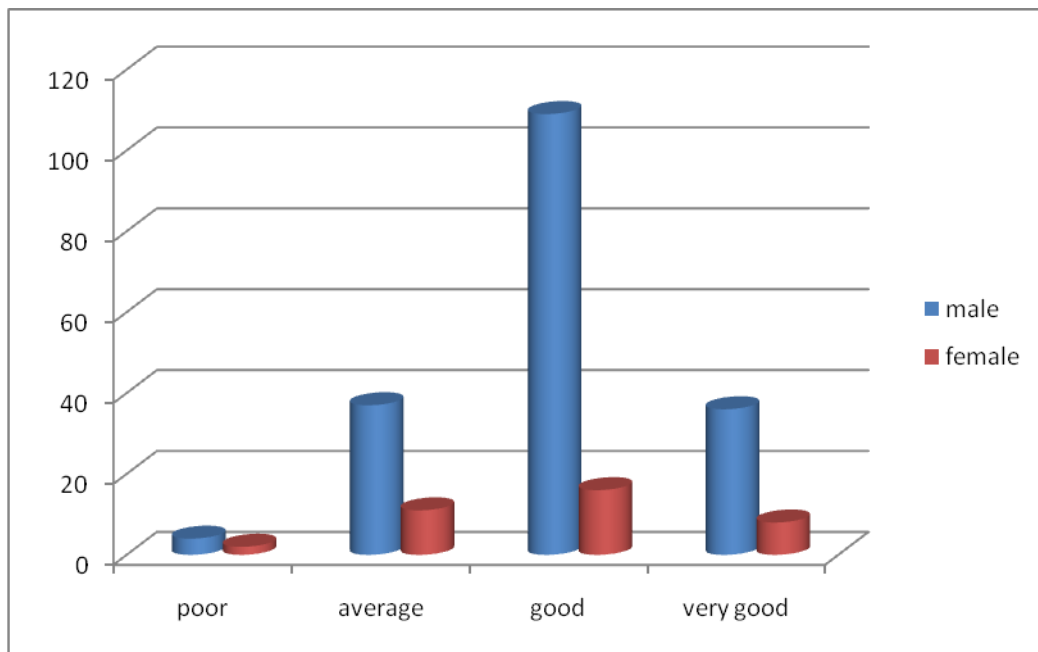
Table 5.1 constitutes the opinions of the respondents regarding the "Value Culture of the Care issues in your organization". Among the sample 56.10 per cent responded that Care issue is Good in the organization, 19.70 per cent responded care is Very Good, 21.50 per cent responded care is Average and 2.70 per cent responded that care is Poor in the organization. The overall weighted mean scale for the statement is 3.92.

Among Males majority of them (58.60%) responded as care issue is good in the organization and only 2.20 per cent responded as Poor. The rest of the responses are Average 19.90 per cent, Very Good 19.40 per cent which constitute 39.30 per cent only. The weighted Average of scale for responses of Males is 3.95.

A majority of males them (43.20%) responded that the care issue is good in the organization and only 5.40 per cent responded it as Poor. The rest of the responses are Average 29.70 per cent, Very Good 21.60 per cent which constitute 51.30 per cent. The weighted Average of scale for responses of Males is 3.81.

Figure II.1

VALUE CULTURE OF THE CARE ISSUE IN THE ORGANIZATION



Source: Table II.1

By chi-square test the calculated chi-square value is 3.982. The table value at 3 degrees of freedom is 7.815. Since the calculated value is less than the table value at 5.00 per cent level of significance, it can be concluded that there is no significant difference between the responses of the Males and Females regarding the care issue F-value culture.

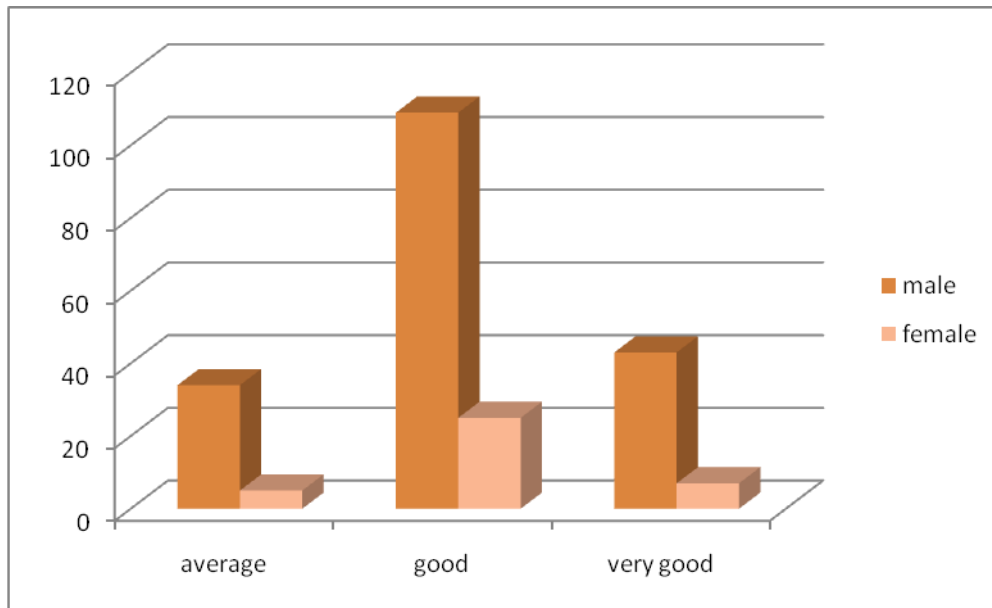
Table II.2

VALUE CULTURE OF THE RESPECT ISSUE IN THE ORGANIZATION

Scale	Sex		Total
	Male	Female	
Average	34 18.30%	5 13.5 per cent	39 17.5 per cent
Good	109 58.60%	25 67.6%	134 60.1%
Very Good	43 23.10%	7 18.9%	50 22.4%
Total	186 100.00%	37 100.00%	223 100.00%
Weighted Average	4.05	4.05	4.05

Source: Primary data

Figure II.2
VALUE CULTURE OF THE RESPECT ISSUE IN THE ORGANIZATION



Source: Table II.2

The calculated chi-square value is 1.056. The table value at 2 degrees of freedom is 5.991. Since the calculated value is less than the table value at 5.00 per cent level of significance, it can be concluded that there is no significant difference between the responses of the Males and Females regarding the Respect issue F-value culture.

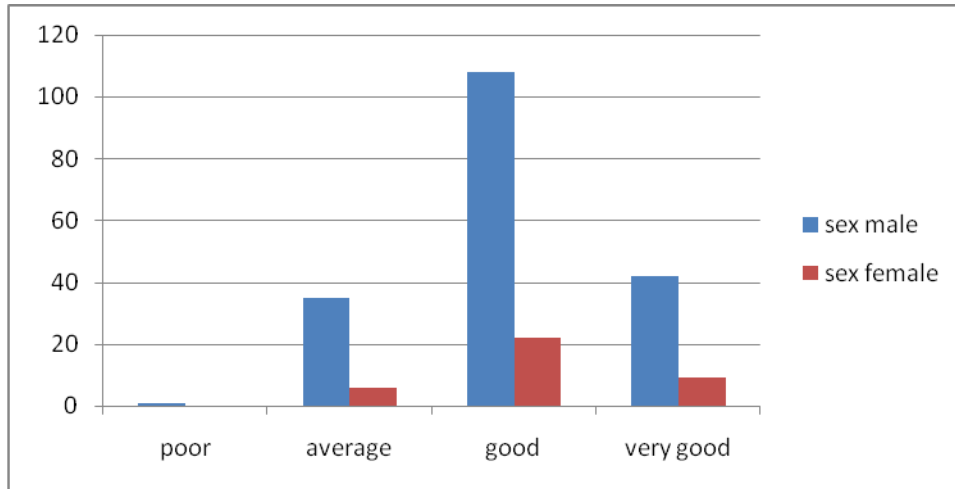
Table II.3
VALUE CULTURE OF THE CONCERN ISSUE IN THE ORGANIZATION

Scale	Sex		Total
	Male	Female	
Poor	1 0.50%	0 00.00%	1 0.40%
Average	35 18.80%	6 16.20%	41 18.40%
Good	108 58.10%	22 59.50%	130 58.30%
Very Good	42 22.60%	9 24.30%	51 22.90%
Total	186 100.00%	37 100.00%	223 100.00%
Weighted Average	4.03	4.08	4.04

Source: Primary data

Figure II.3

VALUE CULTURE OF THE CONCERN ISSUE IN THE ORGANIZATION



Source: Table II.3

With regard to the concern issue of the value culture, the calculated chi-square value is 0.364. The table value at 3 degrees of freedom is 7.815. Since the calculated value is less than the table value at 5.00 per cent level of significance, it can be concluded that there is no significant difference between the responses of the Males and Females regarding the concern issue F-value culture.

Table II.4

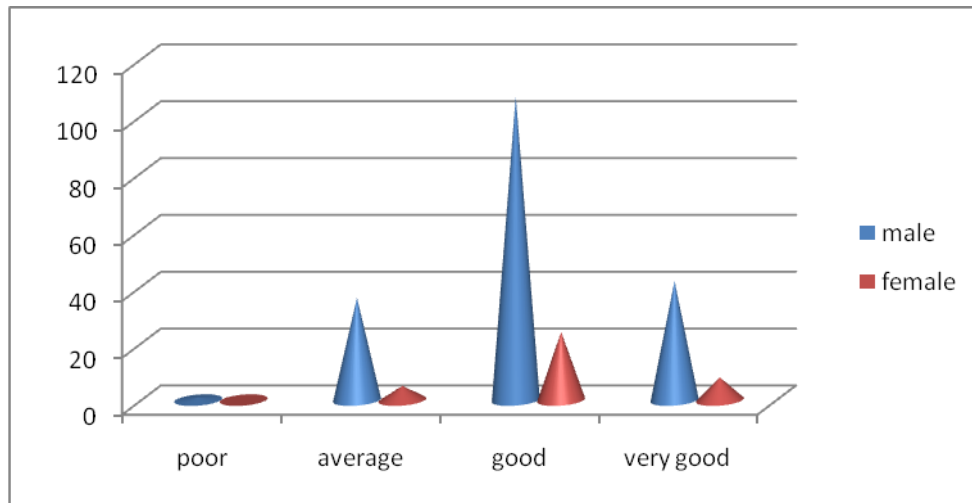
VALUE CULTURE OF THE TREATMENT ISSUE IN THE ORGANIZATION

Scale	Sex		Total
	Male	Female	
Poor	1 0.50%	0 0.00%	1 0.40%
Average	36 19.40%	5 13.50%	41 18.40%
Good	107 57.50%	24 64.90%	131 58.70%
Very Good	42 22.60%	8 21.60%	50 22.40%
Total	186 100.00%	37 100.00%	223 100.00%
Weighted Average	4.02	4.08	4.03

Source: Primary data

Figure II.4

VALUE CULTURE OF THE TREATMENT ISSUE IN THE ORGANIZATION



Source: Table II.4

In the case of treatment issue of the value culture, the calculated chi-square value is 1.067. The table value at 3 degrees of freedom is 7.815. Since the calculated value is less than the table value at 5.00 per cent level of significance, it can be concluded that there is no significant difference between the responses of the Males and Females regarding the Treatment issue F-value culture.

Table II.5

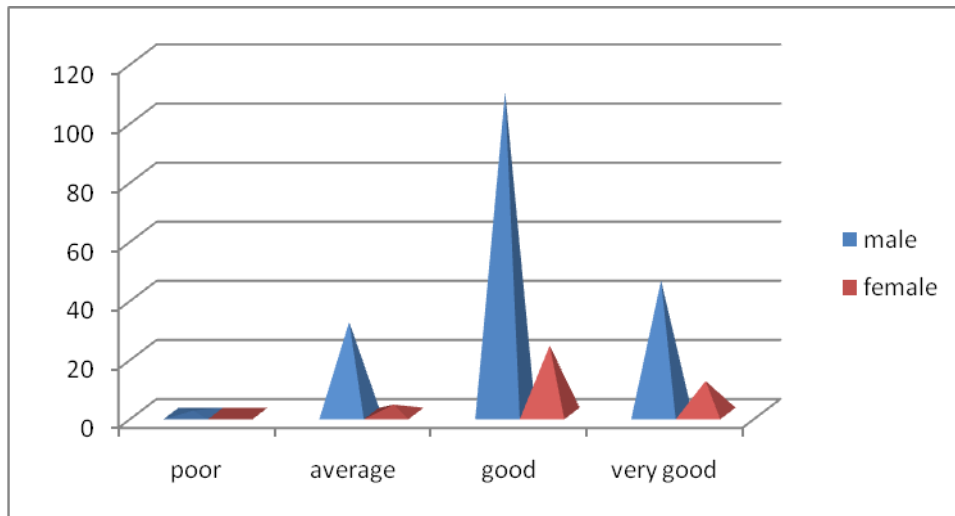
VALUE CULTURE OF THE BENEFITS ISSUE IN THE ORGANIZATION

Scale	Sex		Total
	Male	Female	
Poor	1 0.50%	0 0.00%	1 0.40%
Average	31 16.70%	3 8.10%	34 15.20%
Good	109 58.60%	23 62.20%	132 59.20%
Very Good	45 24.20%	11 29.70%	56 25.10%
Total	186 100.00%	37 100.00%	223 100.00%
Weighted Average	4.06	4.22	4.09

Source: Primary data

Figure II.5

VALUE CULTURE OF THE BENEFITS ISSUE IN THE ORGANIZATION



Source: Table II.5

The calculated chi-square value, in the case of the benefits issue of the value culture, is 2.124. The table value at 3 degrees of freedom is 7.815. Since the calculated value is less than the table value at 5.00 per cent level of significance, it can be concluded that there is no significant difference between the responses of the Males and Females regarding the benefits issue F-value culture.

Table II.6

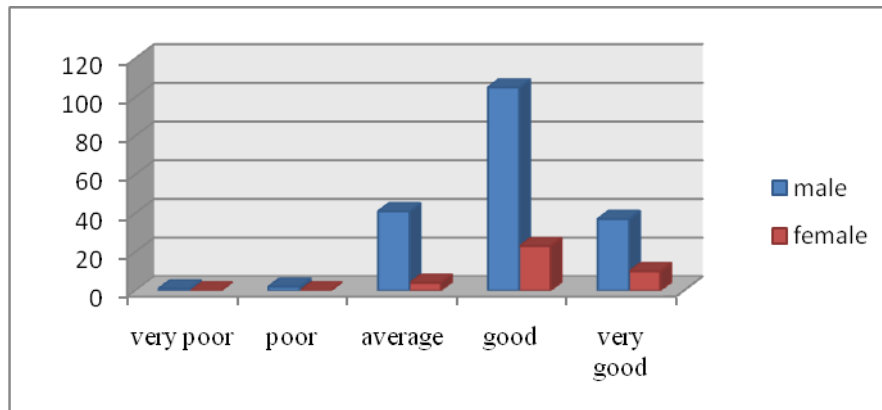
VALUE CULTURE OF THE HELP ON PERSONAL PROBLEMS ISSUE IN THE ORGANIZATION

Scale	Sex		Total
	Male	Female	
Very Poor	1 0.50%	0 0.00%	1 0.40%
Poor	2 1.10%	0 0.0%	2 0.90%
Average	41 22.00%	4 10.80%	45 20.20%
Good	105 56.50%	23 62.20%	128 57.40%
Very Good	37 19.90%	10 27.00%	47 21.10%
Total	186 100.00%	37 100.00%	223 100.00%
Weighted Average	3.94	4.16	3.98

Source: Primary data

FigureII.6

VALUE CULTURE OF THE HELP ON PERSONAL PROBLEMS ISSUE IN THE ORGANIZATION



Source: Table II.6

Regarding the Help on personal problems issue F-value culture, the calculated chi-square value is 3.447. The table value at 4 degrees of freedom is 9.488. Since the calculated value is less than the table value at 5.00 per cent level of significance, it can be concluded that there is no significant difference between the responses of the Males and Females regarding the Help on personal problems issue F-value culture.

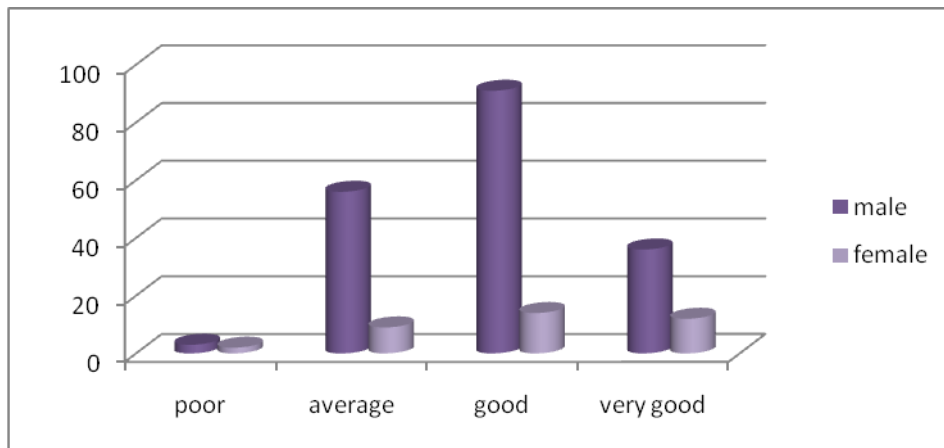
Table II.7

VALUE CULTURE OF THE CAREER GROWTH ISSUE IN THE ORGANIZATION

Scale	Sex		Total
	Male	Female	
Poor	3 1.60%	2 5.40%	5 2.20%
Average	56 30.10%	9 24.30%	65 29.10%
Good	91 48.90%	14 37.80%	105 47.10%
Very Good	36 19.40%	12 32.40%	48 21.50%
Total	186 100.00%	37 100.00%	223 100.00%
Weighted Average	3.86	3.97	3.88

Source: Primary data

Figure II.7
VALUE CULTURE OF THE CAREER GROWTH ISSUE IN THE ORGANIZATION



Source: Table II.7

As regards the Career Growth issue F-value culture, the calculated chi-square value is 5.591. The table value at 3 degrees of freedom is 7.815. Since the calculated value is less than the table value at 5.00 per cent level of significance, it can be concluded that there is no significant difference between the responses of the Males and Females regarding the Career Growth issue value culture.

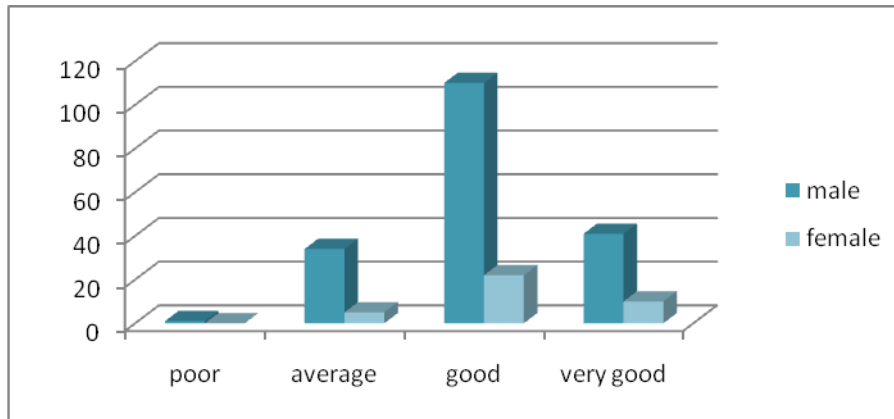
Table II.8
VALUE CULTURE OF THE IMPROVING PERFORMANCE ISSUE IN THE ORGANIZATION

Scale	Sex		Total
	Male	Female	
Poor	1 0.50%	0 00.00%	1 0.40%
Average	34 18.30%	5 13.50%	39 17.50%
Good	110 59.10%	22 59.50%	132 59.20%
Very Good	41 220.00%	10 270.00%	51 22.90%
Total	186 100.00%	37 100.00%	223 100.00%
Weighted Average	4.03	4.14	4.04

Source: Primary data

Figure II.8

VALUE CULTURE OF THE IMPROVING PERFORMANCE ISSUE IN THE ORGANIZATION



Source: Table II.8

With regard to the performance improvement issue of the value culture is concerned, the calculated chi-square value is 0.935. The table value at 3 degrees of freedom is 7.815. Since the calculated value is less than the table value at 5.00 per cent level of significance, it can be concluded that there is no significant difference between the responses of the Males and Females regarding the Improving Performance issue F-value culture.

III. CONCLUSION:

The present study made an attempt to present the analysis of Perceptions of selected Corporate Leaders of combined state of Andhra Pradesh. The study made an attempt to evaluate the various aspects of changing Roles and Responsibilities of Corporate Leaders in Andhra Pradesh. The Corporates can take advantage of this type of studies to promote the skills, roles and responsibilities of leaders of their companies.

III.1 FINDINGS

The following findings are made out of the study:

1. The era of globalization has made the business environment increasingly challenging and unstable. In India, this era started with the introduction of the New Economic policy (NEP) in 1991. It is worth noting that India holds a prominent place among the new emergent economies and as such, the forces of globalization have had a definitive impact on firm practices here some of the major challenges facing the emerging economies of today are globalization, changes in customer expectations, changing structures of revenues and costs, a greater concern for organizational changes, innovations in the technological arena, attracting, developing, and retaining skilful and knowledgeable human resource capital, and ensuring the sustainability of long term changes.
2. The goal of any organization is not only to survive but also to sustain by improving its performance. In order to achieve high levels of performance, the role of leadership is critically important.
3. Leadership is the lifting of man's vision to higher sights, the raising of man's performance to a higher standard, the building of man's personality beyond its normal limitations' and also believed 'Effective

Leadership rested on 'Five Basic Components' viz. Role of a Leader in Strategic Planning; Business Ethics and Personnel Integrity of a Leader; Modeling Military Leadership as a Base Line Model; Correct Perception and Application of Psychological Principles of Motivation; and the Marketing Model as an Effective General Approach.

III.2 SUGGESTIONS:

Based on the observations and findings made out of the study, the following suggestions are given, which are appropriate and worthy of consideration especially by the policy makers of sample organizations and corporations in general, to improve the Roles and Responsibilities of Leaders in the changing environment.

- 1) It is necessary to access changes in the market to perform well in the business which require innovative Roles and Responsibilities in the organizations.
- 2) Due to heavy work responsibilities and unlimited timings, the health, stress levels and morale are negatively affected. Therefore, needed steps be initiated to keep up positive health and stress levels, besides boosting and improving morale values of the Corporate Leaders.
- 3) Stringent rules and regulations affecting performance of the Leaders / Managers in the work should be addressed.
- 4) Job stress in all levels of the organization, affect effective decision making and also realization of Vision and Mission of the organization. So it should be addressed.
- 5) Managers/Leaders working under multiple authorities' leads to improper implementation of decision in the organization. It should be improved.
- 6) Delay in work by Managers/Leaders in the organization due to lack of appropriate and timely information should be improved.
- 7) Improper dissimulation of powers and authority affecting implementation of decision making and allocation of resources in the organization should be improved.

III.3 SCOPE FOR FUTURE RESEARCH:

Based on the findings of the current study and the relevant Literature reviewed, further studies can be conducted on similar research topics. On this ground, the investigator suggests rigorous studies on the following areas:

1. Further investigation and research can be made to find out the current practices of Roles and Responsibilities of Corporate Leaders at higher level in India.
2. This study should be replicated to investigate more about the impact of Globalization, Liberalization and Privatization policies on Leaders / Managers administration.
3. Additional studies to be carried out to examine the status of present changing scenario in implementation and fulfillment in organization development.
4. Further study should be carried out to investigate future changing Roles and Responsibilities of Corporate Leaders/Managers.

5. It is also felt if further studies are conducted on the Roles and Responsibilities which will bring new views / opportunities for leaders / Managers in decision making.

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