

Examining the Viewpoints of Corporate Leaders in Andhra Pradesh on the Ever-Changing and Difficult Leadership Roles and Responsibilities

Tarakeswara Rao. Sivvala*

Abstract

Leadership is the process of convincing people to do what you want them to do in order to achieve set goals willingly and enthusiastically. The responses vary along a continuum ranging from resistance to commitment. Today's workplace is one where change is a fact of life. To keep organizations competent in the face of such rapid changes, environmental changes necessarily require higher levels of managerial effectiveness. Supporting this point of view, it was also said that it is important to research these behavioral characteristics, particularly the duties and roles of business executives, in light of the globalization of trade and commerce. The main goal of this article is to investigate corporate leaders' perceptions of changing and challenging leadership roles and responsibilities.

Keywords: Corporate leadership, ethics, value culture and business ethics

INTRODUCTION

In India, the New Economic Policy's enactment in 1991 marked the beginning of the globalization era. It is important to remember that India is one of the leading new emerging economies, and as a result, globalization has significantly affected business practices. Globalization, shifting customer expectations, shifting revenue and cost structures, a greater concern for organizational changes, technological innovations, attracting, developing, and retaining skilled and knowledgeable human resources capital, and ensuring the sustainability of long-term changes are some of the primary obstacles confronting today's emerging economies. The contemporary workplace now includes change as a given. To maintain businesses' competence in the face of such environmental changes, higher degrees of managerial effectiveness are necessary.

Studying management behavior within an organizational framework is crucial and supports the idea that it is important to investigate these behavioral characteristics, especially the duties and roles of corporate executives, in light of the expansion of global trade and commerce. The development of leadership in India has particular problems in an environment of growing trade and commerce. To meet

these challenges, leadership that is efficient and effective must keep up with the pace and develop the skills required to fuel growth. Therefore, it is urgent and necessary to determine the traits, obligations, and functions of business executives.

*Author for Correspondence

Tarakeswara Rao. Sivvala
E-mail: taraksivvala@gmail.com

Assistant Professor, Department of Commerce and Management Studies, Dr. B. R. Ambedkar University-Srikakulam, Andhra Pradesh, India

Received Date: February 24, 2023

Accepted Date: March 21, 2023

Published Date: April 12, 2023

Citation: Tarakeswara Rao. Sivvala. Examining the Viewpoints of Corporate Leaders in Andhra Pradesh on the Ever-Changing and Difficult Leadership Roles and Responsibilities. NOLEGEIN Journal of Business Ethics, Ethos and CSR. 2022; 5(2): 20-27p.

Leader and Leadership

The leader is a visionary, the captain, the main person who guides the organization. All great organizations have great leaders. In today's corporate world, "Leader" is termed as the Chairman, Director, CEO, and so on; without him, the organization will lose its direction [1].

As according to William A. Cohen [2], “Leadership” entails raising a person's standards of performance, vision, and personality above and beyond what is typically possible. He held that the basis for effective leadership rests on five fundamental elements:

1. The role of a leader in strategic planning
2. A leader's personal integrity
3. The use of military leadership as a baseline model.
4. Better comprehension and use of psychological motivational principles
5. The marketing model as an effective all-around approach.

First considered an innate quality, leadership is both a capability and an intellectual ability, according to Chemers [3]. As a result, efforts were focused on improving leadership skills. The competencies of Quatro, Waldman, and Galvin develop comprehensively [4].

1. *Trait theories of leadership*: leadership is based on character, and a leader's distinctive personal traits include things like intelligence, values, and appearances. According to trait theory, those who possess the energy, desire, self-assurance, and resolve to succeed are strongly motivated to hold positions of leadership. Assuming that leaders are born not produced, or that leadership is mostly innate rather than developed via learning, characteristic theories of leadership identify the precise personality traits that set leaders with the exception of non-leaders.
2. *Behavioral theories of leadership*: The emphasis of these theories is the behavior of the leader, which is the best indicator of and determinant of his or her performance as a leader. They concentrated on the actions of leaders rather than their characteristics or source of authority. As a result, leadership was recognized as a category of human behavior. It was a major development in leadership theory with solid empirical support [5], and it was simple for practicing managers to put into practice to increase their leadership effectiveness.
3. *Leadership contingency theories*: A number of contingency theories have been put forward in reaction to the notion that a leader's style or behavior should change depending on the needs of a given situation. According to these ideas, the personality differences between leaders and followers, the type, severity, and urgency of the tasks, the followers' abilities and expertise, as well as other variables, all affect what is suitable and effective in a given circumstance. The contingency models include, among many others, the fielder leadership effectiveness model, the path-goal theory, the situational leadership model, and the decision-making model from Vroom and Yetton [6].

LITERATURE REVIEW

This literature review's objective is to highlight important trends in leadership research and writing even while charting the discipline's growth and offering a framework for understanding and locating our own leadership development. A review of the literature is primarily made to identify the gaps in research in the field of leadership and to make the present study distinct from the already existing studies in the field of leadership. The review covers both studies made in India and abroad.

Thomas Maak et al. had opined globalization and responsible leadership had emerged as two major trends in the international business scenario over the past decade. Moreover, they observed socio-political, legal, and environmental influences that shape the responsibilities of global business leaders in corporate world. They suggested innovative executive development programs, Price Waterhouse Coopers, Pfizer's global health fellows' program, and IBM's corporate service corporations, to instill qualities among global leaders [7, 8].

Leadership roles today are challenging, particularly because we live in a knowledge economy and operate in the era of knowledge workers. Leadership success therefore depends largely on how the leader influences and mobilizes his people. The leader needs to touch hearts and channel emotions to achieve extraordinary results. In the context of effective human resource management, emotional intelligence is very essential to being a successful leader in the corporate world. This is also emphasized

by leading authors and literature [9]. For the purpose of the study on EI and leadership styles, the researcher has selected Bharat Heavy Electricals Limited, Tiruchirappalli—one of India's leading public sector engineering organization located in the southern part of India. The researcher has applied statistical applications such as descriptive analysis, correlation, Chi-square, analysis of variance, and regression. Among the participants, 81% are male and 19% are female. Almost half of the respondent's level of total EI was at the moderate level. Supportive and consultative are the dominant leadership styles among the participants. The mean newline leadership effectiveness index is at 65.07 [10].

Mathew Jain's study leads to certain relevant conclusions, particularly focusing on leader behavior as a crucial independent variable affecting organizational climate. The study has established a significant relationship between the organizational climate and leader behavior, emphasizing the management theory to connect the direct linkage between organizational climate and leader behavior. Therefore, enhancing leader behavior is essential for all organizations in general and IT organizations in particular [11].

RESEARCH GAP

After reviewing the various research studies in the field of leadership, the researcher comes to the conclusion that even though certain studies related to leadership theories and styles have been covered, to date there has not been a serious examination into the roles and responsibilities of corporate leaders with particular reference to the chosen topic. Thus, it is important to pay attention to how corporate leaders in India generally and the state of Andhra Pradesh particularly are changing their roles and responsibilities.

Scope of the study

The opinions of corporate leaders from various Andhra Pradesh-based organizations are covered in the current study. The study is limited to a few advanced industrial areas in the state, including Visakhapatnam, Vijayawada, Tirupathi, and Rajahmundry. It is hoped that the state's investigations will yield important information that will allow for the formulation of meaningful and pertinent conclusions.

Problem of Research

The objective of this research is to analyze the corporate leadership patterns that Indian executives select while taking into account their particular situational requirements and employment situations. This study focuses on the leader as a change agent who sets the bar through his behavior toward his subordinates. This type of research also examines the unique roles, values, and obligations of the responding executives and attempts to understand their skills, attitudes, and goals. Hence, "the changing duties and responsibilities of corporate leaders with relation to the state of Andhra Pradesh" was chosen as the study's controversial topic.

Objectives

The study's overarching objective is to investigate how company leaders' roles and responsibilities are evolving, as well as to determine how attentive and receptive big and small industrial firm leaders are to these changes. The study also intends to:

1. Evaluate the various responsibilities played by corporate leaders.
2. Studying several facets of responsibility management to get insight into challenges with creating policies, roadblocks with implementation brought on by internal and external environmental elements, and articulating some suggestions for developing efficient performance methods.
3. The study's overarching objective is to investigate how company leaders' roles and responsibilities are evolving, as well as to determine how attentive and receptive big and small industrial firm leaders are to these changes. The study also intends to evaluate the various responsibilities played by corporate leaders.
4. Studying several facets of responsibility management to get insight into challenges with creating policies, roadblocks with implementation brought on by internal and external environmental elements, and articulating some suggestions for developing efficient performance methods.

METHODOLOGY

The research will concentrate on 80 Indian industrial giants in the government, public, and private sectors from the manufacturing and non-manufacturing sectors, located in industrial hubs like Visakhapatnam, Vijayawada, Tirupathi, and Rajahmundry, among many others, as the concept of roles and responsibilities is presumed to have operational validity only in the context of large and medium-scale enterprises. A total of 250 managers working in the selected organizations at various managerial levels were given the questionnaire along with a letter asking them to take an active part in the study that is being proposed to examine the roles and responsibilities of managers by providing an answer in full compliance with the questions on the questionnaire. He eventually received responses from 223 that were considered genuine.

Stratified Random (Multiple) sampling technique was used to identifying the sample respondents in this study. Visakhapatnam, Vijayawada, Tirupathi, and Rajahmundry in the state of Andhra Pradesh have been purposively selected for the present study, where there is a high scope for the industry development.

Limitations of the study

1. The findings of the study are based on the duly filled-in questionnaire that was returned. If those who have returned them are those with awareness and zeal toward roles and responsibilities, the findings are likely to have a positive bias toward roles and responsibilities.
2. The issue under study is philosophical in nature: people generally set high standards, even though they know they are impracticable.

Perceptual Analysis of Leader Initiative, Practices, and Effectiveness

This research study provides an analysis of primary data collected through the canvassing of the structured schedule among the sample of 223 respondents from select organizations from each of the identified categories of business entities situated in select geographical areas of Andhra Pradesh state.

Sector wise distribution of the corporate entities in the state, as evident from the study, a majority of 42.20% of the entities are public limited companies, followed by the government sector at 34.50% and the private sector at 23.30%, respectively. Moreover, from the industry wise classification of the select companies, it is evident from the study that the sample consists of the industry classification in two major forms, that is, manufacturing at 76.20% and non-manufacturing at 23.80%, respectively. According to the study, the age composition of the corporate leader respondents, as evident from the study below 40 years at 64.60%, between 41 and 50 years at 17.00%, and above 51 years is at 18.40%.

According to the gender distribution of the sample respondents, a peek into the study reveals that the male population consists of 83.40% and the female population is at 16.60%, bringing out the observation that males constitute a majority of the corporate leaders. And also studies the hierarchy level composition of the respondents; as evident from the study, top-level management comprises 21.10% whereas middle-level management comprises 78.90%.

Value Culture Importance for Enhancing Productivity and Performance

Value culture is the significant variable in the organization of the modern corporate world that must be sustained in the present environment. On the positive side, a value culture should be established and spread throughout the organization to achieve goal-oriented performance. The management team and every employee of the organization should consider the value system and positive value culture inevitably. Table 1 summarizes respondents' viewpoints on the value culture's importance in enhancing productivity and performance. As can be accessed from the table those who expressed that the value culture is very important are 26.9%, whereas 57.80% of them stated that the value culture for enhancing productivity and performance is somewhat important. Remarkably, 26.90% of those who said they valued culture thought it was really important and 15.20% of the respondents stood neutral in this

regard. It can thus be observed from the analysis that around 42.10% of the total respondents hold the view that value culture is important, and a majority of 57.80% opine that value culture is somewhat important for enhancing productivity and performance.

Table 1. Value culture importance.

	Frequency	Percent
Very Unimportant	0	0.00
Somewhat unimportant	0	0.00
Neutral	34	15.20
Somewhat important	129	57.80
Very important	60	23.90
Total	223	100.00

Impact of “Values” on Organizational Aspects

Table 2 reveals a scenario of respondent reflection regarding the impact of values on the organizational aspects. The proportion of the respondents who stated the impact on different aspects of the organization goes thus: (1). Organization performance: Average at 8.50%, Effective at 67.30% and very effective at 24.20%, respectively; (2). Individual performance: Average at 11.70%, Effective at 68.20% and very effective at 20.20%, respectively; (3). Organization image: Average at 11.70%, Effective at 60.50%, and very effective at 27.80%, respectively; (4). Employee Image: Average at 15.20%, Effective at 59.60%, and very effective at 25.10%, respectively; (5). Human relations: Average at 16.10%, Effective at 61.00%, and very effective at 22.90%, respectively. An overall analysis of the data does reveal that the impact of values on all the identified organization aspects like organizational performance, individual performance, organizational image, employee image, and also human relations is effective. And the proportion of the respondents who stated so was mostly above 60.00%.

Table 2. The impact of values on the organizational aspects.

Aspects	Average	Effective	Very effective	Total
Organizational performance	19(8.50)	150(67.30)	54(24.20)	233(100.00)
Individual performance	25(11.70)	152(67.20)	45(20.20)	233(100.00)
Organization image	25(11.70)	135(60.50)	62(27.80)	233(100.00)
Employee image	34(15.20)	133(59.60)	56(25.10)	233(100.00)
Human relations	36(16.10)	136(61.00)	51(22.90)	233(100.00)

Ethics Manual/policies in Organization

Table 3 presents the reflections of the respondents regarding the following of ethics manual or policies in the organization. As evidenced by the study’s “No” at 0.90%, “No Idea” at 0.40%, “can’t say” at 10.80%, “Not sure” at 64.10%, and “Yes” at 23.80%. The analysis helps observe that a majority of 64.10% of the respondents are of the view that they are not sure of the following of the ethics manual. Only 23.80% affirmed the observation of the ethics manual or policies. Those stated “No” are 9%, “No idea” are 4%, and those pleaded unawareness are 10.80%.

Table 3. Ethics manual/policies in organization.

Response	Frequency	Percent
No	2	0.90
No Idea	1	1.40
Can’t say	24	10.80
Not sure	143	64.10
Yes	53	23.80
Total	223	100.00

Opinions Regarding Focus on Corporate Ethics as Taught in Business Schools

Opinions regarding the focus on corporate ethics as taught in business schools are presented in Table 4. It is true that all business or corporate leaders come from business schools or educational institutions where they are theoretically taught business ethics supported by the relevant case studies. The practicing corporate leaders are expected to follow the ethics taught in schools in their professional life. As one can observe from the study, the focus on corporate ethics as taught in business schools has relevance in real-life business scenarios within the organization. It is opined “No” at 49.30%, “No idea” at 2.70%, “Can’t say” at 10.80%, “not sure” at 28.30%, and “Yes only” at 9.00%. The situation is highly deplorable and pitiable in the sense that the present corporate leaders are ethically baseless and the corporate conduct of affairs are also deemed to be devoid of ethics.

Table 4. Opinion regarding focus on corporate ethics as taught in Business Schools.

Response	Frequency	Percent
No	110	49.30
No Idea	6	2.70
Can’t say	24	10.80
Not sure	63	28.30
Yes	20	9.00
Total	223	100.00

Awareness of Ethical Business

Table 5 presents the reflections regarding the respondent’s awareness on the aspect of ethical business. No doubt there may be the possibility of getting more business if the customers are made aware of the business being done ethically, as opined by the majority of the sample respondents as revealed during the personal interaction of the researcher. It can also be concluded from the fact that 65.50% of respondents stated that they are aware of ethical corporate practices. Those who stated “No” stood at 4%, “No idea” at 2.20%, “Can’t say” at 15.70%, and “Not sure” at 16.10%. The peek into the analysis clearly shows that, basically, awareness of the concept of ethical business does exist in the organizations under study.

Table 5. Awareness of ethical business.

Response	Frequency	Percent
No	1	0.40
No Idea	5	2.20
Can’t say	35	15.70
Not sure	36	16.10
Yes	146	65.50
Total	223	100.00

On Account Ability for Business Ethics

Table 6 presents the opinions of the leader respondents regarding the accountability for observing business ethics. Moreover, the study reiterates the emphasis on the importance for the organization of ensuring accountability for business ethics among employees at all levels in the organization. A peep into the study reveals that accountability for business ethics is stated to be very important by 6.70%, important by 13.50%, and somewhat important by a sizable 32.20%. Furthermore, those who stood neutral are 13.50%. It appears clearly from the analysis that there is no adequate recognition of accountability for business ethics among the corporate leaders.

Need for Focus on High Standards or Fairness, Integrity, and Honesty

Table 7 presents the need for focusing on high standards of fairness, integrity, and honesty as expressed by the corporate leader respondents. In other words, it reveals the respondents agreement on

maintaining high standards of fairness, integrity, and honesty in corporate affairs within the organization. According to the study, 69.10% of the respondents agree, 17.00% strongly agree, while those who neither agree nor disagree and those who strongly disagree stand at zero. It is a positive sign that a fairly large majority of the respondents (86.10%) are in tune with the need to focus on high standards of fairness, integrity, and honesty in the corporate organization.

Table 6. On accountability for business ethics.

Response	Frequency	Percent
Very unimportant	15	6.70
Somewhat unimportant	72	32.30
Neutral	30	13.50
Somewhat important	76	34.10
Important	30	13.50
Total	223	100.00

Table 7. Need for focus on high standards of fairness, integrity and honesty.

Response	Frequency	Percent
Very unimportant	0	0.00
Somewhat unimportant	0	0.00
Neutral	31	13.90
Somewhat important	154	69.10
Important	38	17.00
Total	223	100.00

Perception on Need for Corporate Ethics Rating

The perceptions of the respondents on the corporate ethical rating are presented in Table 8. As can be observed from the above study the specific rating level on the business ethics in the organization shows the following results: Unsatisfied and poor at zero percentage, Average at 13.50%, Good at 68.60%, and excellent at 17.90%. It can be summarized as observation that a fair majority of 68.60% and 17.90% of the respondents identified and cognized the need for corporate ethical rating.

Table 8. Perception on need for corporate ethical rating.

Response	Frequency	Percent
Unsatisfied	0	0.00
Poor	0	0.00
Average	30	13.50
Good	153	68.60
Excellent	40	17.90
Total	223	100.00

CONCLUSION

The present study made an attempt to present the analysis of perceptions of selected corporate leaders of the Andhra Pradesh state. The study attempted to assess the various aspects of corporate leaders' changing roles and responsibilities in Andhra Pradesh. This kind of study can be used by corporations to promote the skills, roles, and responsibilities of their leaders.

Suggestions of the study

1. It is necessary to access changes in the market to perform well in the business, which requires innovative roles and responsibilities in the organization.

2. Managers/leaders should have more knowledge/awareness about the ethical values of the society.
3. The possible contribution of corporate leadership is identified in the directions of creating a positive environment, encouraging people to stretch for professional development, striving for excellence, and sharing power to create commitment to key initiatives. The leadership style is warranted to create a positive environment and moreover, the corporate leaders must contribute in the direction of sharing power to create commitment to key initiatives.
4. It is clear from the study that there is no adequate recognition of accountability for business ethics among corporate leaders. It is important for the organization to ensure accountability for business ethics among the corporate leaders and also the rank and file of the organization. It helps to project the image of the organization better and sustainably ensure organizational effectiveness in the long-run.
5. It is widely observed that corporate evaluations based on agreed standards and in the direction of set objectives are absent from the corporate atmosphere. Moreover, the comprehension of such practices is lacking on the part of the corporate leaders. But it is felt to be very much needed in the highly competitive contemporary LPG environment. Therefore, awareness and development capsules are to be designed for creating and developing the organization culture of periodic evaluations against the standards and benchmarks with an objective orientation.

REFERENCES

1. Pillai R, Sivanandhan D. Chanakya's 7 secrets of leadership. Bangalore, India: Jaico Publishing House; 2014.
2. Cohen WA. Drucker on leadership: new lessons from the father of modern management. New York, NY: John Wiley & Sons; 2009.
3. Chemers MM. Integrating models of leadership and intelligence: efficacy and effectiveness. In: Ronald E. Riggio, Susan E. Murphy, Francis J. Pirozzolo, editor. Multiple intelligences and leadership. Mahwah, NJ: Lawrence Erlbaum Associates, 2002. pp. 139–160.
4. Quatro SA, Waldman DA, Galvin BM. Developing holistic leaders: four domains for leadership development and practice. Hum Resour Manag Rev. 2007; 17 (4): 427–441. doi: 10.1016/j.hrmr.2007.08.003.
5. Fleishman EA, Harris EF. Patterns of leadership behavior related to employee grievances and turnover. Pers Psychol. 1962; 15 (2): 43–56.
6. Hunt JG, Larson LL, editors. Leadership: the cutting edge: a symposium held at Southern Illinois University Carbondale, October 27-28, 1976. Carbondale, IL, USA: Southern Illinois University Press; 1977.
7. Maak T, Pless NM, Borecká M. Developing responsible global leaders. In: Advances in global leadership. Vol. 8. Bingley, England: Emerald Group Publishing Limited; 2014. doi: 10.1108/S1535-120320140000008023.
8. Maak T, Pless N, Borecká M. (2014). Developing responsible global leaders. [Online] ResearchGate. Available at https://www.researchgate.net/publication/287582151_Developing_Responsible_Global_Leaders [Accessed on April 2023]
9. Aftab M. Design as a functional leader: a case study to investigate the role of design as a potential leading discipline in multinational organisations [PhD thesis]. Newcastle upon Tyne, United Kingdom: University of Northumbria at Newcastle; 2013.
10. Gardner Jr RJ. Corporate leadership selection: impact on American business, employees, and society. Bloomington, IN, USA: Author House; 2009.
11. Mathew J. Organisational climate in relation to leader behaviour and business strategy in IT industry [PhD thesis]. [Trichy, Tamil Nadu, India]: Bharthidasan University; 2008.