

The Impact of Demographics upon the Leadership Styles and the Quality Management Practices

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Abstract

The enterprises needs a leader who is capable to get together the vision and mission, human resource and competitive strategy that creatively and innovatively is able to become a world class enterprise. Leadership is an important factor in initiating and implementing the transformation of quality management within enterprise. Leadership can be defined as process of affecting activities in a group organized to achieve the goal. Leadership changes a potential to a reality and it becomes the main activity giving success to enterprise. Leadership style is a process of affecting activities in a specific way and within an organized group towards the achievement of distinguished objective. Leadership concept developed within institution is transformational and transactional and these concepts have a base on style, behavior and situation of a leader. Leadership styles are reflected in practices and states of mind; however these thusly are the result of complex associations between the way the individual think and feel. In this regard, the role of personal attributes is also significant with respect to leadership styles and quality management practices.

Keywords: Demographics, Leadership Styles & Quality Management Practices

1. INTRODUCTION

The present research lead to explore the relationship among leadership, quality management practices and the personal attributes of the employees. The present study focuses upon examining the impact of transformational and transactional leadership on quality management practices with respect to personal characteristics (demographics) in the small and medium enterprises sector in Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan. Quality management practices are the basic ingredient of total quality management and play a significant role in development of the country. Though, the empirical evidence about the quality management and leadership styles is well explored by researcher but still it is bit confusing that which type of leadership is the most suitable to small and medium enterprises.

The basic assumption of leadership style was that successful leadership arisen when the leaders' style matched the situation. Studies focused on the situational factors that could influence leader behavior (Emery & Barker, 2007). The situational factors that were been found to significantly influence leader behavior included subordinate behavior, the complexity of the task, the size of the project, organization climate and norms. For the past two decades, leadership researchers have focused on transformational and transactional leadership (Bligh, Coles, Sims, Faraj & Yun, 2010). According to Bums, transactional leadership happens when leaders' approach adherents with an eye to trading one thing for another. Such exchanges involve the heft of the relationship among leaders and followers. The transformational leader observes and abuses a current need or demand of a potential believer (Senthamil & Palanichamy, 2013).

1.2 The Problem Statement

One of the real issues in the development is the leadership style and additionally absence of worldwide quality practices in the small and medium enterprises sector. Leadership styles have incredible impact toward viable usage of quality management practices in developing nations such as Pakistan. The present study will investigate one of the vital inquiries identified with viable usage of these quality management practices what sort of specific leadership style with respect to the demographics in small and medium enterprises.

1.3 The List of Hypothesis

Individuals' demographic groups have differences of opinion about the leadership styles.	Tests of Significance T-test & ANOVA	H ₁ to H ₄
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2. THE LITERATURE REVIEW

2.1 The Leadership Styles

Theoretically, the modules distinguish the expansive leadership sorts: transformational leadership, which incorporates romanticized impact, individualized thought, scholarly incitement and uplifting inspiration. The transactional leadership involves free enterprise, management-by-exemption and unexpected reward (Jayasingam & Cheng, 2009). The Laissez-faire leadership style mirrors an absence of leadership which shows itself as non-

leadership conduct, having a penchant of getting away obligations. The Laissez-faire leaders show restricted investment in imperative organizational matters and slope to dawdle their reaction to basic issues. The shirking of association is a principal normal for the free enterprise leadership style. This shirking conduct prompts exorbitant disappointment among adherents and low level of supporters' self-regard (Senthamil & Palanichamy, 2013).

2.1.1 The Transformational Leadership

In the 1980's, researchers were attracted by the symbolic and emotive aspects of leadership. This newly emerged interest of leadership offered different aspects than the earlier contingency model of leadership. Researchers were keen to find the process by which employees are influenced enough to make sacrifices for attaining organizational goals (Avolio & Bass, 1995). The growth of this research body led to the emergence of transformational and charismatic leadership theories. Transformational leadership model induces employees on emotional grounds by praising their attitude about their work and producing better results (Avolio & Bass, 2002). A few hypothetical studies have recommended that "transformational leadership is the kind of leadership which Deming and others would consider to be the visionary leadership" vital for a successful quality management program (Dvir, Eden, Avolio & Shamir, 2002).

Transformational leaders motivate subordinates through sample, empower them mentally and offer ascent to individual concern and fulfill them feel with the organization. Stimulating inspiration is spurs and moves the subordinates, by putting set up practices to make appealing vision articulations, climbing the adherent objectives and motivating their advantage and hopefulness (Asgari, Silong, Ahmad & Sama, 2008). At the end of the day, the employee is completely fulfilled and feels a commitment toward the organization and is willing to do anything with a specific end goal to accomplish the organization objective (King, Johnson & Vugt, 2009). Transformational leaders rouse and inspire others to give guidance and test to their supporters work. Consequently, the transformational leaders pay consideration on the worries and needs of developing subordinates, to help them ponder the issues through various perspectives and can rouse and energize accomplishment (Nazem & Hadadpour, 2013).

2.1.2 The Transactional Leadership

Transactional leadership is the second style recognized in the writing. The transactional leadership alludes to a dynamic trade in the middle of leaders and their subordinates, in which the pioneer sets up particular objectives, screens advance and distinguishes rewards that can be normal upon objective accomplishment. It includes a trade process between the leader and the adherents, proposed to build devotees' consistence to the pioneer and to the organizational principles. The related writing described the transactional pioneer as one who works inside of the current framework or society, has an inclination for danger shirking, pays consideration on time requirements and productivity, and by and large lean towards process over substance as a methods for looking after control. Bass model of leadership (1990a) incorporates three measurements: unforeseen prize, management-by-special case and free enterprise or non-leadership conduct.

The transactional leadership is characterized by a mutual exchange mechanism where leaders inspire employees by providing them with punishments and rewards in return for follower lack of effort and elevated effort (Bass, 1985). Transactional leaders follow principals of cost-benefit and economic exchange with their subordinates for their professional performance (Avolio & Bass, 1995). Transactional leaders engaged in satisfying their subordinates' psychic and equipment's needs to perform well at work place (Avolio & Bass, 2002). Against all those provisions, transactional leaders expect high levels of performance from their subordinates. Transactional leaders mostly concentrate on followers' physical and security needs (Bass & Riggio, 2006). Transactional leaders have to clearly communicate with their followers about their expected role for performing any particular task, and the mechanism of rewards for such performances accordingly (Joo & Lim, 2013).

2.2 The Quality Management Practices

Leadership of an organization set up solidarity of reason and heading of it. They ought to go for creation and support of such an interior situation, in which individuals can turn out to be completely included in accomplishing the organization's quality target. Various analysts separated quality management practices into center and base practices (Chowdhury, Paul & Das, 2007). Dominant quality management practices alluded to the practices that are relied upon to lead straightforwardly to enhanced quality execution. Dominant quality management practices included item plan process, process stream management, and factual control and input. Base quality management practices make the environment that backings the utilization of the centre quality management practices (Khan, 2009). The related literature revealed that visionary and able leadership has an exceptionally solid and direct impact on quality management practices in the organization.

The enthusiasm for quality management practices has been developing for quite a while. A few studies have concentrated on evaluation of quality management practices of single or various organizations. The writing proposed that a society for quality change and cost diminishment ought to be mixed to all workers over the useful gatherings and various levels (Antonaros, 2010). These studies were very broad in nature and the standpoint and conduct of keeping money industry has changed a considerable amount from that point forward. The related

writing investigated the nine basic variables for the compelling implementation of quality management, for example, quality division deceivability, representative preparing, quality item plan and close participation with customer bases (Rohaizan & Tan, 2011). Leadership, vital quality arranging and quality confirmation practices were given more noteworthy significance than alternate develops thought about in the studies. Alternate builds considered in the writing were data and investigation, supplier connections, quality results, client introduction and human asset improvement (Ismail & Ebrahimpour, 2012).

2.3 The Demographics Influences

The variables; demographics are directly related with the leadership and the quality management. This demonstrates each of these variables (demographics) associating with leadership and the quality management influences the representative's reasoning that how to precede the quality practices in the organization (Foels, Driskell, Mullen & Salas, 2000). Employees would consider continuing in the organizational quality management specifically on the probability that they meet greater intentions and more the thought that organization requires his/her backing and commitment (Ucho, Mkavga & Onyishi, 2012). However, the impact of demographic elements on the leadership intentions is social bound yet the exploratory research about the impact of individual components tendency is restricted at the worldwide level (Saqib, Kundi & Irfan, 2014).

3. ANALYSIS AND DISCUSSIONS

3.1 Descriptive Analysis

Table 3.1 Cross-tabulation across Gender, Designation & Qualification

Designation			Qualification			Total
			Bachelor	Master	M. Phil	
Operational	Gender	Male	21	18	7	46
		Female	4	7	4	15
	Total	25	25	11	61	
Middle	Gender	Male	11	10	4	25
		Female	3	5	8	16
	Total	14	15	12	41	
Top	Gender	Male	7	10	6	23
		Female	4	4	2	10
	Total	11	14	6	33	

Table 3.2 Age-based classification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	62	45.9	45.9	45.9
	36-45	48	35.6	35.6	81.5
	46-60	25	18.5	18.5	100.0
	Total	135	100.0	100.0	

Table 3.3 The Descriptive Statistics on the Research Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational	135	2.60	4.80	3.7274	.42346
Transactional	135	2.50	3.70	3.5889	.37433
Quality Management	135	2.70	4.60	3.5578	.38950
Valid N (list-wise)	135				

3.2 Mean Differences between the Demographic Groups (TOS)

A. Impacts of Gender on the Response

Hypothesis # 1 Female score higher than the counterparts

Table 3.4 Mean Differences between Male and Female (t-Test)

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Transformational	Male	94	3.6989	.39986	.04124
	Female	41	3.7927	.47191	.07370
Transactional	Male	94	3.6617	.73880	.07620
	Female	41	3.7220	.46180	.07212
Quality Management Practices	Male	94	3.5649	.38708	.03992
	Female	41	3.5415	.39936	.06237

Table 3.4a Table of Mean Differences

Variables	Gender	N	df	t	sig
Transformational	Male	94	133	-1.185	.238
	Female	41			
Transactional	Male	94	133	1.919	.051
	Female	41			
Quality Management Practices	Male	94	133	.320	.749
	Female	41			

Analysis

The results of t-test application, highlight that the hypothesis “*Female score higher than the counterparts*” stands true only on one of the three research variables that is Transactional leadership style with p-value .051 while the rest of the two variables are giving insignificant results with p-values .238 and .749 respectively. Furthermore, the results highlight that males and females have sameness of views about the leaders that they always try to encourage their employees to work like a team thus enabling them to work as highly committed employees. Similarly, both the groups have same opinion about training program which is provided to the employees on regular interval thus enabling them to use quality maintaining techniques. The findings t-test application also highlight that there exists a difference of opinion between males and females about transactional leadership style regarding recognition of employees achievements and manager disclosing while the productivity is not achieved. Thus on the basis of data analysis and results, our hypothesis # 1 is partially accepted.

B. Impacts of Age on the Response

Hypothesis # 2 The Age Group of 25-35 Scores Higher than other Groups

Table 3.5 Mean Differences between Age Groups (ANOVA)

		Sum of Squares	df	Mean Square	F	Sig.
Transformational	Between Groups	1.963	2	.981	5.871	.004
	Within Groups	22.066	132	.167		
	Total	24.029	134			
Transactional	Between Groups	1.191	2	.596	1.316	.272
	Within Groups	59.742	132	.453		
	Total	60.933	134			
Quality Management Practices	Between Groups	.403	2	.201	1.333	.267
	Within Groups	19.927	132	.151		
	Total	20.329	134			

Analysis

The results of ANOVA application, highlight that the hypothesis “*Age Group of 25-35 Scores Higher than other Groups*” stands true only on one of the three research variables that is Transformational leadership style with p-value .004 while the rest of the two variables are giving insignificant results with p-values .272 and .267 respectively. Data analysis reveals that the group of 25-35 and other two groups have totally different opinion about managers supervise their employees in a manner that none of the employee is victim of violating group interests. The statistical findings projects that group of 25-35 and others two groups have similar opinions about research variables that is Transactional leadership style and the Quality Management Practices meaning that no difference of attitude towards managers clearly identifying the tasks and responsibilities of each and every employee for the achievement of the desired targets and reward them accordingly for improving and maintaining the quality. Thus on the basis of all the analysis and results for age group as demographic variable, hypothesis # 2 is substantiated partially.

C. Impacts of Qualification on the Response

Hypothesis # 3 Higher the Qualification Higher will be the response

Table 3.6 Mean Differences between Qualification Groups (ANOVA)

		Sum of Squares	df	Mean Square	F	Sig.
Transformational	Between Groups	.669	2	.335	1.891	.155
	Within Groups	23.359	132	.177		
	Total	24.029	134			
Transactional	Between Groups	.275	2	.137	.299	.742
	Within Groups	60.659	132	.460		
	Total	60.933	134			
Quality Management Practices	Between Groups	.255	2	.127	.837	.435
	Within Groups	20.075	132	.152		
	Total	20.329	134			

Analysis

The results of ANOVA application highlight that the hypothesis “Higher the Qualification Higher will be the response” stands that none of the variable showed the significant result. The result shows that all the three variables Transformational (.155), Transactional (.742) and Quality Management Practices (.435) have the significant values more than the threshold value that is (.05). Data analysis reveals that the as concerned to qualification, all the three groups have totally same opinion about managers supervise their employees in a manner that none of the employee is victim of violating group interests. The statistical findings projects that all the group have similar opinions about research variables that are Transformational, Transactional leadership style and the Quality Management Practices meaning that no difference of attitude towards managers clearly identifying the tasks and responsibilities of each and every employee for the achievement of the desired targets and reward them accordingly for improving and maintaining the quality. Thus on the basis of all the analysis and results for age group as demographic variable, hypothesis # 3 is totally rejected.

D. Impacts of Designation on the Response

Hypothesis # 4 Higher the Designation Higher will be the response

Table 3.7 Mean Differences between Designation Groups (ANOVA)

		Sum of Squares	df	Mean Square	F	Sig.
Transformational	Between Groups	.664	2	.332	1.874	.158
	Within Groups	23.365	132	.177		
	Total	24.029	134			
Transactional	Between Groups	2.332	2	1.166	2.627	.046
	Within Groups	58.601	132	.444		
	Total	60.933	134			
Quality Management Practices	Between Groups	.344	2	.172	1.137	.324
	Within Groups	19.985	132	.151		
	Total	20.329	134			

Analysis

The results of ANOVA application, highlight that the hypothesis “Higher the Designation Higher will be the response” stands true only on one of the three research variables that is Transactional leadership style with p-value .046 while the rest of the two variables are giving insignificant results with p-values .158 and .324 respectively. Furthermore, the results highlight that groups regarding designation have sameness of views about the leaders that they always try to encourage their employees to work like a team thus enabling them to work as highly committed employees. Similarly, both the groups have same opinion about training program which is provided to the employees on regular interval thus enabling them to use quality maintaining techniques. The findings ANOVA application also highlight that there exists a difference of opinion between designated groups about transactional leadership style regarding recognition of employees achievements and manager disclosing while the productivity is not achieved. Thus on the basis of data analysis and results, our hypothesis # 4 is partially accepted.

Table 3.8 Summary of Demographic Variables

	AGE	GDR	QUA	DSG	Total
Transformational	.004	.238	.155	.158	1/4
Transactional	.272	.051	.742	.046	2/4
Quality Management	.267	.749	.435	.324	0/4
	1/3	1/3	0/3	1/3	3/12

Table 3.9 Summary of Analysis

	Variable	Tests	Hypotheses	Findings
H ₁	GDR	t-Test	Females Score higher than males	1/3
H ₂	DSG	ANOVA	Professors score are higher than others	1/3
H ₃	QUA	ANOVA	The PhDs score higher than other groups	0/3
H ₄	AGE	ANOVA	The Respondents with age equal and greater than 40 years Score Higher than other groups.	1/3

4. CONCLUSION

From the analysis of the current study, it is concluded that the demographics have minimum role in defining the leadership styles and the quality management practices. The present study displayed the consequences of a survey directed in small and medium enterprises in Dera Ismail Khan, with the prime reason for exploring the current status and level of quality management practices in these enterprises. From the outcomes displayed and talked about, the level of quality management practices implementation among these enterprises has been far underneath desires. Although, some of these outcomes may not be straightforwardly similar, they have without a doubt given a few signs on the degree of accomplishments in their excursion towards business perfection. The consequences of this study show no less than four angles; innovation management, quality management programs, reasons for low quality and quality control systems utilized. Regarding quality management programs, group building and preparing swung up to be huge. In this period of aggregate quality management, organizations tend to determine issues through groups.

With these, perhaps more enterprises will have the capacity to achieve a fruitful implementation of quality management practices. In spite of the fact that a few leaders might be acquainted with quality management practices and its focal points and along these lines would need to actualize them, their representatives may not comprehend what they are and subsequently correspondence is critical in such manner. It is just through the implementation and routine of quality management that enterprises will see the need to deliver quality items and administrations. There is along these lines the requirement for the making of a substance exclusively in charge of quality and quality standards. Its obligation ought to be helping enterprises in the implementation and routine of quality management and the creation of quality items. These criteria appears to advantage extensive commercial enterprises particularly the individuals who are ISO ensured and give a low arrangement to small and medium enterprises.

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