IMPACT OF LEADERSHIP STRATEGIES OF MANAGERS ON EMPLOYEES IN INFORMATION TECHNOLOGY ORGANIZATIONS

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ABSTRACT

Purpose

There are scarce Indian studies in the IT context that has pegged the leadership strategies and what type of impact these strategies have on IT employees. 1. What leadership strategies do IT managers adopt? 2. What impact does the leadership strategy have on IT employees?

Design / Methodology / Approach

A descriptive 515 IT employees from 87 IT companies were surveyed for the study. The sample was drawn from all the three levels of management. The stratified random sampling technique was adopted for the present study. Robert A. Cooke's (1996) Leadership/Impact® instrument. Leadership Strategies and Impact on Others Dimensions - A standardized instrument Leadership/Impact® developed by Robert A. Cooke"s (1996) was adapted with permission.

Findings

The study reveals that the IT Managers preferred to use prescriptive leadership strategies more often than restrictive strategies in IT organizations. IT managers basically believe in strategies that guide or direct the activities and behaviours of employees toward goals, opportunities and methods as compared to strategies which constrain or prohibit activities and behaviours with respect to goals, opportunities and methods.

Research limitations / Implications

Genuineness in self-report is taken for granted in the present study like in any other surveys and interviews. In a context like this it is desirable that leaders adopt Prescriptive rather than Restrictive strategies as they are more functional in IT organizations.

Practical implications

Leaders with constructive impact motivate people to think and behave in achievement oriented and cooperative ways that emphasize growth and development. The benefits are better performance, higher levels of personal satisfaction and lower levels of stress.

Social implications

Organizations today are service oriented and operate in a turbulent and fast changing environment. Knowledge workers not only drive these organizations, but also are key resources.

Originality/Value

It is an earnest attempt to bridge the gap especially in this area by highlighting the relevance and importance of leadership to management, individual, and organizational effectiveness and hoping this study will initiate a series of serious and productive discussions on the subject.

Keywords: Leadership strategies, Leadership impact, Prescriptive strategy, Restrictive strategy, Constructive impact, Passive/Defensive impact, Aggressive/Defensive impact