



"Role of an efficient Leadership for success of any organization" A case study of Tata Iron and Steel Com. Ltd. (TISCO)

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'ABSTRACT'

Modern age is an age of cut throat competition. In present era it is very difficult for success of any organization. In this research work this paper explores role of an efficient leadership for success of any organization. We know that very well business is an organ of the society. It contributes economic growth of our country. Leadership plays vital role of success of any organization. No organization can work efficiently without of efficient leadership. So it can be said that leadership plays, The most important role of success of any firm, Industry or any organization. This research paper mainly focuses on the role of an efficient leadership and it is very necessary for success of any organization.

Tata Iron and steel company was established on 26 August 1907 at sakshi in the district of singhbhum in the state of Jharkahnd. Tata Iron and Steel company continuously developed without any break day after day and year after year due to role of an efficient leadership one by one as like, J.N. Tata, Dorabjitata, J.R.D. Tata, Ratan Nawal Tata and present chairman Natrajan Chandra sekhran. Each Chairman of the Tata steel (Tata Group) left his mark on the group. Under the leadership of JRD Tata and Ratan Nawal Tata, tremendous progress has been made. Tata Steel Company acquired many companies after globalization.

❖ Key Words:-

- i. To analyze leadership
- ii. To analyze theory of leadership

- iii. To analyze role of an efficient leadership for success of any organization.
- iv. Changing in TISCO after globalization under the leadership of Ratan Nawal Tata.

Introduction

Modern age is an age of cut throat competition. In present era it is very difficult for success of any organization. In this research work this paper explores the role of an efficient leadership for success of any organization. We know that very well the Business is an organ of the society and it contributes economic growth of our country. The main essence of management is to get the work done by the people by directing them in the right perspective, It means subordinate should be led so to be directed towards the common goal. Leadership plays vital role in success of any organization. No organization can work efficiently without efficient Leadership. So it can be said that leadership plays the most important role of success of any firm industry or any organization.

Tata Iron and Steel Company: -Tata Iron and Steel Company was established on 26th August 1907 at Sakshi in the district of Singhbhum in the state of Jharkhand. It's great founder *Jamshed Ji Nusserwanji Tata*. Now this time ***Tata Iron and Steel Company*** is known as ***Tata Steel Company*** *Jamshed Ji* did not live up to see his dreams comes true but his successor followed his dreams and fulfilled his dreams. Tata Steel Company continuously developed without any break day after day and year after year due to role of an efficient leadership one by one as like, *Jamshed Ji Tata Dorabji Tata, Sir Ratan Tata, JRD Tata, Ratan Nawal Tata* and present chairman *N. Chandra Sekharan*. The story of Tata Steel company is the story of one family.

Objective of the study:- These are the following main objective of this study.

- i. To analyze leadership
- ii. To analyze theory of leadership
- iii. To analyze the role of leadership for success of organizations (TISCO)

Methodology

Data collections: This study is based on secondary data from various sources as like books, Journals, research papers, newspapers and websites and other information published by the

TISCO

Method of data analysis:- In this research work simple mathematical treatments were used to process and Analysis the data to

- i. To analyze leadership- We are aware a business organization works in a constructed circumference provided by the external conditions. These external condition are dynamic to respond to these changes. A static organization will be like a fossil, which will be irrelevant in the altered environmental condition. A leader has to study the changes and challenges of the external environment and modify controllable internal conditions capacities adequately to meet the demand made in the organization. Thus a leader has to be sensitive to the changes and make the followers also aware of these changes.

According to the concept of some learners in a person leadership quality is inherent, it cannot be achieved in others words in some persons which can't be created its means "**Leader are born not made**". Just opposite of this, according to the concept of some learners, the person can achieved leadership quality, it means "**leaders are born and made**"

Definition of leadership:- It is very difficult to find a simple or satisfying definition of leadership. Different learners or scholar define different ways

Stogdill observe:- There are almost as many definition of leadership

According to **Keith Davis** Leadership is the ability to persuade other to seek defined objectives enthusiastically" There have been great number of definition measure to study them.

George terry defined leadership as "As the activity of influencing so that they will strive willingly for group objective"

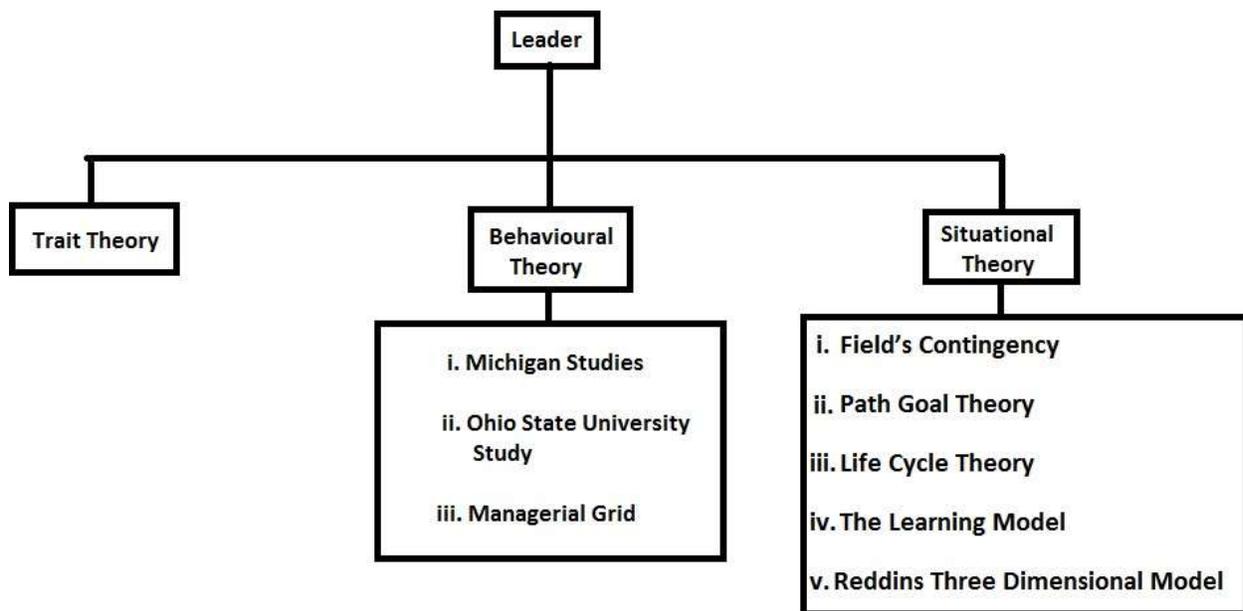
According to **Stogdill** reviewed Seventy Two definition of leadership advanced by write from 1902 to 1967 According to **Paul Hersey** and **Kenneth Blanchard** "leadership is a process of influencing the activities of an individual or a group in effort towards the goal achievement in a given situation"

In this content the leader is viewed as person in the group who is capable of influencing group activities with regard to goal formation and accomplishment. The above definition contains many important points which are necessary for a leader.

In others word it can be defined as, leadership is the personal quality by which the leader has to guide, to motivate, to inspire and to increase efficiency of the subordinates for achieving the business goal.

- ii. To analyze theories of leadership: Leadership theories are the expectations of how and why certain people become leader. If focus on the trait behavioral and situational that people can adopt to increase their leadership capability. Leadership is a crucial ingredient in organization effectiveness.

There are the following major theory can be seen.



A. Trait theory: - Trait theory attempts to isolate attributes of successful and unsuccessful leaders and using their list of traits, predict the success or failure of potential leaders. Trait theory is an approach to the study of human personality. In one study as many as 17 (1953) individual traits have been identified. Again one researcher isolated 171 surfaces traits but concluded that they were superficial and lacking in descriptive power. However Ghiselli has provided less exhaustive and generally accepted list of traits contribute to leader effectiveness.

Keith Davis had pulled together the following four traits that are shared by most successful leader

- a. Intelligence
- b. Social maturity and breadth
- c. Inner motivation and achievement drive

d. Human relation attitude

B. Behavioral theory:- Behavioral theory describes leadership in terms of what leader. According to this approach is the result of effective role behavior. This is the new approach of leadership which is adopted by the Michigan researcher it emphasis on leader behavior.

C. Situation theory of leadership:- this situation theory of leadership focuses on flexibility so that leaders are able to adapt according to the needs of their followers and demand of the situation.

iii. ROLE OF AN EFFICIENT LEADERSHIP OF AN ORGANIZATION:- A leader through his ability and integrity aviation and ethos, ideas and interaction develops not only the attitude of the employee but also efficiency of the organization. When we have efficient manager in the efficient organization the leadership develops faster and enhance the areas of their economic activity. This is useful to make the society more economical and more prosperous *Petter F Drucker* once said that there are no under developed nation, there are only manage nation.

The efficient leadership has created the history of the world. The history is the witness to the fact that Winstal Charchil, Napoleon Bonaparte, George Washington and Mahatma Gandhi of India skilled leadership they demonstrated the masses and achieved the goal.

According to *Peter F. Drucker* maximum business organization unsuccessful to insufficient leadership. Napoleon said that there were never bad soldier only bad officers. From this meant that the quality of leadership was all important for any types of organization. A successful organization has one major attribute that sets it apart from unsuccessful organization, dynamic and efficient leadership. The success of every organization depends upon quality of its leadership. For example Tata iron and Steel Company of Jamshedji or Ford motor company would not have attend their present success for able leadership of Jamshedji Tata and Ratan Nawal Tata and

Henry Ford respectively

In the words of G.R. Terry “The will to do is triggered by leadership and Luke warm desires for achievement are transformed in to burning passion for successful accomplished by the skillful use of leadership.

A CASE STUDY OF TATA IRON AND STEEL COMPANY LIMITED: - The Tata Steel

Company is legend in itself and is considered pioneer in the iron and steel industry. When the nation was suffering under the effect of colonial rule, Shri Jamshedji Nusserwanji Tata thought of establishing an iron and steel industry in India. He felt that if India needed industrialization and it should be key sector of iron and steel. He died in 19th may 1904 the Times of India then a British owned newspaper carried and item the next day on 20th May 1904 saying that Jamshed ji combined community with pride never be rating juniors but not knowing to his superior and that it was mark of his greatness that he never did anything either an eye or honor fame, He had just mission to put India on the Road prosperity due to own knowledge Jamshedji is known as encyclopedic. He did not live to see his dream comes true but his successor felt it and fulfilled his dreams.

The Tata Iron and Steel Company was established on 26 August August 1907 at Sakshi in Jamshedpur in the districts Singhbhum in Jharkhand.

1. Dorabji Tata (1904-1932)

After death of JN Tata, Dorabji observed in 1904 chairman and formed a LTD. company on 26 August 1907 open a public issue worth Rs.23 crore his own investment was Rs. 15 crore. The demand was overwhelming. The Mesopotamian region required huge amounts of Steel, which was source for TISCO. The two year old company worked day and night to meet the demand G Kumar

Jamshed ji was lucky as far as his son Dorabji and Ratan where illustrious in their own ways. Dorabji spent his life completing his father had either dreamt of and started, be it steel factory, Hydroelectric project, or the IISC. Jamshed ji had dream these three big dreams were fulfilled by Dorabji Tata.

Dorabji never took his responsibility or his father dream lightly.

Ratanji Tata had written in his will, 'If I were to die childless, my entire wealth should be used for the purpose of education especially areas which focus on improving human life and those that work towards alleviating pain and suffering. The grant should go for original research work that combined science and fundamental knowledge' In the year 1918 Ratan Ji Tata died. After his death Nawazbai, his wife donated Rs 81 Lacks for the explicit purpose. Dorabji died in 1932.

2. Nowrowji Saklatwala (1932-1938)

After that Death of Dorabji Tata Nowrowji Saklatwala became chairman of Tata Steel just after 6 years due to heart attack he died in 1938.

3. Jahangir Ratan Dada Bhai Tata(1938-1991)

JRD Tata became chairman of Tata Steel Company in the year 1938. He was to be known as an expert worldwide on his two subjects (ILO) international Labor law or organization and Labor Law (LL). The company flourished after JRD arrival changes were evident not only in their business but in the way things were there done. JRD stopped the privileges of a separated dining rooms or toilets for the top personal everyone treated equally. As like Jamshedji ,Nusserwanji, JRD prevented the next level leadership for blooming nor did other top executives see a growth path for themselves. JRD took bold decision of having a chairman for each company who would take decision independently. JRD explores new avenue for growth. Within a year mega company began to shape. He followed founders vision due to this reason in his leadership tremendous progress has been made.

4. Nawal Ratan Tata(1991-2012)

Chairman Nawal Ratan Tata. JRD was not completed to charge a new successor. JRD wanted to be a person who could take the group forward with JRD had to remove all the individual crowns and create a single one and there was only one person whose name come forward Ratan Naval Tata. JRD announcement of Ratan Tata as his successor. In march 1991 JRD Tata hand over charge to Ratan Tata on 25 March 1991. He performed his duties behind the scenes with great interest and integrity and dignity. He was known for his cool demeanor and rarely lost his temper even his instruction to his secretary allowed be gentle request not as order. He never forgot his past it always kept his mind He was never aspiring the top job. He interest in labor law was recognized by the international labor organization.

Ratan naval Tata faced a lot of challenges at the time when he became chairman of TISCO (Tata group)

Girish Kuber written in his book about Ratan Tata. “It was once and only once that Naval Tata would step out to center stage. No one before or after him from the Tata family has taken such step”. Ratan Tata focus on globalised scenario under this leadership many programs and projects run by the TISCO for society and community development, but here we only explain about acquisition of companies took over by the TISCO. In the tenure of Ratan Nawal Tata.

List of acquisition of Companies by the TISCO

Name of the Company	Price	Year
Nat Steel, Singapur	\$484.4 Million	2004
Millennium Steel, Thailand	\$130 Million	2005
Corus Steel, Britain	\$810 Million	2005
Steel Engineering and Steel Vinau	\$41 Million	2007
Riversdel Mojambique Coal Project	AUD 100 Million (30 th Nov)	2007
Bhusan Steel		2018

After observation of the above data it can be said that under the leadership of Ratan Tata, The Tata Steel Company expanded on the large scale.

5. Chairman Cyrus Mistry (2012-2016)

He became the chairman of Tata Steel company in 2012. Cyrus Mistry was the 6th chairman of Tata Steel Company. His work tenure was not long lasting. In October the board of Tata group holding committee voted to remove Mistry from the post of chairman after offering him and opportunity to resign voluntary. Ratan Tata became interim chairman of Tata Steel Company and gave new direction to run the Tata Steel Company properly with integrity and honesty.

6. Present Chairman Natarajan Chandrasekaran(2017-till now)

On the 12th January Tata group announced his name as the new chairman N. Chandrasekaran became chairman of Tata Steel in 21st February 2017. Chandrasekaran followed one rules without fail. There were many challenges for new leadership. The biggest of them was to resolve an ongoing dispute between the Japanese company telecom giant NTT Docomo and the Tata's. The first thing Chandrasekaran did was to close the issue. The Tata paid 1.18 billion and the Japanese company took its lawsuit back. Ratan Tata breathes and leaves the Tata value it was fresh start under the chairmanship of another leader. The first Non Parsi to head the group in 150 years. In many ways the TATA group had shed it old skin for a new avatar. Each chairman of Tata group left his mark on the group based on personal likes and dislikes. JRD's contribution AIR India while Ratan's were notably the Indica, Nano and getting the Jaguar, Land Rover deal. He gave the group a truly global standing acquiring the Steel Company like Corus merged into Tata Steel which was a major achievement in Ratan's time, more than 60% of the group turnover came from business abroad. Ratan Tata's rapid expansion into diversified areas had, strong impact on its revenue.

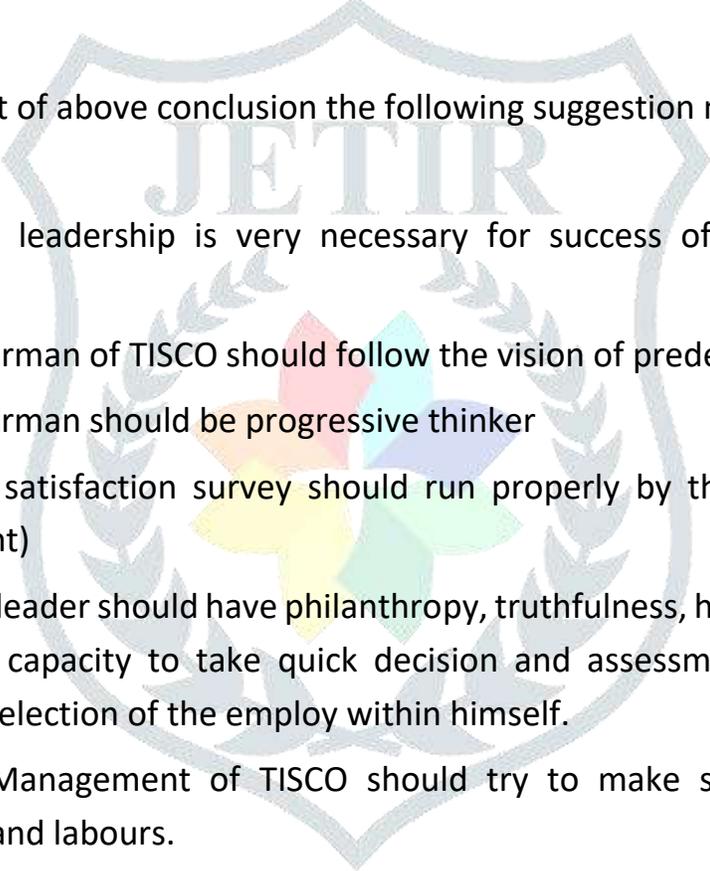
Conclusion

After a thorough study of the above matter, we reached at certain point that an efficient leadership play a significant role of development of an organization. This research paper mainly focuses on the efficient leadership of any organization. The story of Tata Steel Company is the story of one family. Tata Steel Company has continuously succeeded without any break due to role of an efficient leadership and every successor followed the vision of great founder chairman Jamshedji Nusserwanji. Jamshedji inspired the management of his concerns with a new spirit. They were treat the people as individual. They must make personal investigation of grievances. They showed take the workers into confidence, consult them a sense of self respect. Due to this reason Tata Steel company making records day after day and year after year. Tata Iron and Steel Company is the second largest company in the world. J.N. Tata was lucky as far as his sons Dorabji Tata and Sir Ratan Tata both where illustrious in their own ways.

Dorabji spent his life completing the project of his father. All successor of J.N. Tata followed his vision and fulfilled his dream. Tata's has never claimed that they set up

business for the purpose of social welfare or charity. Tata Steel company did not believe about the creation of wealth only but it believes creation of better tomorrow. Its main objective to earn more profit and distribute it among the employee and give to the nation and remodification of the business and remains spent on society and community development. Each chairman of the Tata Steel (Tata group) left his mark on the group. Under the leadership of Ratan Tata tremendous progress has been made. Tata Steel company acquired many companies after globalization and Ratan Tata also solved the dispute between the Japanese company and Tata group. Because of his works he is considered to be as one of the greatest leaders all over the world and has been honored with many awards. According to my opinion Ratan Naval Tata should be honored with Bharat Ratana during his life.

Suggestion – In the light of above conclusion the following suggestion may be made –

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- The logo for JETIR (Journal of Emerging Technologies and Innovative Research) is a watermark in the background. It features a shield-shaped emblem with a laurel wreath border. Inside the shield, the word "JETIR" is written in a large, serif font. Below the text is a colorful, multi-petaled flower or starburst design in shades of red, yellow, green, and blue.
- ❖ An efficient leadership is very necessary for success of any organizations or companies.
 - ❖ Present chairman of TISCO should follow the vision of predecessor.
 - ❖ Present chairman should be progressive thinker
 - ❖ Employees' satisfaction survey should run properly by the T. L. M. (Top Level Management)
 - ❖ An efficient leader should have philanthropy, truthfulness, honesty, patriotism, self confidence, capacity to take quick decision and assessment of the knowledge before the selection of the employ within himself.
 - ❖ Top Level Management of TISCO should try to make satisfied their officers, employees and labours.

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