

Production Sector Talent Management in the Coimbatore Area Based on Jackwelch's Leadership Approach

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Abstract

The employees who all are talented in India never had the premium which that they enjoy today. This has resulted in organizations looking at newer ways to attract employees and once a recruit walks its portal, focus on building loyalty. This whole portfolio of how to attract and retain employees is now called by a knowledge “Talent Management”. The study sought to investigate the effect of leadership styles practiced in an organization and their effect on employee performance. They will struggle as leaders if they don't have enough experience, making management decisions, supervising staff and have poor administration in handing human resources. The Latent Variable Confirmatory Factor Analysis Modelling is applied, and it is analyzed Jack Welch's leadership approach is remediable.

Keywords: Jack Welch's leadership approach, Talent Management, employee performance, Strategic Leadership Roles of leaders.

Introduction

An effective leader influences followers in a desired manner to achieve desired goals. Different leadership styles may affect organizational effectiveness or performance. Transformational leadership is a stronger predictor of both job satisfaction and overall satisfaction. In the study it was concluded that organizational performance is influenced by a competitive and innovative culture. Organizational Culture is influenced by leadership style and consequently, leadership style affects organizational performance. A good leader should give attention to hear what others are saying and what they hesitate to talk. “A leader is born great, some leaders achieve greatness and some leaders have greatness thrust upon them”.

The late Jack Welch was a Chief Executive Officer of General Electric from 1981 to 2001, who created the ideal model for 21st century executives. He highlighted three leadership qualities for today's managers. The first one is right person should be in the right job. Second one is speaking frankly and third one is thirst for learning. In modern years, many have appreciated his approach, leadership style, and legacy. As per the article of Peter Drucker, an authority on management “executives spend more time on managing people and making decisions than on anything else and they should. No other decisions are so long lasting in their consequences or so difficult to unmake.” Jack also believed it whole heartedly.

Welch accepted Japanese business tips and formed Six Sigma methodologies. In his book he mentioned that a “company filled with self-confident entrepreneurs who would face reality every day.....” He believed that the good organization should remove the unwanted bureaucracy, serve potential customers’ demand and be frank with everyone. Implementing Six Sigma, a Six Sigma company management should understand that disparity is an evil, that serving customers with what and when they want is important. Six Sigma places the customer wants above all else, then simplifies services to meet those needs as efficiently as possible. He emphasized that managers should have get outside their internal focus to their external focus. Welch remains a notorious figure for some. While some of the management philosophies outside of Six Sigma that Welch embraced have fallen out of favor, his success cannot be argued with.

This study is about the effect of Jack Welch’s leadership approach on employee performance which majorly focused on employees. This section elaborates the background of the study (Historical, Theoretical, and Conceptual perspectives), Problem statement, Purpose, Specific objectives, Research questions, Hypothesis, Scope of study and Significance of the study were explored.

Definition of Leadership

According to Lawal Leadership is the process of influencing others to work willingly toward an organizational goal with confidence. “Leadership is generally defined simply as the process of influencing people to direct their efforts towards achievement of some particular goal or goals”. According to Koontz et al. , “Leadership is generally defined simply as the art of influencing people so that they will strive willingly towards the achievement of group goals”. This concept can be enlarging to include not only willingness to work but with zeal and confidence.

Nwanchuckwu defines leadership simply as an act that involves influencing others to act toward the attainment of a goal”. Ubeku defines leadership as the act of motivating or causing people to perform certain task intended to achieve specified objectives. Leadership is the act of making things happen rather than letting things happen. This the leader does by exerting both intrinsic and extrinsic influences on the group. Even though leadership is the most visible of the management functions. Largely because it deals so much with people. It has variedly been referred to as directly, commanding, guiding, Inspiring, initiating, and activating. However, all stand for the same purpose whatever denotation used. The user, as the striking feature of all suggests a relationship through which one person influences the behavior of other people. Leadership has different meanings to various authors. Some have interpreted leaders in simple term such as the influence, the art or process of influencing people so that they will strive willingly and enthusiastically towards achievement of group goals.

Leadership and Organization

Leading is a process of influencing and directing the activities of an organized group to accomplish goals by communicating with them. Leadership is therefore premised on

interpersonal relationship; hence a leader must belong to a group. What this implies is the leadership thrives in an organization. According to Adebakin and Gbadamosi organization comprise of two or more people who exist on continuous basis with the intention of accomplishing set goal(s).

Every organization consists of three major elements, which must interrelate effectively it's the objectives and goals of leadership to be achieved. They are the management, time people and task within an organization. Leadership is the management function that is concerned with continuous search of the best way to influence subordinates to accomplish goals and objective within the continuous process of coordinating man, money and material. It involves the sum total of behavior of an executive in his direct relation with subordinates.

Management as the body of leadership determines policies, rules and procedures guiding relationships and activities in an organization, which to an extent determines the effectiveness in achieving the organization goals and objectives. Where two or more people interact, the environment for the formation of a group is created. When individual in the group coexist and associate for common purpose and when the group persists for a sufficient period of time organization develops. The role of a leader in the group is to provide direction, coordinate the activities of the individual members constituting the group and to ensure consistency. The image of the leader and the quality of leadership is reflected through the organization and the attitude of the subordinate in the performance of their task. Thus, the leader in the use of his organizing power decides the pattern of work behavior, task operation and ethnic of subordinates.

Characteristics of Leadership

- Leadership is a personal quality of character and behaviors.
- Leadership presupposes the existence of a group of followers. There cannot be leadership without followers.
- Leadership is a continuous process of influencing behavior of people.
- Leadership arises out of functioning for a common goal to be achieved by the group.
- Leadership tries to influence the behavior, attitude and beliefs of the followers.
- Leadership is related to a particular situation under a specific set of circumstances. Leadership style will be different under different circumstances.
- Leadership is a share function. A good leader shares everything with his followers. He shares credits, he shares blames, he shares ideas, opinions and experience etc.
- Leadership is a reciprocal relationship between the leader and the led. A leader does not only influence their behavior but also influences by them.

Jack Welch Model

Jack Welch did for leadership and business what Tiger Woods is doing for golf – raised the bar and set a new standard in performance; a standard that the stock market recognized and rewarded as GE shares, during his tenure, had a “Welch Premium” with GE shares trading at 40 – 50 times earnings, approximately double the average for a large US company.

Through his tenure at GE, running one of the world’s largest corporations, Jack Welch identified the characteristics of a good leader; these characteristics became known as the 4E’s of GE leadership.

Energy

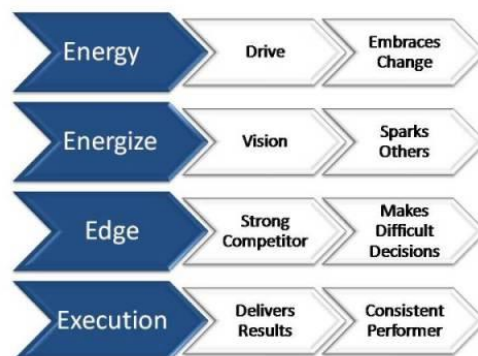
People with energy love to go, go, go. We all know people like this. These are the people who have boundless energy who get up every morning just itching to attack the job at hand; the people who move at 95 miles an hour in a 55 mile-an-hour world

Energizes

Know how to spark others to perform, They outline vision and inspire people to act on that vision. They know how to get people excited about a cause or crusade

Figure - 1

Jack Welch 4E's of Leadership



Edge

Those with edge are competitive types. They know how to make the tough, life and death decisions. Peter Drucker calls the “life and death” decisions: hiring, promoting, and firing.

Executes

The best leaders who how to convert energy and edge into action and results. They know how to execute

Employee performance comprises carrying out assigned tasks, meeting deadlines, demonstrating proficiency, and working effectively and efficiently. Different organizations require strong leadership philosophies that boost worker productivity. Poor innovation, low productivity, and an inability to reach performance goals are issues that some organizations, like the tractor manufacturing, are dealing with. This issue was anticipated as being caused by a lack of strategic interventions using particular leadership philosophies in the given settings. Employee performance was consistently being impacted by this issue. Because of this, research is done to determine which leadership style encourages employees to perform at their best.

It is believed that an effective organization rooted from the propellers or on the business leaders. The idea of effective leadership is also adopted in the world of technology. The employees also perceived that there is a need of a leader who should not only have to lead people but also be effective. So, they need an effective leader who can lead the people toward the changes and performance improvement.

Research Methodology

Research methodology generally refers to the systematic procedure carried out in a project or research study. The descriptive research design used in this project; the primary data were collected directly from the employees through the questionnaire method. The secondary data are those data which are collected from some other sources such as research project, company report and websites. The sample size taken for this study is 73. The sampling used in this study is probability sampling i.e., simple Random sampling. The various tools and techniques used in this study was simple percentage method, weighted average method and chi-square test.

Data Collection

Primary data is the data is collected from the respondent for the first time, it is original in nature. For the purpose of collection of primary data, a well-structured questionnaire was framed and filled by the respondents. The questionnaire comprises of close ended as well as open ended questions. In close ended questions, checklist questions and multiple-choice questions are used.

Analysis and Interpretation

Percentage Analysis

AGE OF THE RESPONDENTS

S.NO	AGE LEVEL	NO OF RESPONDENTS	PERCENTAGR
1	20-30	2	3
2	31-40	39	54

3	41-50	12	16
4	51 AND ABOVE	20	27
	TOTAL		100

Weighted Average method

FACTORS OF ORGANIZATIONS IMPLEMENT TECHNOLOGICAL CHANGES

S.No.	Attributes	No of respondents (X)	Weightage(W)	WX
1	Technological Advancement in all fields	19	5	95
2	Profit maximization	17	4	68
3	To attain organization goal	0	3	0
4	To reduce fatigue of the employees	0	2	0
5	All the above	37	1	37
	TOTAL	73		200

	Way for the employee's carrier growth						
	Particulars	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Storngly Disagree	Total
Innovativeness (Talent Acquisition)	Strongly agree	9	5	6	1	0	21
	Agree	12	16	4	2	1	35
	Neither agree not disagree	3	1	1	2	1	8
	Disagree	0	1	0	4	1	6
	Strongly Disagree	0	0	0	1	2	3
	Total	24	23	11	10	5	73

Weighted average = sum of weighted terms/ Total number of terms = 200/73=2.74

INFERENCE

From the above table it is inferred that weighted value 3 shows that the respondents state that technological changes are implemented in an organization to attain the organization goals

Employees competencies gets increased VS Employees recognize the importance of Technological change

Factor	Calculated value	Table value	Degree of freedom	Remarks
Employee’s competencies get developed	34.866	21.0261	12	Significant at 5% level

It could be seen from the above table that the calculated chi-square value is higher than the table value and the result is significant. Hence the hypothesis. “The carrier growth of the employees and the innovativeness they perform in the organization on the basis of the technological change.” Hold good. From the analysis it is concluded that there is a close relationship between carrier growth of the employees and the innovativeness they perform in the organization on the basis of the technological change.

2}Innovativeness (Talent Acquisition) VS way for the employee’s carrier growth

Factor	Calculated Value	Table Value	Degree of freedom	Remarks
Employees themselves will come forward with constructive innovative changes in the organizations	48.701	26.2962	16	Significant at 5% level

INFERENCE

It could be seen from the above table that the calculated chi-square value is higher that the table value and the results is significant. Hence the hypothesis, “The employees recognizing the importance of the technological changes and their competencies getting increased.” Holds

good. From the analysis it is concluded that there is a close relationship between the employees recognizing the importance of the technology changes and their competencies getting increased.

Data Analysis and Discussion

Both the smallest enterprises and the biggest corporations in the world are significantly and significantly impacted by leadership styles. Everyone is impacted by these approaches, from senior and top management to newly hired staff and new businesses. They establish the business culture, which has an impact on how well-organized and productive personnel are in terms of completing projects by the deadline.

Objectives of the Study

The research in testing the effectiveness of a leadership is fueled by the objectives. A research without purpose is worthless and part of the aims is to introduce the best leadership approach.

- To explore the leadership styles that contributes to employee performance.
- To explain the relationship between the effective leadership styles and performance of employees.
- To know the significance of leadership styles in the employee performance.
- To develop the model that shows relationship among different styles of leadership and employee performance.

Statement of the Problem

Executing specific tasks according to plan, meeting deadlines, demonstrating competence, and working effectively and efficiently are all examples of employee performance (or talent). Different organizations require strong leadership philosophies that boost worker productivity. Poor innovation, low productivity, and an inability to reach performance goals are issues that some organizations, like the tractor manufacturing, are dealing with. This issue was anticipated as being caused by a lack of strategic interventions using particular leadership philosophies in the given settings. Employee performance was consistently being impacted by this issue. The ideal leadership style that encourages employee success is therefore the subject of research.

An effective organization is thought to have its roots in its business executives or leaders. In the area of technology, good leadership is also embraced. The staff felt that a leader was needed who would not only be able to guide others but also function well. Therefore, they require a capable leader who can guide the group of followers towards reforms and performance enhancement.

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Significance of the Study

As a result, the completion of this dissertation will offer understanding of the concept at hand and generate data and information that every planner could use to develop strategies, plans, and designs that will help them strategically position themselves in the business environment that is currently experienced, which is highly competitive, diverse, and complex.

This study will be beneficial for other researchers who may be working on comprehending the notion of successful leadership by achieving the goals that were given in the objectives section. The study's most noteworthy value is the potential for other academics to exploit its findings in research that will have a significant impact on society. This study's findings can be used to other ones that may aid the firm by proposing adjustments.

The present study findings have been significant in number of ways. It has been contributed to the body of knowledge by since the present area is highly under researched in Pakistan and developing countries. No study has been found to investigate the effects of leadership styles to increase the performance of employees in Coimbatore.

Data Analysis and Discussion

Both the smallest enterprises and the biggest corporations in the world are significantly and significantly impacted by leadership styles. Everyone is impacted by these approaches, from senior and top management to newly hired staff and new businesses. They establish the business culture, which has an impact on how well-organized and productive personnel are in terms of completing projects by the deadline.

The Strategic Roles of Leaders

1. Setting goals
2. Recognize, Define and solve Problem
3. Effective communication
4. Intense listening
5. Time management

6. Stress management
7. Better decision making
8. Motive & inspire others
9. Delegate responsibility
10. Managing conflicts

Administrative Skills for Leaders

To prevent duplication or waste, a leader must be able to effectively and efficiently manage an organization's diverse resources (human, material, and financial). Making choices This is an essential quality of leadership. The leader should have a solid understanding of problem-solving approaches in order to address organizational issues and make wise decisions. expert judgement A formal organization's leader must to have shown knowledge of the goals of the organization. He derives much of his authority as a leader from this. Only when a leader possesses expertise can he make decisions that are both good and forward-thinking.

Findings

- 63% of the respondents say that the implementation of the technological changes is due to
 1. Technological advancement in all fields
 2. Profit Maximization
 3. To attain the organizational goal
- It is inferred that weighted average value (2.74) shows that the respondents state that technological changes are implemented in an organization to attain the organization goal
- It is inferred from that analysis, there is a close significant (Chi-square value = 34.866) Relationship between the employees recognizing the importance of the technological changes and their competencies getting increased.
- It is inferred that weighted average value (3.83) shows that the respondents are agreeing with the statement that, they are quite comfortable with the changes which make them comfortable during the time of work
- It is inferred that average value (4.26) shows that the respondents are agreeing with the statement that, they take the implementation of the technological change in a right sense
- It is concluded from the analysis, there is a close significant (Chi-square value =48.701) relationship between carrier growth of the employees and the innovativeness they perform in the organizations on the basis of the technological change.
- It is inferred that there is a no significant (Chi-square value =22.781) relationship between the enhancement of the quality of the product and the defects getting reduced due to technological change.
- It is concluded that there is a close significant (Chi-square value = 17.906) relationship between the necessary of the technological change in an organization and the value engineering of the product getting improved.

- From the analysis, it is concluded that there is a close significant (Chi-square value = 51.438) relationship between Management's concern towards the employees and the shrink in the employee's strength in the organization.

Suggestion

- The grievance committee may be constituted to handle the grievance immediately.
- Improving workers participation in management by means of getting suggestion from the employees.
- Improve both financial & non-financial incentives to motivate the employees.
- Superior should appreciate the job of the subordinates always.
- Superior should have good communication with their employee community which will create good team spirit.
- The organization should implement the new technologies and career development program.
- **Specific Suggestions:** Hence, the proprietors asked their managers to maintain the above-mentioned qualities referenced by their employees so as not only to maintain their relationship but also to improve the production volumes.

Conclusion

From an energy perspective, the employees identified the traits of the employers. Employers should have an assertive personality, always be in a good mood, be logical thinkers, simplify work, play key roles, update knowledge, always encourage others, be good responders, and have a commendable voice, according to the employees' expectations. They should always put the group first, enforce responsibility and accountability, effectively lead the groups towards the goal, maintain secrecy, recognize mistakes and correct them, and make them feel like they are a valuable member of a successful team when motivating others. Give consideration to time duration based on the type of decisions from an edge (competitiveness & decision-making skill) perspective. Additionally, consider whether there are too many vassals.

The behavior and attitudes of the people in an organization are greatly influenced by the leadership. Additionally, it impacts how individuals will communicate and collaborate to solve issues and make decisions. In addition to emphasizing interpersonal interactions, the study of leadership values a leader's capacity for inspiring and motivating others. The goal of this study was to improve understanding of new leadership approaches in particular organizations in a developing economy.

In every organization, leadership is crucial. The performance of the workforce will be good when there is good leadership. Problems are resolved through teamwork, disputes are avoided, and employees receive excellent support from bosses in problem solving and team building. This encourages employees to participate more and take in the environment in a more laid-back way.

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