

Role of Self Awareness in Leadership Dynamics Evidence from a Leading Private Industry in Karnataka

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Abstract—Being "self-aware" is an important trait for successful leader. This has a great impact on leadership behavior and leadership dynamics. This research evaluated and analyzed three interpersonal traits of executives. Leadership quality is always considered a top criterion, but self-awareness scores more. Surprisingly, a high self-awareness score was the main reason and predictor of sure and overall success. This is because executives who are aware of their weaknesses are often better able to hire subordinates who perform well in categories in which the leader lacks skills, attitude and behavior traits. Such leaders are also more able to accept the thought that one of their members may have an idea that is even better than their own."

Index Terms—Self-awareness, Perception, Motivation, Role clarity Leadership Dynamics, Leadership Behavior

I. INTRODUCTION

A variety of people, courses, and self-help guides seems to lead their subordinates by the hand to the promised land of business success. The issue is that things are always confusing, murkier and not understood. Hence it is always useful to look at the less specifics and more principles and qualities that bring success. There is one quality that tops all, seen in almost all great entrepreneurs, managers and leaders. That quality is self-awareness. The one sure way leaders can do to improve their effectiveness is to become more aware of what motivates them and their decision-making process. Only with self-awareness, one can understand strengths and weakness easily. It is indeed, self-awareness that allows the best business leaders and managers to walk the tightrope of leadership: projecting conviction while simultaneously remaining humbles enough to be open to new ideas and differing opinions. The conviction (and yes, often ego) that executives /managers need for their vision makes them less than connected for accepting susceptibilities or leading with modesty. All this makes self-awareness that much more essential. Self-awareness is an important factor for business-building success and this is not a new finding. The crucial task is to discover ways to become more self-aware. Here are three key ways to do so.

II. LITERATURE REVIEW

Considerable studies have been conducted on leaders self-awareness. But the studies on relationship between self-awareness and leadership dynamics are very few and far between. Katja Miheli et.al(2010) in their study on Leadership observed that market success and ethical conduct go hand in hand: Ethics and competitiveness are inseparable. We live in a civilized society. No society

will survive successfully with people who don't trust each other. Ethics and moral components in leadership are the need of the hour. Leader has to perform his duties in an ethical way. Michael E. Frisina(2014) in his paper on Self-awareness: the Basic Competency of the Influential Leader found that Self-awareness is a candid understanding of one's own ethics, needs, thinking patterns, drives, goals and desires, sensitive responses, opportunities and obstacles and effect on others. In a study on The effect of leadership behavior on work climate and team effectiveness.(2015) by Inez Makaske revealed that there was no significant association exists between positive leadership behavior and the work climate and a close relationship was found between contra productive leadership behavior and the work climate. Anamarija Mari in his paper on Creativity and Innovation: The Leadership Dynamics(2017) found that the best way to build a state-of-the-art, vibrant, and operative organization is to diffuse leadership and empower everyone through training and coaching so that they become creative and effective leaders themselves.

III. OBJECTIVE OF THE STUDY

To understand the relationship between self-awareness of a leader leadership dynamics.

A. Research Methodology

The study was conducted in one private sector manufacturing organization has been considered for this research with 163 number of respondents (N=163) Managers and Executives. Data is collected using a structured questionnaire. Descriptive statistics has been used to analyze the data.

1) *Self Awareness of Leader*: In this paper the relationship between Leaders Self-Awareness and Leadership Dynamics has been tested. Self awareness is an honest understanding of one's own value, desire, mode of thinking, motivation, goals and aspirations, emotional reactions, strengths and weaknesses other. This understanding will take years to fully develop Commitment, complemented by feedback from others. Self-awareness enables manage behavior and improve leaders interactions and relationships. The level of self-awareness of leader influences the performance of followers. Greater the influence, better the followers task performance. High self-awareness leads to understand lacunas in the leaders behavior in early stages.

2) *Leadership Behavior*: In this paper we have taken Role Clarity of the leader to understand his behavior. Leader has an influential effect on the work climate of

a team .If the leader has clear role definition he will be ready to take calculated risks. Leader will consider minute details while decision making by considering others concerns and expectations.

3) *Leadership Dynamics:* In this paper we have considered Moral Component as one of the factor of leadership dynamics. Describing and prescribing moral requirements and behaviors, which suggests that there are acceptable and unacceptable ways of behaving that serve as a function of philosophical principles. Ethics speak about our identity and what we are and what we can become how we live how we could live better. If a leader is strong in his ethics he will look into ethical means to achieve goals so that followers will not get confused to achieve their goals they understand its only through ethical means. Their intentions are clearly conveyed because of the clarity in their vision.

4) *Data Analysis:* For analysis of the data, Pearsons correlation is employed to establish a relationship between leaders self -awareness to Leadership behavior to arrive at role clarity and leadership Dynamics that is a moral component or ethical behavior.

Correlations: It is observed from the above table there is no significant relationship between Leaders Self-awareness to Leadership behavior and Leadership Dynamics.

	SLB	SLD
Pearson Correlation	.286**	.187*
SSA Sig. (2-tailed)	.000	.017
N	163	163

Frequencies: Likert scale technique has been used to rank the responses from the target group. The technique scale varies from Agree to Strongly Agree.

Questions N=163	Mean Value
my actions affect behavior of others	4.34
i can identify degree of emotions	4.20
In confusion stay calm	3.87
Maintain positive attitude when pursuing goal	4.48
Flexible in Dealings	4.19
Role clearly defined	4.26
Willing to take risk	4.30
Conscious while taking decisions	3.81
Understand others needs	4.40
I have required skills for negotiations	4.23
Listen carefully	4.48
Can figure my authority structure	4.26
Look into ethical ways to solve	4.42
appreciate/reward subordinates achievement	4.66
Convey my intentions clearly	4.50
respect other's stand and interests	4.55
Always take unbiased stand	4.32

IV. MAJOR FINDINGS

- 1) There is no significant relationship between leaders self- awareness with leadership behavior that is role clarity and leadership dynamics that is moral component.

- 2) Most of the leaders score high in selfawareness. They are aware of their emotional stability and how their actions, attitudes affect employees morale.
- 3) Well defined role of a leader gives him a confidence to take calculated risks and to handle diversified situations.
- 4) Strong moral components/ethics of a leader can convey his expectations and intentions clearly to his followers.

V. SUGGESTIONS

- 1) Intensive training on handling day today situations can be arranged for new leaders this would help build positive attitudes among the new generations.
- 2) The role of awareness cannot be undermined. The score on this count would improve provided emotional stability is achieved. The degree of leadership style may boost employees morale; this would go a long way in enhancing performance of both.
- 3) The top management has to give more emphasis on confidence building measures for sustenance of long run leadership. This would help them take calculated risk to avert any unexpected situations.
- 4) Ethics plays a major role particularly among the leaders. This should serve a guiding factor for developing future leaders to effectively manage the issues arising out of leadership dynamics.

VI. CONCLUSIONS

Thus, the present study tried to answer the following research questions: How does self- awareness influence the Leadership behavior and Leadership Dynamics? No significant relationship was found between self- awareness with Leadership behavior and Leadership Dynamics. This study is conducted in a private sector organization. Only the relationship between self-awareness and leadership behavior and leadership dynamics has been tested. However there is a scope for conducting similar studies to test followers behavior for verification using more sophisticated tools of analysis.

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