

# A Study of Leadership Styles in Diverse Organizations Management

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**Abstract – This paper explores leadership styles in diverse organizational in an oil and Gas Company in India. The respondents are employees of an oil and Gas Company in India. This study use Multifactor leadership to define leadership styles and diverse Organizational Culture Model to measure Organizational management. These surveys were used to measure leadership styles of immediate or direct supervisor and organizational management of unit or division. The data were analyzed with descriptive and use correlational analysis. A relationship exists between the leadership styles of immediate or direct supervisor and organizational management. In three Leadership styles of Multifactor leadership, Positive correlation was found between Transformational Leadership Style and Organizational management. Transformational Leadership found as strong predictor of organizational management. A positive correlation also found between Transactional Leadership Style and Organizational management and conversely, Laissez-Faire Leadership style has negative correlation with organizational management in oil and gas industry. Transformational, Transactional Leadership and high level of organizational management was make good impact for maintaining and achieving excellent organizational performance for oil and Gas Company.**

**Keywords: Leadership Styles, Diverse Organizations, Management, Oil and Gas Company, India, Employees, Relationship, Performance, etc.**

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## INTRODUCTION

The primary reason injuries occur in any industry, and specifically in the oil and gas industry, is typically due to poor choices that lead to unintended accidents and injuries, and in some cases deaths. The connection between daily performance-based discussion and safe action must be scrutinized and tightened. The tool to create the connection is truth and honesty. Our willingness and ability to seize the moment and engage in timely, honest, and efficient performance-based discussion to influence each other's behaviors can create measurable improvement in results. The epoxy that keeps the connection tight is trust and compassion. Sincerely caring about each other's well-being and our own is not only the means to an end but is an end result as well. As leaders engage in this discussion, they must stay focused on their passion, values, and expertise the direct connection between leadership, people, and results.

Based on research from Indian Companies and our experience working with leaders in the oil and gas industry, we've learned much about the leadership challenge of balancing the safety and productivity of each of your people (Brooke, 2007. Erkutlu, 2008. Daudi, 2010).

## REVIEW OF LITERATURE:

Leadership is a social process in which everyone is engaged. As such, leadership development should be seen as an investment in building human capital and developing the "collective capacity" of organisation members to interact and work together in a meaningful way. There are many environmental factors which moderate the leadership effectiveness viz. perceptions of appropriate style, versatility of leadership, complexity of behaviour of leaders, discrepancy in self/subordinate perceptions of leadership, gender, Organisational context, and leaders self-monitoring (Ecker, et. al., 2002). This emphasis on leadership as a collective process, rather than something that is specific to one individual means that leadership development is as much about how best to manage teams and delegate authority, as it is about building networks and maintaining good personal relationships.

The present researcher is interested in analyzing and comparing the leadership style in diverse Organisations such as public sector undertaking, private sector (corporate), oil and gas organisations, and multinationals. There are high and low performing Organisations in each of these sectors.

However the present research's focus in this study is on the match-mismatch of the leadership styles with respect to their subordinate's expectation about their boss's leadership style in oil and gas organisation. Ultimately, oil and gas organisations are for the welfare of the people and if then the leader and his team of followers in the organisation work for the welfare of the community at large, it may lead to sustainable development of the organisation with high performance.

**Leadership is a Process:** Leadership is a process, not a position. Leadership is a social influence process shared among all members of a group. Leadership is not restricted to the influence exerted by someone in a particular position or role; followers are part of the leadership process (Gong, 2011). In recent years, both practitioners and scholars have emphasized the relatedness of leadership and followership. The idea of "one man leadership" is a contradiction in terms. Leadership and followership cannot be separated. There is no simple line dividing them; they merge. The relationship between leadership and followership can be represented by a concept from topological mathematics, The Mobius Strip depicted in Figure 1.1.



**Figure 1.1 The Mobius strip**

When a strip of study is connected (See Figure 1.1), it proves to have only one end. Cut a strip of study; on one side write leadership and on the other followership. Then twist the strip and connect the two ends in the manner of the figure. Leadership and followership merge one into the other, just as leadership and followership become indistinguishable in an oil and gas industry.

**Leadership Effectiveness:** The effectiveness of a leader depends on how he wields the situation in which he is placed to achieve the goals of the oil and gas industry. One should not forget the role of the followers and the oil and gas Organisation in evaluating the effectiveness of leaders. Indian management styles may not work effectively in India. Cultural ethos plays its own role in effectiveness.

**Diverse Organisations:** Organisations, as diverse as a government organisation, a public enterprise, a private corporate, a multinational or an NGO, have some characteristics in common. Organisations are social entities that are goal-directed, are designed as deliberately structured and coordinated activity systems, and are linked to the external environment. The private sector consists of those entities which are not controlled by the state i.e. a variety of entities such

as private firms and companies, corporations, nongovernment organisations etc. Speed in the technological advances in India has created a special niche in the oil and Gas sector in India (Lauring, 2011. Meng, 2012. NAV, 2011). Non-Government organisations (NGOs) focus on the welfare of the society at large, because performance in an NGO has a different perspective, and its survival does not depend on its performance. Multinationals (MNCs) are companies which exist in more than one country, and they deal with cultural diversity and a diverse workforce.

**Leadership in Indian Oil and Gas Sector:** The study discusses the leadership issues and its significance with reference to oil and gas sector in India. It stresses on the fact that the oil and gas leaders have to deal with important responsibility of optimizing safety and productivity so that the all-time high demand of oil and gas can be met. It presents oil and gas sector landscape in brief and stresses on the fact that effective leadership at all levels in oil and gas organisations can help achieve the goal of 100% energy security. The study discusses the sector specific work environment and urges to have manpower having expertise in the oil and gas domain so as to meet the unconventional challenges along with the conventional ones. An individual on entry in an organisation goes through various development stages. An effective leader will analyse the development stage the subordinate is in and match his leadership style to his stage for performing required tasks and duties (i.e. partnering for performance). The oil and gas sector is one of the major industries in India and hence plays a crucial role in influencing decision making for all the other important sections of the economy. The sector leaders have to deal with important responsibility of optimizing safety and productivity so that the all-time high demand of oil and gas can be met. Safety of the employees working in remote and tough environment in field of oil and gas is a necessity.

## CONCLUSION:

Effective leaders are known to be able to develop and engage staff with a clear vision, establish a performance culture, efficiently administer the business, develop their people and effectively manage relationships. The work environment of the oil and gas sector demands leaders with specific capabilities to handle the challenges coming across them with their peers in the sector. Leaders are needed who are having expertise in the oil and gas domain so as to overcome unconventional challenges. The Leadership Model describes the four development levels of an individual in an oil and gas organisation. The goal of Leadership is to match the leadership style that is appropriate to an individual's development level at each stage of development on a specific goal or task. Moreover these leaders need to demonstrate tolerance for Ambiguity and Humility. The choices made by a

leader in an oil and gas organisation have tremendous impact on safety and productivity at the individual as well as the oil and gas organizational level. Hence leaders need to demonstrate clarity of core leadership values and principles that can have a positive connection to improving the systems and processes which lead to safe working environment.

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