

SIFB Info

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1. Message from Editorial Committee

Dear Colleagues we are glad to present the fourth electronic issue to you.

The main goal of leaders is to keep the business /organization at its pinnacle. The article “Predominant leadership styles of managers in Mauritius” elegantly presented to you in this issue demonstrates how all types of leadership style are currently applicable in the proper running of the organisation. Description of each type of leadership style has been clearly underlined. It also sheds light on how different style of leadership is adopted appropriately and efficiently by leaders under various circumstances and at all levels so as to keep the business on the go. Nevertheless, each leader has his own perspective on the style. Even efficiency assessment is carried out to know which type of leadership is appreciated.

For some people ‘Work is worship.’ Unlikely for some it is a burden. Going through the article “what is job commitment?” you will discover what type of proper attitude is required to keep up the good work.

Moreover, a very beautiful short story “a little girl and her brother” brought to you, will surely capture your heart. Unshakable faith and unconditional love can do miracle.

Wherever you go, you find people hardly relaxed and are often in bad mood. The frowns on their faces denote that they are actually busy overthinking or they are living a bad experience. This issue has brought to you some tips of how to overcome negativity and pessimism by adopting some good habits that may help to make most of life. Never feel shattered or depressed, once embarked on the path of positivity, happiness will enfold itself to you.

The second Family Fun Day qualified as “Grandiose” was held on 02 September 2017 at Maryse Justin Stadium Le Reduit. We seize the opportunity to express our gratitude to the Chairman and CEO to make it happen for the second time. A special issue will be published in our next newsletter.

2. Predominant Leadership Styles of Managers in Mauritius

by Dr Rajun Jugurnath

Introduction

Choosing a leader with an appropriate style is critical for a firm's success (Fey, Adaeva, & Vitkovskaia, 2001). This may explain why the study of leadership and leadership behaviour has become a constant fascinated area for both academics and practitioners. The study of leadership has been around since antiquity. As evidence by Bass's review of leadership research (Bass, 1990) more than 7,500 studies on leadership have been conducted.

A number of leadership theories, styles and models have been observed, researched, analysed and extensively debated in leadership literature. This paper studies the leadership styles of managers in Mauritius with specific reference to the textiles and clothing industry.

The Textile and Clothing Industry in Mauritius

The textile and clothing industry is a sector which employs a very large number of employees. This industry is going through a period of transition, in Mauritius and in many countries around the world. The Mauritian industry with around thirty years of existence has so far been much protected by getting access to preferential trade agreements to the European Union and US markets. Today with the erosion of these preferential access facilities, this industry has to restructure itself, innovate its business concepts, and adopt new technology to become efficient and competent as a world-class player.

The industry is compelled to develop itself into a robust and competitive one. In such a situation, it is relevant to argue that the textile and clothing industry in Mauritius inevitably needs effective leaders with the appropriate leadership styles to transform this sector into a competent world-class player.

Leadership Styles

According to Hsu Chieh-Kuei (1999), Chairman of China Productivity Centre, enterprise leaders are the 'builders of dream' for businesses and employees alike. Each enterprise reaches corporate consensus and devises strategic plans under the leadership style of its different leaders. As such, leadership style lies at the very heart of corporate attempts to develop a new management style that will suitably meet the challenges of the new millennium.

Various classifications of leadership styles have been used in research. Early writings on leadership preponderantly focused on classification of leadership styles – autocratic, democratic, and laissez-faire (Ohio State Studies); consideration structure and initiation structure (Michigan Studies); employee and production orientation (Likert's System IV); and model III (Argyris). The preoccupation with classifying leaders into types continued even in the eighties (Singh and Bhandarker, 1990).

Lewin and Lippitt (1938) introduced the dimension of autocratic and democratic decision-making. In 1960 White and Lippitt added another style, the laissez-faire style.

Thus Donald Clark (2002), refers to three different styles of leadership:

1. **Authoritarian (autocratic)** – this type of leaders tell their employees what they want done and how they want it done, without getting the advice of their people.
2. **Participative (democratic)** – this type of style involves the leader including one or more employees in the decision making process (determining what to do and how to do it). However the leader maintains the final decision making authority; and
3. **Delegative (free reign or laissez-faire)** – in this style, the leader allows the employees to make the decision. However, the leader is still responsible for the decisions that are made.

A good leader uses all three styles depending on what forces are involved between the followers, the leader, and the situation.

Sinha, (1980) argued that participative or people orientation style could not universally be adopted due to cultural, individual, and situation specific considerations. Therefore, he proposed three styles: Authoritarian, Nurturant-Task (NT), and Participative. He further found that NT leaders shall be more effective because he cares for his subordinates, shows affection, takes personal interest in their well-being and above all, is committed to their growth.

Balaram, (1989), for her study on “Predicting managerial effectiveness” used five leadership styles: Authoritarian / Autocratic, Nurturant / Developer, Participative/ Consultative, Dependent / Conformist, and Independent / Initiator.

She found that Authoritarian / Autocratic style is a strong predictor of ineffectiveness, while Dependent / Conformist, and Independent / Initiator were weakly predictive of effectiveness.

Bass (1990), described four main styles of leadership: transactional, transformational, directive (authoritarian), and laissez-faire.

1. **Transactional Leadership.** The transactional leader is one who influences others by appealing to their self-interest primarily through the exchange of valued rewards for services or other desired behaviours.
2. **Transformational Leadership.** Whereas the transactional leader motivates subordinates to perform as expected, the transformational leader typically inspires followers to do more than originally expected.
3. **Authoritarian Leadership.** Hambrick and D’Aveni (1992) found that the presence of an autocratic CEO impairs the quality of information processed, since other team members tend not to assert their positions. Exchange of information is hampered by the social distance between the CEO and the rest of the team, as well as by the penalties for reporting information or ideas that run counter to those preferred by the autocrat (Miller and Friesen, 1977). An authoritarian style is unlikely to be suitable to the fast-paced and high velocity environment (Flood et al., 2000).
4. **Laissez-faire Leadership.** The laissez-faire leader is extremely passive and avoids decision making and supervisory responsibility. Laissez –faire leaders give so little sense of coherent direction and strategic focus

that team members are unlikely to perceive team functioning in apposite light (Flood et al., 2000).

S. P. Myers (2000) lately identified a new set of eight leadership styles, giving each style a role name. These are:

1. **Coach:** One who tries to create harmony and a positive team atmosphere.
2. **Crusader:** One who focuses attention on ideas of importance/value.
3. **Explorer:** One who develops new potential in people or situations.
4. **Innovator:** One who develops new and original ideas.
5. **Sculptor:** One who fashions things or situations to reflect known experience.
6. **Curator:** One who clarifies ideas and information to bring clearer knowledge.
7. **Conductor:** One who organises situations in a logical and correct manner
8. **Scientist:** One who organises ideas logically and determines what is true.

Data Collection Instrument

The Management Team Roles-indicator (MRT-i) has been used for data collection on leadership styles. The MRT-i is a relatively new measurement instrument, being developed during the late 1990s by S.P. Myers. It is based on the Personality Type Theory of Carl Jung. The MTR-i is a team roles questionnaire that helps individuals

and teams to recognise the contributions they are making to team/group interactions.

Population and Sample

The population for this study consists of managers across all the three levels (top, middle and frontline) of management, employed by enterprises in the textile and clothing industry of Mauritius. The sample was drawn from 148 enterprises, which, in total, employed more than 50,000 persons i.e. 75% of the total employed in the whole industry. 380 managers were selected for the study using the stratified random sampling procedure.

A total of 317 managers completed and submitted the questionnaires. The response rate was therefore 85%. 51 respondents, i.e. 16%, occupied top management position, 113 (36%) were at middle management level and the remaining 153 (48%) at frontline management level. Of those who occupied top-level position 44 were males and 7 females. Similarly for middle management 88 were males and 25 females, and for frontline management 102 were males and 52 females.

Results

1. Predominant Leadership Styles in the Textile and Clothing Industry of Mauritius

To find out the predominant Leadership Styles in the Mauritian Textile and Clothing industry, the mean rank for each of the eight leadership styles was computed. The results are presented in Table 1.

Table 1 - Mean Rank Value of the Eight Leadership Styles of S.P. Myers

	Coach	Crusader	Explorer	Innovator	Sculptor	Curator	Conductor	Scientist
Mean Rank Value	4.054	5.271	4.119	5.596	4.353	4.258	3.453	4.891
Rank order	2	7	3	8	5	4	1	6

From the Table, it is observed that the three most prevalent Leadership Styles in the industry in ranked order are:

1. Conductor
2. Coach
3. Explorer

The above results reveal some interesting features. Success in the Textile and Clothing industry is influenced mainly by two factors viz. fashion change and technology. Fashion clothing has a rapid rate of turnover. Consequently, speed and greater reliability of delivery and technology change become crucial.

It is, therefore, interesting to note that the Explorer Leadership Style is among the first three ranked Leadership Styles. An 'Explorer' promotes exploration of new and better ways of doing things. They like to break new ground, and often pursue unexplored avenues (Myers, 2000, MTR-i, Technical Manual).

Another interesting point to note in this study is that the Conductor Leadership Style is ranked

number one. For this industry, it is very important that demand orders are met within the agreed target dates and according to the stipulated specifications. To ensure that production targets are met as well as delivered on time, the factories must be well structured and organized with roles and responsibilities properly defined. As a result, it is no wonder that the Conductor Leadership Style is perceived as the number one Leadership Style.

The Textile and Clothing industries around the world are very large-scale employers of labour. They operate in a very complex and dynamic environment. It is very important for these industries to innovate and meet demands on time. As a result, employees in these industries have to work for long hours and that too, continually under pressure. In such an environment promoting good team spirit, positive working relationships among colleagues, showing concern about people and interest about their welfare is crucial. This may explain the reason why the 'Coach' Leadership Style is among the first three-ranked Leadership Styles.

2. Predominant Leadership Styles Among Male and Female Managers

No significant predominant Leadership Styles were found among male and female managers. This confirms the result of the studies of Bolman and Deal (1991, 1992), that in comparable leadership positions, men and women were more alike than different.

Despite the above, it was found that male managers have a preference for the Conductor, Explorer and Scientist styles of leadership while women managers have more preferences for the Coach, Crusader and Sculptor Leadership Styles. The Curator and Innovator Leadership Styles have equal preferences among male and female managers.

3. Commitment

Commitment is a willingness to give your time and energy to something that you believe in, on a promise or a firm decision to do something be it for politics, job or anything else.

What is job commitment?

Job commitment is the feeling of responsibility that a person has towards the mission and goals of an organization. When an individual has job commitment, he or she is more likely to perform tasks and responsibilities that will help an organization achieve a goal.

Identifying Strengths and Weaknesses

As an employee, it is important for you to identify and get to know your own strengths and weaknesses. When we use our strengths, we are doing our best work and that provides satisfaction. By using your strengths every day, you will improve your work and life satisfaction.

It is also important to ask for feedback on job performance from your manager. The more you request this, the better. When you consistently ask for feedback, your manager will more than likely talk with you on a regular basis. This helps to make it a more comfortable conversation.

It is extremely important to take care of yourself both physically and emotionally. If you are not doing this, it will carry over into your work. There is a strong connection between how you take care of yourself, how you get rid of stress, how you form support systems and your ability to be satisfied with your work. If you're not happy with yourself, you will likely not be happy in the workplace.

Major Job Attitudes

Take a second to imagine a farmer, a doctor, an insurance salesman and a cab driver. While these job types are extremely different, each person that holds one of these positions (or both, like a cab-driving doctor) has an attitude about the job as a whole. There can be aspects they like, aspects they hate and some that they do not have an opinion on one way or the other. However, no matter what the job is, we all have attitudes about our job.

Primarily those attitudes are focused on the function of the job (having to plow a field at 4 AM or having to go door-to-door to sell insurance) but can also be focused on the people we work with and the culture of the company. Attitudes, as they relate to our jobs, encompass the entire work environment, culture and job functions. They will impact not only how we view our jobs but how well or how poorly we do them.

Three Types of General Attitudes

We can discuss three basic types of general attitudes as they relate to work and the work environment. Those three are:

Job-Lovers: Let's face it, we have people out there who love their jobs, and that is the basic definition of a job-lover. In many ways, this attitude is as much a result of the person as it is the company. Some people just fit in a company or do not let things bother them or get to them. This helps a great deal in developing a 'love' attitude with your job.

Job-Haters: On the other side of the coin, we have job-haters. No matter what, these individuals simply do not like their jobs and probably never will. Oddly enough, there are more reasons for people to not like their jobs than to like them. For instance, we can look at the company overall, your boss or your coworkers as areas of discontent. For job-haters, they can have issues with doing a job they feel is beneath them or not being recognized enough, in their opinion, for the work they do. Thus, the scope of why people hate their jobs is usually much deeper and wider than those who like their jobs.

Job-Doers: These are the people in the middle. They show up, do their job and are somewhat neutral about their feelings toward it. There is nothing good or bad about these individuals - they simply believe a job is a part of life and they just, well, do their job.

The Aspects of Job Attitude

While it can be said that some people can be classified by overall attitude ('John is always upbeat' or 'man, Mary is always in a bad mood'), there are aspects of jobs that can impact the attitude a person has about their position and company.

Job Satisfaction: How much satisfaction a person gets from doing their job can directly relate to their attitude about it. Job satisfaction is a very personal aspect of work as satisfaction, in many ways, reflects how the person views not only how they do their job but also how the company views how they do their job and who they are as a person. There are several components that are associated with job satisfaction, and they are: recognition, equitable compensa-

tion, ability to grow in the position and responsibility commensurate with compensation.

Job Involvement: This aspect of attitudes relates to how engaged a person is with doing their job and the level of enthusiasm they have for doing it. We have all experienced individuals who did not seem to care about their jobs (like a waiter bringing you your meal, it is cold, and they don't really care) and people that seemed to go above and beyond the call of duty. These are direct reflections of the level of job involvement a person has, and it reflects in their attitude towards doing their job.

Employee Engagement: Employees not only show attitudes by how well or how poorly they do their jobs but also by how engaged they are with the company. Employee engagement is the degree to which an employee is connected to all aspects of the company and works to help the organization grow and reach its goals. For this aspect, individuals might volunteer in company-sponsored events to help the needy, or they might recommend cost savings ideas that they see as they do their job. This type of engagement is a godsend for companies as it shows how involved the employee is beyond just doing their job.

Conclusion

To survive in today's competitive environment every organization is in need to excel. To excel an organization needs to focus on all parts of their management, optimizing the use and effectiveness of all its resources. An organization should concentrate towards the growth of their employees which automatically creates good commitment of employees towards their goals and objectives.

4. Stay positive

“Having a positive mental attitude is asking how something can be done rather than saying it can’t be done.”

(BO Bennett)

Just ponder on this statement. It simply refers to personal development and the general attitude towards life which are to be examined consciously from time to time in order to build a more optimistic outlook on life. When it comes to face life more constructively and maintain “la maitrise de soi” during tough times either, the feeling that life has become lighter and not so burdensome, or then only one can say that stability has been achieved in life.

Caught in the vicious circle of negativity, you are grumpy and start to behave oddly. The list of complaints is always long and suddenly you feel rejected and lonely. The best thing to do is to think slowly and find out the optimistic viewpoint in the situation by asking more helpful questions as far as possible which will make you realize that something has gone wrong, thus it is necessary to cultivate smart habits that help to move on in life. By doing so it helps to procrastinate the negative effects of the situations and over a period of time you have grown stronger and wise.

A positive environment indirectly influence one’s life by uplifting one’s morale and prevents us from dragging down. It is essential to analyze the people who make us feel drained or upset and on which topic the mind keeps dwelling. The answer will lead you to discover the positive sources or people in life.

Moreover never let stress dominate you. It is essential to keep our composure to the normal. With serenity the mind starts to function more positively and enhance not only optimism but also a constructive approach in life. You should know how to command the mind. Don’t make a mountain out of a molehill. One must cultivate the art of doing away with the terrifying

mountain in your mind by adopting breathing techniques, meditation and hobbies.

Sometimes the vague fears hold us back. Thus, to put an end to it just ask yourself “what is the worst thing that can happen?” Finding clarity in this way does not take much time for effort. This positive attitude can free yourself from much mind made suffering. Further the action of spreading positivity by hugging people when appropriate, smiling, boosting moods, organizing outdoor recreation for friends, and listening genuinely to those who are going through a tough moment are the right things to do.

Furthermore exercising regularly, adopting a balanced diet and having at least seven to eight hours sleep will undeniably contribute to positivity. In addition, we must not let us get swayed by criticism which hurts and diminishes us. It is better to ask yourself if the criticism can be more effective and constructive in life. At times people may lash out to you. It is better to be understanding by admitting to yourself that this person might not be feeling so good presently. The letting go principle is a far much better option.

Sometimes if something still gets under your skin then you should know what to do. Better

talk it over either with a close friend or a family member and find a healthier perspective on the particular situation. Moreover it is paramount to improve your self- esteem so that the negativity from others cannot drag you down.

Also, when you wake up and start your day in the morning sets the tone for the rest of your day. Once on your feet make sure that no negative thoughts, troubles of any kind, family issues should crop up. The start must be slow, by having an uplifting conversation with family during breakfast, playing with pets, spending some time reading inspirational quotes or listening to soothing music.

Living in the present moment makes it easier to access positive emotions and to stay in life rather than thinking of the mistakes done in the

past and worrying unnecessarily about the past and future which gives rise to pessimism. Being focused on just what is going around you right now is of great significance; see it, hear it, smell it, feel the sun, rain, cold wind on your skin. This simplifying reconnection with the moment can influence the rest of your day positively.

Life is a great teacher, the universe has given us a pen to write our own book. If the mind vacillates due to negativities is it not the proper time to work on ourselves and handle all situations in a healthier manner instead of living in the trap of negative thinking? The wise will surely be more open and level headed. A better world to live in is made out of positive people.

5. A little girl and her brother

An eight-year-old child heard her parents talking about her little brother. All she knew was that he was very sick and they had no money left. They were moving to a smaller house because they could not afford to stay in the present house after paying the doctor's bills. Only a very costly surgery could save him now and there was no one to loan them the money. When she heard her daddy say to her tearful mother with whispered desperation, 'Only a miracle can save him now',

the little girl went to her bedroom and pulled her piggy bank from its hiding place in the closet.

She poured all the change out on the floor and counted it carefully.

Clutching the precious piggy bank tightly, she slipped out the back door and made her way six blocks to the local drugstore. She took a quarter from her bank and placed it on the glass counter.

"And what do you want?" asked the pharmacist.

"It's for my little brother," the girl answered back. "He's really very sick and I want to buy a miracle."

"I beg your pardon?" said the pharmacist.

"His name is Andrew and he has something bad growing inside his head and my daddy says only a miracle can save him. So how much does a miracle cost?"

"We don't sell miracles here, child. I'm sorry," the pharmacist said, smiling sadly at the little girl.

"Listen, I have the money to pay for it. If it isn't enough, I can try and get some more. Just tell me how much it costs."

In the shop was a well-dressed customer. He stooped down and asked the little girl,

"What kind of a miracle does your brother need?"

"I don't know," she replied with her eyes welling up. "He's really sick and mommy says he needs an operation. But my daddy can't pay for it, so I have brought my savings".

"How much do you have?" asked the man.

"One dollar and eleven cents; but I can try and get some more", she answered barely audibly.

"Well, what a coincidence," smiled the man, "A dollar and eleven cents - the exact price of a miracle for little brothers."

He took her money in one hand and held her hand with the other. He said, "Take me to where you live. I want to see your brother and meet your parents. Let's see if I have the kind of miracle you need."

That well-dressed man was Dr. Carlton Armstrong, a neurosurgeon. The operation was completed without charge and it wasn't long before Andrew was home again and doing well.

“That surgery,” her mom whispered, “was a real miracle. I wonder how much it would have cost.”

The little girl smiled. She knew exactly how much the miracle cost ... one dollar and eleven cents ... plus the faith of a little child.

Perseverance can make miracles happen! Miracle can come in various forms - as a doctor, as a lawyer, as a teacher, as a police, as a friend, as a stranger and many others.

A river cuts the rock not because of its power, but because of its consistency.

Never lose your hope & keep walking towards your vision. Talk it over either with a close friend or a family member and find a healthier perspective on the particular situation. Moreover it is paramount to improve your self-esteem so that the negativity from others cannot drag you down.

Also, when you wake up and start your day in the morning sets the tone for the rest of your day. Once on your feet make sure that no nega-

tive thoughts, troubles of any kind, family issues should crop up. The start must be slow, by having an uplifting conversation with family during breakfast, playing with pets, spending some time reading inspirational quotes or listening to soothing music.

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