

# Leadership Styles among the Team Leaders of Software Companies in Chennai

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## Abstract

*A team leader is a person who gives great ideas, inputs and guidance to their team members in order to achieve the goal. The primary job of the team leader is dividing the work and allocates the work to each member in the group based on their specialization. In the software, companies have a lot of teams, and the team leader's role is very important. If the team leader is efficient, he or she can get work from others easily if the team leader is incompetent or inefficient, it's very difficult to get work from others. Another important role of a team leader is to assess everyone contribution for a particular period. Generally judging others and evaluating others is a difficult job and complex also. In this situation, the team leader important role in evaluating the employee's performance for a particular period, and if the performance is good team leader recommend financial and non-financial benefits. Team leader styles create a major impact of the teammates sometimes they perceived positive, and sometimes they perceive negative. In this study about leadership styles among the team leaders of software companies.*

**Keywords:** Team Leader, Stress, Medication, Employee, Information Technology, Depression.

## Introduction

Team leader gets the order from their Manager or Vice President. The team leader is the only person who is responsible for all the things happening in the team. So he should ensure that thing is going in the right way and also he must ensure about finish the project or work within the time period. Most of the people are thinking that people work in the software companies they are getting more salary, no timings and no dress code they are happily enjoying their life. Be that as it may, all things considered, they likewise have work weight and business related issues. In any case, if the group head is great and sound, he may assist the subordinate workers with managing pressure and keep up their productivity as long as they are utilized. Along these lines, the job of the group head winds up vital in keeping up the productivity of the representatives in the field of programming organizations. The sort of research is clear. For the present sort of research, 280 examples are the base number, yet for exactness, the scientist has focused on 400 example respondents from Chennai. Out of 400 filled surveys, just 280 respondents were observed to be finished. Nonetheless, respondents have been chosen by comfort examining strategy from the non-likelihood procedure. There are past examinations in the field that concentrated on the issues in the product organizations, however very few of them concentrated on the job of the Team Leader. The investigation is concentrating on is about the worker's pressure and despondency dependent in their group chief initiative styles. The specialist is attempted to give a few answers for understand the issue and deal with their pressure and despondency level.

## Need and Scope of the Study

Software companies play a very major role in the employment aspect. Software or information technology companies are offered a lot of jobs to different discipline graduates. People strongly believe the software industry for many reasons the top reasons are they are given high salary to employees, good infrastructure, pick up and drop by company vehicles, holiday benefits and etc.. These are the positive views about the software industry. Every coin it has two sides so here negative or things to improve that side is also we need to consider. Chennai is one of the major software hub many graduates coming to Chennai, and they are searching for software-related jobs. Graduates are coming from small villages they also find a good job in software companies. Low-income group people lifestyle has increased because of software companies' growth. Similarly, not receiving satisfactory payment, no job security, no appreciation for the kind of work that the employees do, favouritism towards one employee and neglecting some others, too much workload, no competent team leader and so on are the overall problems faced by the employees in the field of software Companies. When the problems faced by them are clearly identified and categorised, it might be easier to provide remedies for the problems. The present study is trying to analyse all these problems and provide solutions for them. When the solutions are provided in a concrete way, by following these solutions, the companies in software companies can increase their turnover and the employees will also be happy and lead a satisfactory life.

## Statement of the Problems

Graduates today are highly dependent on software Companies. It has provided a lot of employment opportunities in recent times in India. In Tamil Nadu, Chennai is the leading I.T. industry hub. From all over Tamil Nadu young graduates who come out of the college, go to Chennai in search of a job, particularly I.T. related jobs. Their understanding is that the I.T. related jobs will give a social status for themselves as well as their family. But, despite these positive sides to the I.T. jobs, the recent trends show that it has its negative sides too. The first and the foremost is the problems like recession which might make a

huge number of graduates jobless without any prior warning or notice. While these graduates might have taken many loans believing in the regular salary that they receive from the I.T. companies, when they are rendered jobless, they face a grim future and they might be unable to pay their loan arrears, which in some cases might lead to the extreme of committing suicide unable to bear the economic burden.

The next problem in the field of I.T. companies is working time. Many times the employees in the I.T. companies are forced to work more than 8 hours a day which is really stressful and tiresome for them. Not just during the working days, but even on weekends, they might have to work in order to complete the project that has been allotted to them. They also have to face a constant threat from the young graduates who enter into the field every year. Those who are already in the industry will have to constantly keep them updated with the latest technology in order to keep up with the ever-growing technology. Among all these problems, there is also the need to maintain the work-life balance that most of the I.T. employees are unable to do. Because they are forced to work more than 8 hours a day or work at night shifts, they are unable to spend time with their family. Apart from these, there are various other problems like unfair pay, lack of communication, under-appreciation, favouritism, overworking, micromanagement, incompetent team leader, no opportunity of career advancement, etc.

Among all these problems, the attitude of the team leader plays a major role. Whenever a problem arises, the support of the team leader will help the employee to adjust or solve the problem. While at the same time, if the team leader is not supportive and problematic, the employees will become disillusioned and depressed. So, the perception of the employee towards their team leader is very important for maintaining the productivity of the employee. If the perception is positive towards the team leader, the productivity of the employee will be high, and his depression level will be low, but if the perception is negative, the productivity of the employee will be low, and his depression level will be very high.

These are some of the problems faced by the employees in the I.T. companies, and this leads to a high level of stress among them. Stress, which

continues beyond a certain time, will lead to depression among the employees. The present study will try to identify the factors that lead to depression among the employees in the I.T. industry and what is the role of the Team Manager among all these problems. A team manager is responsible in every way to extract work from his/her subordinate employees, but at the same time, it is his responsibility to keep them satisfied and happy so that they will remain efficient to the companies that employ them. If the team manager is incompetent, the subordinates will bear the brunt of heavy stress and eventually a complete loss of efficiency. But if the team leader is efficient and competent, he might help the subordinate employees to escape depression and maintain their efficiency as long as they are employed. Therefore, the role of the team leader becomes paramount in maintaining the efficiency of the employees in the field of software companies.

### Objectives of the Study

- To study the demographical profile of the software Employees in Chennai.
- To analyze the software employees perception and level of satisfaction towards their organizational factors.
- To evaluate the software employees perception towards their team leaders attitude.
- To find out the software employees level of depression towards their job.
- To find the relation between team leaders attitude and the employees level of depression.
- To find the relation between Team leaders attitude and employees Productivity.

### Review of Related Literature

Bharathi T (2017) Bharathi T (2017), "Job Stress and Productivity: A Conceptual Framework", *International Journal of Emerging Research in Management & Technology* ISSN: 2278-9359 (Volume-6, Issue-8).

The Indian IT industry has seen an expansion of 1.3 million ladies representatives in 2016. The examination is about occupation Stress and representative efficiency. From the different audit of the writing, we have recognized the variables influencing Job Stress and Productivity. The writing

is gathered from the year 1974 to 2016 in different zones like the meaning of the ideas to different variables affecting Job Stress and profitability. The different parts secured on which employment stress and efficiency variables are considered development, banking area, instruction organization, monetary foundation, IT, Call focus, and Private clinic. The factors/pointers that can be recognized in the current writing to study employment stress are outstanding tasks at hand, job uncertainty, sexual orientation separation, relational relationship. The factors/pointers for estimating worker efficiency are recognized as work routine/timings, the ability of manager, pay, frameworks and methodology, bunch elements, non-attendance and presenteeism. The paper likewise illuminates the significance of different pointers referenced previously. Also, the calculated structure models the connection between occupation stress and efficiency.

William and Christophe (2010) William A, W and Christophe, F, *The Impact of time congruity on sales rep's job pressure: An individual activity Fit methodology. Diary of Personal Selling and Sales Management*, Vol XXX, No 1 (Winter) pp 73-90, 2010.

Study the impact of time congruity on salespersons role stress. Time congruity a form of person-job fit is said to exist when there is a match between the temporal requirements of a particular job (job time personality) and temporal requirements of the person holding the job (individual time personality). The model helps to understand the relationship between time congruity, role stress and work outcomes. The paper shows how salespeople's individual time personalities, their job time personalities and the person-job fit concept can be used to create time congruity and enhance an organizations' recruiting strategies.

Yong Wah Goh, et al., (2010) Yong Wah Goh, et al., (2010), *The Revised Transactional Model (RTM) of Occupational Stress and Coping: An Improved Process Approach*, Australian and New Zealand Journal of Organizational Psychology, Vol.3, Issue 1, 2010.

Inspected Lazarus and Folkman's (1984) value-based model of pressure and adapting. One hundred and twenty-nine Australian members with all day

business (i.e., medical attendants and organization representatives) were selected. There were 49 male (age mean = 34, SD = 10.51) and 80 female (age mean = 36, SD = 10.31) members. The investigation of three way models demonstrated that notwithstanding the first ways, which were found in Lazarus and Folkman's value-based model (essential evaluation → optional appraisal → stress → coping), there were additionally immediate connections between the essential examination and feeling of anxiety time one and between feeling of anxiety time one to feeling of anxiety time two. This investigation has given extra bits of knowledge into the value-based procedure that will expand their comprehension of how people evaluate, adapt and experience word related pressure.

### Hypotheses

**H<sub>01</sub>**: There is no mean rank difference between gender of the respondents and their level of satisfaction on organizational factors.

**H<sub>02</sub>**: There is no mean rank difference among the age of the respondents and their level of satisfaction on organizational factors.

**H<sub>03</sub>**: There is no mean rank difference among the marital status of the respondents and their level of satisfaction on organizational factors.

**H<sub>04</sub>**: There is no mean rank difference among the educational status of the respondents and their level of satisfaction on organizational factors.

**H<sub>05</sub>**: There is no mean rank difference between employee categories of the respondents and their level of satisfaction on organizational factors.

**H<sub>06</sub>**: There is no mean rank difference among total experience of the respondents and their level of satisfaction on organizational factors.

**H<sub>07</sub>**: There is no mean rank difference among designation of the respondents and their level of satisfaction on organizational factors.

**H<sub>08</sub>**: There is no mean rank difference among the monthly salary of the respondents and their level of satisfaction on organizational factors.

**H<sub>09</sub>**: There is no mean rank difference between the gender of the respondents and their level of depression.

**H<sub>010</sub>**: There is no mean rank difference among the age group of the respondents and their level of depression

**H<sub>011</sub>**: There is no mean rank difference among the marital status of the respondents and their level of depression

**H<sub>012</sub>**: There is no mean rank difference among the educational status of the respondents and their level of depression

**H<sub>013</sub>**: There is no mean rank difference among employee category of the respondents and their level of depression

**H<sub>014</sub>**: There is no mean rank difference among total experience of the respondents and their level of depression

**H<sub>015</sub>**: There is no mean rank difference among designation of the respondents and their level of depression

**H<sub>016</sub>**: There is no mean rank difference among Monthly salary of the respondents and their level of depression

**H<sub>017</sub>**: There is no relationship among Team leader attitude, employees' depression level and employees' performance.

**H<sub>018</sub>**: The mediator of Negative attitude of team leader has no impact between employee satisfaction and employee depression

**H<sub>019</sub>**: The mediator of positive attitude of team leader has no impact between employee satisfaction and employee depression

### Research Methodology

#### Sample Size Determinant

#### The Formula for Proportions

Cochran's formula for calculating sample size when the population is infinite:

Cochran (1977) developed a formula to calculate a representative sample for proportions as  $n_0$

$$n_0 = \frac{Z^2 p q}{e^2}$$

where  $n_0$  is the sample size,  $z$  is the selected critical value of desired confidence level,  $p$  is the estimated proportion of an attribute that is present in the population,  $q=1-p$  and  $e$  is the desired level of precision.

For example, suppose we want to calculate a sample size of a large population whose degree of variability is not known to assume the maximum variability, which is equal to 50% ( $p=0.5$ ) and taking 95% confidence level with  $\pm 5\%$  precision,

the calculation for required sample size will be as follows:  $p = 0.5$  and hence  $q = 1 - 0.5 = 0.5$ ;  $e = 0.05$ ;  $z = 1.96$ .

$$SO, n_0 = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} = 384.16 = 384$$

The sort of research is expressive. For the present sort of research, 384 examples are the base number,

however for precision, the scientist has focused on 500 example respondents from Chennai city. Out of 500 filled survey, just 430 respondents were observed to be finished. Be that as it may, respondents have been chosen by the snowball strategy from the non-likelihood system.

**Table Sample Design**

S.No.	Selected Software Companies for Data Collection	Questionnaire distributed	Complete usable questionnaire
1	V Corporation	20	10
2	Muviereck Technologies	25	12
3	360 Degree Infotech	20	13
4	Deforay Technologies Pvt Limited.,	20	8
5	Esalemedia – A Pabbas Compa	40	23
6	Hifiblaze Services Pvt. Ltd.,	80	69
7	Fusionconnect Software Solutions	40	22
8	Aarush Infotech	55	41
9	Systematic Info Solution India	40	23
10	Wipro Technologies	40	39
11	Cognizant Technology Solutions	20	20
<b>Total</b>		<b>400</b>	<b>280</b>

### Framework of Analysis

The investigation has been done based on both essential just as optional wellsprings of information. The information gathered among the representatives through study establish essential, and data assembled through books, diaries, magazines, reports, dailies comprising of optional information. The information gathered from both the sources were investigated, altered and organized. Further, the prepared information were dissected utilizing factual bundle for sociologies (SPSS 20), AMOS and other PC bundles. The accompanying factual devices were utilized in the investigation to reason the outcomes about information factors: such as percentage, bootstrapped mean & Standard deviation are used for basic analysis, exploratory Factor analysis, confirmatory factor, (ii) Mann-Whitney U Tests, Kruskal -Wallis (H) test, Cronbach's alpha reliability test, Garrett Ranking Techniques and path analysis are used for hypothetical analysis.

### Limitations of the Study

The study, which provides a general overview of the perception of the employee towards the attitude of the team leader, depression level of the employees, causes of depression, consequences of depression, and its impact over employees as well as the organization, focuses on the perception of I.T companies employees regarding depression at all levels only with four designations such as software developer, tester, technical writer and support engineer of I.T employees in Chennai city alone. The researcher believes that the study considers the perception of employees only of I.T companies in Chennai city, and it is based on employees' perception, and these perceptions are subject to change in the days to come. The personal bias of respondents is another major concern since the respondents may understand the questions according to their own perception and may respond accordingly. The unwillingness of respondents due to their own limitations in time and other work-related problems also acts as a limitation of this study. Only the employees of selected eleven I.T companies were

made to participate in this research which may also be a limitation of this study.

### Data Analysis And Interpretations Employee facing Physical Problems

Physical Problems	Sum	Mean	SD	Bootstrap		Rank
				95% Confidence Interval		
				Lower	Upper	
Obesity	1858.00	<b>4.3209</b>	.57067	4.2674	4.3744	II
Back pain	1339.00	<b>3.1140</b>	.71516	3.0465	3.1791	VIII
Fatigue – Tired	1945.00	<b>4.5233</b>	.50004	4.4767	4.5721	I
Eye Problem	1246.00	<b>2.8977</b>	.72179	2.8302	2.9674	IX
Headache	1561.00	<b>3.6302</b>	.48330	3.5860	3.6767	VI
Depression / Frustration	1652.00	<b>3.8419</b>	.67463	3.7791	3.9047	V
HBP/LBP	1747.00	<b>4.0628</b>	.68501	3.9953	4.1256	IV
Alcohol addictive	1066.00	<b>2.4791</b>	1.09599	2.3767	2.5814	XI
Smoking addiction	888.00	<b>2.0651</b>	1.00137	1.9698	2.1581	XII
Loan Problem	1538.00	<b>3.5767</b>	.49465	3.5279	3.6233	VII
Late marriage	1132.00	<b>2.6326</b>	.48267	2.5860	2.6767	X
Infertility	1766.00	<b>4.1070</b>	.64247	4.0442	4.1674	III

**Source:** Primary Data

The table provides the details about the various physical problems that an employee faces due to high depression level at work. The first and the most important problem is the fatigue and tiredness. Due to heavy workload and high depression level, there is not enough time and peace of mind for an employee to take rest and replenish his energy level. Without this, the employee always feels tired and fatigues. This problem has got a mean value of 4.52. The second highest problem that the employee faces due to high depression at the workplace is the problem of obesity. It has got a mean value of 4.32. Obesity is a lifestyle-related disorder which is affecting most of the people today, and it can be rectified by

changing the lifestyle of the employees. The problem that has got the third highest mean rank value is the problem of Infertility. It has got a mean value of 4.10. Because the employees pay a lot of attention and spend a lot of time towards their work, they don't pay much attention to their personal life. This results in the problem of low or Infertility among the employees. Similar to these problems there are other physical problems faced by the employees such as high blood pressure (4.06), depression/frustration (3.84), headache (3.63), loan problem (3.57), back pain (3.11), eye problem (2.89), late marriage (2.63), smoking and alcohol addiction (2.06 and 2.47).

**Table Reason for Occupational Stress**

Physical Problems	Sum	Mean	SD	BOOTSTRAP		Rank
				95% Confidence Interval		
				Lower	Upper	
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**Source:** Primary Data

### Findings of the Study

The above table ranks the ways to overcome the depression level of employees. It is analysed that the feasible workload really helps to overcome the stress, and it stands in the first position with an average garret score of 56.18. In the second place, it is mentioned as a friendly relationship with the team leader helps them to overcome their stress. Its average garret score is 55.04. Then comes the entertainment. It is shown in the table that the monthly once tour arrangement helps the employees to overcome stress. It has 53.49 as their average garret score, and it's in the third place. Next one is giving continuous job training to the employees helps to overcome stress. It has an average garret score of 48.10, and it takes the fourth position. Then the flexible timing or giving permissions to work from home helps to overcome stress. Now it's in the fifth position, and it has an average of 41.44. In the sixth place, it is written as recreation facilities, and it has an average garret score of 44.33. Getting enough sleep is also needed to reduce their stress level and has an average garret score of 43.57. Another important thing in reducing stress is doing meditations regularly. Meanwhile, it has an average garret score of 42.27, and it takes the eighth place. After it comes to the habit of doing daily exercises and healthy practices to overcome stress. It has the average garret score of 41.28 and its in the ninth position. The tenth position is taken by a healthy diet. Eating healthy food really helps to maintain the metabolism of the body and its average garret score is 39.28.

The above-mentioned table explains the various reasons for the respondents' stress. On analysing all the respondents the reason for most of the workers' stress are their skill set mismatched. Its average garret score is 64.44, and it ranks in the first position. Another reason for the doers' stress is their low job security. Its average garret score is 58.17, and it takes the second position. The high workload is in third place, and it has an average garret score of 56.19.

Load imbalance among group members occurs to be in the fourth place, having an average garret score of 51.59. Then, the employers feel there is a problem in treating the workers equally. So, Equality treatment occurs to be in the fifth rank having the average garret score of 49.23. Then the Inadequate time to finish their work paves the way for the stress of the workers. So the Inadequate time to finish work have 46.34 average garret score, and it happens to be in the sixth place. Then the inadequate salary also makes them stressful, so it is in the seventh position. It has an average garret score of 45.97. Another problem which is the reason for their stress is the lacking of the transparent performance appraisal system. It has the average garret system of 44.48 and its in the eighth place. Poor and hard supervising also make the employers stressful, and it has an average garret score of 42.35. So it's in ninth place. Atlast, Workers find it difficult to balance their work and personal life. So, Work life imbalance is in the tenth position and has an average of 41.22.

### Suggestions

#### For the Companies

The first and foremost factor that influences the depression level of an employee is the monetary benefits that he gets for the works that he renders. Therefore from the part of the company, it is necessary to provide compensation benefits in a fair manner. The compensation benefits can be properly distributed based on their work load and their experience. While employing a new employee, the companies can make sure that the compensation benefit paid to the new employee is on par with the already existing employees or slightly above but not a lot higher than the existing employees.

The second factor that the employee expects from a company is job security. The I.T. industry is notorious for its lack of job security. Whenever the company is facing any loss economically, it is directly thrust upon the employees, and they are thrown out

of the job in order to maintain their economic status. Therefore, if I.T. companies can provide some kind of job security, it can greatly reduce the depression level of the employees.

Recreational facilities provided by the companies might play an important role in reducing the depression level of the companies. The employees may be taken on a tour, provided with yoga classes or meditation classes, other kinds of training in order to cope up with the stress connected with the job. More importantly, there may be a stress busting activity involved in the routine of the employee.

Timing is the next factor that influences the depression level of the employees. Therefore the companies can be flexible with the timing of the work. If an employee cannot work in night shifts, the company should be flexible enough to give him a day shift. If some of the employees want to work from home, it can be facilitated as much as possible. This kind of flexibility can greatly reduce the depression level of the employees.

Family is the most important stress buster for human beings. Moreover, human beings are social animals, and they cannot live without their family. Therefore the companies can make sure that the employees spend enough time with their family members. The company itself can arrange some programmes in which the employees can participate along with their family members.

### **For the Team Leader**

From the part of the team leader, he/she may follow certain practices in order to keep in check the depression level of the employees. The first and foremost thing a leader can have is equality. He may treat all his team members equally so that none of them has inferiority complex or superiority complex. If any of the employees feel that they are not treated on par with their other employees, he might lose interest in the company that he is working for or his depression level might increase. Therefore it is the team leader's job to make sure all the employees are treated equally.

The workload is an important factor that can give rise to depression among the employees. A good team leader can make sure that the work is evenly distributed among the team members, and no one is

burdened with heavy work while others are enjoying leisurely.

A team leader is requested to submit a report regarding his team members before the performance appraisal is done by the company. The team leader may be very careful while submitting this report. And moreover, if any of the team members are making any mistakes, then the mistakes should be highlighted immediately so that the employee can rectify it. The team leader should not wait until the performance appraisal to highlight the problems and mistakes of the team members. This might end up as a fault-finding act rather than a performance increasing act.

### **For the Employees**

In order to avoid depression, the employees on their part should also follow some habits and activates. They cannot wait for either the company or the team leader. In order to avoid the lifestyle related diseases, the employees can make sure that they don't sit for a long stretch at a time. They may make it a habit to have some kind of movement every half an hour so that there is no monotony in their working habit.

Waking up early in the morning and going to bed early is a good habit that everyone may follow, especially the I.T. employees. Having a good night's sleep without any stress or disturbances from modern equipment such as mobile phones can greatly help in reducing the depression level of an employee.

The employees may make sure that they spend some quality time with their family members. Spending time with the family and having some happy time either in their home or going for tour or excursion along with their family members can reduce their depression levels considerably.

If the work that you do doesn't make you happy or satisfied, then it is time for the employee to either find ways to make it interesting or find a new job. One of the major reason for depression is doing a job that is not interesting to the employee, and they may at any cost, try to avoid it.

### **Conclusion**

In the present context, the world economy is mostly based on the field of information technology.

Various companies, including the world's richest person, is reliant on information technology. This has led to an enormous increase in the emergence of I.T. companies that caters to the technological need of the world. Though it started in the Silicon Valley of America, it later spread throughout the world. In India, there are many I.T. hubs, and Chennai is one among them. For an industry with such a vast presence throughout the world, the necessity to keep its employees happy is paramount. When the workers are happy and content, they will work hard for the overall improvement of the industry. But if the workers are not happy and depressed, then it is a bad sign for the industry. Therefore it is the necessity for the researchers to analyse the various problems faced by them that can lead to depression and provide solutions to rectify those problems.

For any industry or a company to excel in its field, it needs to keep its workers happy and satisfied, starting from the lower level to the upper level. This theory applies to any company or industry in the world. Similarly, with regard to the I.T. industry, the companies should keep the employees happy and depression-free in order to excel in the field. There are many problems faced by the I.T. employees such as unsatisfactory compensation benefit, lack of job security, lack of recreational benefits, no flexibility, not enough time to spend with the family, lack of healthy practices that might lead to health problems for the employees, and many other problems which might lead to depression which in turn affects the turnover of the company. The organization factor is an important factor that affects employees. But, even if the organisational factors are maintained well, there might still be chances for the employee to be depressed.

From the present study, it can be concluded that the Team Leader plays a major role in maintaining the depression level of the employees. For any field, if the leader is perfect and efficient, the subordinates will also be efficient, resulting in the overall benefit of the employers as well as the employees. Similarly, if the team leader can manage the employees well, by equally distributing workload among the team members, by maintaining equality and transparency among the team members, and micromanaging the team members, the depression level of the

employees will be low resulting in the satisfaction of the companies as well as the employees.

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