LEADERSHIP COMPETENCY ASSESSMENT THROUGH 360 DEGREES DIMENSION-EVOLVING THE FACTORS AND ITS IMPACT

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ABSTRACT

Effective organizations have improved to the demands of changes in globalization eliminating conventional hierarchical structures, which restricted cross-functionality and revolution. 360-degree feedback is a various sources feedback mechanism that involves traditional input from superiors, as well as input from peers, direct reports and internal as well as external customers. The results-oriented manager focuses on efficiency, deadlines and budgets. The relationship-oriented manager focuses on people, and whether they're happy and fulfilled in their work. Team building is the constant strive to enhance the relationships between employees and help them collaborate in the most effective way possible.
KEYWORDS: Leadership, Team Building, Self Management, Interpersonal

I. INTRODUCTION

Nowadays high-performance organizations have started to use 360-degree feedback, an evolving new tool for leadership development and appraisal of performance. 360-degree feedback is a various sources feedback mechanism that involves traditional input from superiors, as well as input from peers, direct reports and internal as well as external customers. It often includes a self-appraisal for differentiation. The gathered information with 360-degree feedback blows the collective knowledge of people from within individual's own group of influence. It is simply more consistent, honest, and truthful than traditional method of appraisals, which few praise. Some research suggested that feedback from variety of sources has a more influential impact on human than the data from a few source does. In fact, no institutional action has extraordinary power to motivate employee attitude change than feedback from reliable work connects. Humans are more strongly encouraged and motivated to change their work attitudes to attain the regard of their peers than to succeed over the boss.

According to management literature, effective organizations have improved to the demands of changes in globalization eliminating conventional hierarchical structures, which restricted cross-functionality and revolution. With the help of IT, Superiors transformed institutional structures into thinner, flatter structures that require group work, interaction, sharing of information, and empowering at lower levels. The scope of these flatter institutions needs interdependence instead of self-sufficiency.

This multi-dimensional gathering of feedback - 360-degree feedback - provides a clear picture of behavior and performance. The collected information potentially gives both the individual and the organization feedback about the rate from direct reports, team members, supervisors, and, sometimes, external customer perspectives. Feedback from all of the sources that make up an individual's sphere of influence gives the rate an opportunity to see him, or herself better, which research has shown to be an important aspect of leadership development. With the trend toward flatter, less hierarchical organizations, each employee will have to step up to more responsibility and leadership. Individual improvement, thus, becomes vital to the success of the organization. Therefore, many high-performance organizations use 360-degree feedback on a recurring basis in their leadership development programs.

Goleman defines interpersonal intelligence as the ability to understand other people, what motivates them and to work cooperatively with them. ... Interpersonal Leadership is about self-expression that makes a difference, that enriches the lives of others.

The results-oriented manager focuses on efficiency, deadlines and budgets. The relationship-oriented manager focuses on people, and whether they're happy and fulfilled in their work. Managing too strongly to either side of the equation can decrease initiative, drive, creativity and, ultimately, productivity.

Leadership is described by a single skill set. Leadership requires the ability to create a positive culture, manage a team, motivate and coach employees, organize projects, establish a focus on customer service and quality to just

name a few. Competent leaders own multiple skills and abilities, the importance and priority of each depends on company strategy, goals, and culture. Consequently, one size does not fit all. Competencies for senior leaders vs mid-managers vs supervisors varies. And because coping with today's business environment calls for the ability to tackle complex tasks at an accelerating pace, people need a range of critical skill competencies to face the shifting challenges of today's world. Circle Profile is the only instrument that measures

Team building is the constant strive to enhance the relationships between employees and help them collaborate in the most effective way possible. And team leaders play a key role in this. Essentially, leaders are responsible for taking individual employees and bringing them together as a cohesive team.

Demonstrating self control and an ability to manage time and priorities. Self-management is the ability to prioritize goals, decide what must be done, and be accountable to complete the necessary actions. Comprehensive self-management involves four realms: physical, mental, social, and spiritual.Utilizing logical, systematic and orderly procedures to meet objectives. Effective planning and organization require the ability to create and use logical, systematic processes to achieve goals.

II.   REVIEW OF LITERATURE

Karl joseph (2020) found in his article Organizational culture and leadership competency are rarely debated topics in public organizations. By shifting the focus to these two, public organizations are given a scope to arrive at a holistic view of their entity. CALABARZON PESOs, a public organization, had been meeting the same challenge of talking unemployment and underemployment. Their performance, once-a-month basis, is changing. His study then sought to develop and stabilize that by defining the relationship between organizational culture and leadership competencies, and the organizational performance of CALABARZON PESOs.

Tim A. Mau (2015) indicated that the notion of a global public service has been put forth in the literature as a means of addressing a number of policy issues that can no longer be addressed by a nation-state in isolation. This article sets out to address whether it is possible to formulate and implement a leadership competency model that could be used to select, develop and reward these global public servants and, if so, what leadership competencies they would require. Evidence will be drawn from both the literature on the competencies required for global managers/leaders as well as various public sector leadership competency models. It is argued that more thought needs to be given to how a leadership competency framework might be fruitfully employed to buttress such a cadre of individuals.

III.   OBJECTIVES
➤ To evolve the leadership competency related attributes through 360 degree dimensions
➤ To Understand the effect of identified constructs on Leadership effectiveness through 360 degree dimensions

IV.   HYPOTHESES
➤ There is a significant influence of Leadership competencies construct in Leadership effectiveness.
➤ There is a significant influence of Teambuilding on Leadership competency.
➤ There is a significant influence of Interpersonal Skill on Leadership competency.
➤ There is a significant impact of Self-management on Leadership competency.

V.   STATEMENT OF PROBLEM
Leadership is an art of influencing other at any work place irrespective of this nature. The Leadership characters in inherent in some situation and explicit in some activities. There are some parameters by its natural present enhances the Leadership competencies. The influence of Leadership competency is exposed in different situation and while the analyse on 360 degree basis various parameters will be evolved. There is no construct dimensions which always evolved Leadership competency. This context, the present paper aims to explore the construct relate to Leadership competency 360 degree dimension with relevance to the selected sector.

VI.   Method:
The study explorative and descriptive in nature. Here the influence of Leadership competency are evolving to exploring the constructs and its influence on Leadership competency are described. The study population was chosen from manufacturing sector across different functional level Leadership. The sampling unit was selected from managers and supervisors in different age, education and different background.

The sample size was limited to712. The convenience sampling method was accepted. The study used primary and secondary data. The secondary data was used for little reference and constructions of questionnaire related to Leadership competency.

VII.   Measures:

Based on the little reference and standardized questionnaire relate to Leadership competency and informed questionnaire was developed. It was circulated among subject experts for opinions and checking the content validity. The expert's suggestion allowed add some additional points related to leadership competency.

The developed questioner was pretested for its reliability and validity among 120 respondents. The obtained responses were tested for its reliability and internal consistency. The required scale reliability was verified through test- retest method. The finalized questionnaire was administrated for data collection were 525 respondents. The collected responses were verified for data reliability and missing value. After the data validity, the collected responses were employed for statistical analysis like exploratory factor analysis in order to evolve leadership competency and validate the effect of leadership competency on leadership effectiveness through confirmatory factor analysis.

Table-1: Sample Characteristics

| Parameter	Category	Number of Respondents	Percentage to Total
Age	Less than 30	87	16.6
	31 to 40	164	31.2
	41 to 50	178	33.9
	Above 50	96	18.3
Gender	Male	260	49.5
	Female	265	50.5
Educational Background	Graduation	132	25.1
	Post-Graduation	260	49.5
	Professional	133	25.3
Designation	Software analyst	80	15.2
	Team leader	173	33.0
	Executive	181	34.5
	Others	91	17.3
Sector	IT	113	21.5
	ITES	254	48.4
	IT Aligned	158	30.1
Experience	Less than 5 Years	97	18.5
	6 to 10 Years	180	34.3
	11 to 15 Years	153	29.1
	More than 15 Years	95	18.1
Marital Status	Married	272	51.8
	Unmarried	253	48.2
Division	Technical	373	71.0
	Non-Technical	152	29.0
Total		525	100

Source: Primary data

Table shows the sample characteristics background selected for the study. Regarding the age background of respondents, 33.9 percentage working in IT sector are between 41 to 50 and 31.2 percent between 31 to 40. 49.5 percent employed in IT sectors are male and 50.5 percent are female. In terms of their educational background 49.5 percentages are post graduates and 25.3 percent are professions. Regarding their designation 33 percent are team leaders, 34.5 percent are executives and 15.2 percent are software analyst. For this study, 21.5 percent are chosen from IT, 48.4 from ITES and 30.1 from IT aligned. It is observed that 34.3 percent carries 6 to 10 years of experience and 29.1 percent between 11 to 15 years. With respect to their marital status, 51.8 percent are married and 48.2 percent are unmarried. The division of working reveals that 71 percent belong to technical and 29 from non-technical.

VIII.   CONFIRMATORY FACTOR ANALYSIS
WITHOUT MODIFICATION INDICE
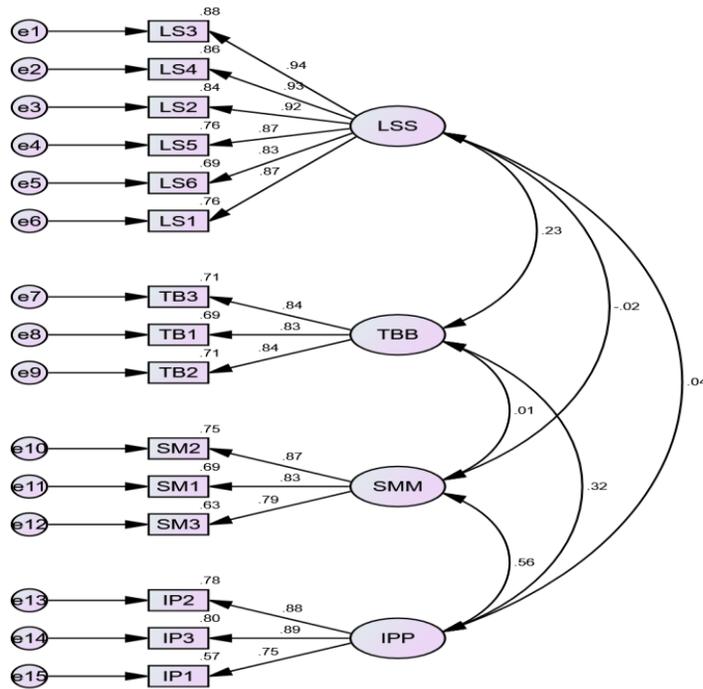

WITH MODIFICATION INDICES
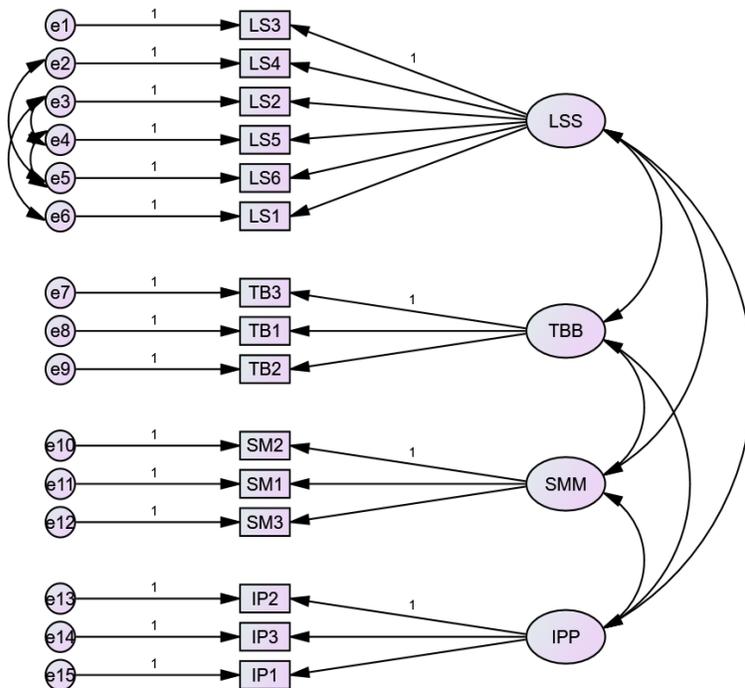
TABLE:2

Fit statistic	Recommended	Obtained Before Modification Indices (Initial Model)	Obtained After Modification Indices (Revised Model)
x^2	-	5999.537	4646.870
Df	-	650	646
x^2 significance	$p \leq 0.05$	0.000	0.000
x^2/df	≤ 2- 5.0	9.230	7.193
GFI	≥ 0.90	0.611	0.656
AGFI	>0.80	0.557	0.605
NFI	≥ 0.90	0.726	0.780
RFI	≥ 0.90	0.704	0.726
CFI	≥ 0.95	0.748	0.812
TLI	≥ 0.90	0.749	0.795
RMSEA	≤ 0.08	0.125	0.109
RMR	≤ 0.05	0.049	0.047

Table: 3 MASTER VALIDITY

CR	AVE	MSV	MaxR(H)	LSS	TBB	SMM	IPP	
LSS	0.956	0.782	0.050	0.966	**0.884**			
TBB	0.877	0.705	0.100	0.877	0.224***	**0.839**		
SMM	0.870	0.690	0.311	0.874	-0.020	0.012	**0.831**	
IPP	0.882	0.714	0.311	0.898	0.035	0.316***	0.557***	**0.845**

IX STRUCTURAL EQUATION MODELLING
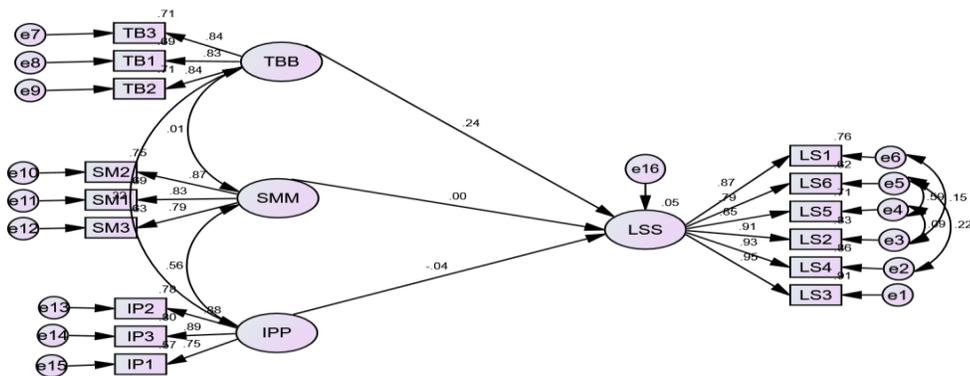
Table:4 HYPOTHESES TESTING

			Estimate	S.E.	C.R.	P	Label
LSS	<---	TBB	.463	.087	5.297	***	
LSS	<---	SMM	-.001	.093	-.008	.994	
LSS	<---	IPP	-.072	.100	-.721	.471	
LS3	<---	LSS	1.000				
LS4	<---	LSS	.955	.019	49.645	***	
LS2	<---	LSS	.915	.020	45.347	***	
LS5	<---	LSS	.887	.024	36.327	***	
LS6	<---	LSS	.786	.026	30.754	***	
LS1	<---	LSS	.858	.022	39.382	***	
TB3	<---	TBB	1.000				
TB1	<---	TBB	.993	.040	24.604	***	
TB2	<---	TBB	1.020	.041	24.850	***	
SM2	<---	SMM	1.000				
SM1	<---	SMM	1.019	.041	24.936	***	
SM3	<---	SMM	.912	.039	23.694	***	
IP2	<---	IPP	1.000				
IP3	<---	IPP	1.082	.037	29.350	***	
IP1	<---	IPP	.923	.039	23.653	***	

The confirmatory factor analysis has been carried out in order to test and validate the hypothesis framed that the Leadership competency dimensions like interpersonal, team building, self management and leadership have significant influence on leadership competencies of employees in IT sectors. In order to prove this hypotheses the measurement and structural models were employed. The measurement model is executed to verify the validity of items convergent on respective constructs, the construct correlation and intensity of model fit. An initial measurement model was verified without applying modification indices in which the goodness of fit obtained is 0.611, AGFI= 0.557, CMIN/Df = 9.230 RMSEA=0.125 and RMR=0.049. Since the required fits were not obtained, the revised measurement model is executed by including four modification indices.

The results of applied modification indices have shown improved model fit GFI= 0.56, RMSEA= 0.10, RMR= 0.47 and CMIN/Df=7.19. The improved measurement model also generated the required convergent discriminant validity, composite reliability and AVE for defined constructs.

The improved model is further taken for structural equation in order to validate and test the hypothesis of emotional dimensions influence on emotional intelligence. Here the leadership competencies like interpersonal, team building and self management have been taken as exogeneous constructs. The aspect of leadership has been taken as endogeneous constructs. The outcome of structural equation modelling revealed that the team building and leadership have significant positive influence on leadership competencies with the standardized estimations of 0.141 and 0.277 @ 5% level of significance. The aspects of self management and interpersonal do not have significant influence on leadership among the employees in IT sector considered for this study.

X CONCLUSION

Leadership competency models have been extensively used in the private and public sectors. It is difficult to find a important company that has not implemented a leadership competency model as a ways of recruiting, hiring, training and rewarding their personnel talent. The public sector, with a long history of creating using developments from the private sector, was early to follow suit. Leadership competency models are now a backbone of public services across the globe. In this new global order, all states are impotent to act alone in the face of wicked policy problems like climate change, health pandemics, global terrorism, and financial crisis. But the challenges in front of developing states are especially acute since they often lose their most talented people to better opportunities elsewhere in the world. However, a situation list approach to formulating a world public service leadership competency model, while more inefficient and expensive to develop and implement, may have some promise. Much work relics to be done, but hopefully this research marks the beginning of transformed efforts to engage in productive discussion of the world public service and the leadership competencies mandatory of its members.

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