

# Comparison of Traditional Leadership and E-Leadership: A Study of Organizational Effectiveness in Today's Scenario

**Kasturi Sahay**

Research Scholar, Department of Management, Birla Institute of Technology, Mesra, Ranchi, India

**Utpal Baul**

Professor & Head of Department, Birla Institute of Technology, BIT, Mesra, Ranchi, India

---

## **Abstract**

*Working and leading virtually have become a growing concern and hence a growing area of focus in the last few years, generated by an increased care for the environment, a concern for a better life quality, the need to cut costs and/or the desire to welcome Generation Y (people born in the '80s who have grown up with all virtual media) into the corporate world. The term leadership has been probably the most talked about subject. Decades of academic analysis have given us more than 350 definitions of Leadership. Literally thousands of empirical interpretations of leaders have been conducted in the last 75 years alone but no clear and unequivocal understanding exists as to what distinguishes leaders from non-leaders. In fact the word leadership appeared in the Oxford dictionary as late as the eighteenth century. Multiple interpretations of leadership exist but each remaining incomplete and wholly inadequate with regard to the issues. The time has come to not to talk of leadership in abstract terms but in concrete and measurable terms. Leadership has to be demystified, brought down from its lofty pedestal, dissected and finally understood by the common man. Now as they say war is too important to be left to the Generals, likewise, leadership in an organization is too important a subject to be left behind to intuition, chance, whims and fancies of an individual.*

## **1. INTRODUCTION**

The concept of virtual workplace in organizations has kept the researchers pondering for last ten years. There have been many phases of writing on the research done in this topic. Firstly the school of thought was that if one ensures that the technology is up to date, virtual working can be done efficiently. In nineties, the research focused more on retrieving the best team and the appropriate processes in order to ensure an effective virtual working environment. In the last five years many research papers and literature has been published on virtual teams and virtual leadership and the ways of managing virtual workforce. The focus on virtual leadership as opposed to working with virtual teams has also been discussed in common literature (ValWilliams, 2002; Kostner, 1996) which provides some insights for evolving effective virtual leadership.

However, by going through the literature on virtual leadership and managing virtual teams,

it is observed that only a small part has been covered and more research is required. Few authors have simply merged the concept of emerging leaderships within the subject of virtual teams (eg, Gibson and Cohen, 2003). Some authors have included an exhaustive list of tools and structures on different ways of handling virtual teams and a small section is included at the end on the emerging aspects of leadership (Garton and Wegryn, 2006). Even the book “Handbook of High-Performance Virtual Teams. A Toolkit for Collaborating across Boundaries” (Nemiro et al, 2008) focuses on the techniques of virtual leadership in only three out of thirty chapters. A chapter in the book relates leadership in the virtual world to the elements of traditional leadership. For example a chapter in the book suggests that the functions of a virtual leader include motivating, coordinating and developing team members and team leaders. Powell et al. (2004) in their paper conclude that the latest virtual team work is now extending their knowledge of the traditional leadership to the changing environment. Malhotra et al. (2007) have provided insights into the virtual leadership and based on various explorative methods like interview, survey etc., have developed six methods for virtual leaders.

## **2. SCOPE OF THE STUDY**

The scope of the research work is restricted to IT Organisations namely IBM India Pvt. Ltd., Infosys Technologies Ltd., Accenture Services Pvt. Ltd., Tata Consultancy Services Ltd., Dell India Pvt. Ltd. The reason for choosing these organisations is that they follow a blend of traditional leadership and virtual leadership. Hence studying these organisations gives a better insight into both the leadership styles and therefore aids in developing the most suitable leadership model for organisational effectiveness.

## **3. HYPOTHESES OF THE STUDY**

The overarching issue of this study relates directly to the management dilemma determining how and to what extent traditional and virtual leadership styles and characteristics in organizations affect organizational effectiveness. The management question for this research is “Do e-leadership style and characteristics apart from traditional leadership styles, used by modern day managers affect the success of the organization?”

The following are the hypotheses for the study:-

### **H01:**

There is a relation between traditional leadership style and organizational effectiveness.

### **HA1:**

There is no relation between traditional leadership style and organizational effectiveness.

**H02:**

There is a relation between virtual leadership style and organizational effectiveness.

**HA2:**

There is no relation between virtual leadership style and organizational effectiveness.

**H03:**

There is no significant correlation between traditional and virtual leadership and the success of the organization.

**HA3:**

There is a significant correlation between traditional and virtual leadership and the success of the organization.

#### **4. RESEARCH METHODOLOGY**

The entire research was based on collection of primary as well as secondary data. An extensive literature survey was done to form a basis to design questionnaires in order to obtain the desired information. The questionnaires mainly focused on the existing leadership styles and organizational effectiveness and effective leadership style which could be adopted to enhance organizational effectiveness.

As the first step, intense deliberations were conducted with the Project Managers and Team Leaders of various IT Organizations to identify the present leadership style being adopted by them. These deliberations brought out a set of problems being faced by them in their day to day working.

The survey was conducted and carried out by personally interviewing the respondents. Elicited responses were collected from around 350 Project Managers, Team Leaders and Team Members of IBM India Pvt. Ltd., Infosys Technologies Ltd., Accenture Services Pvt. Ltd., Tata Consultancy Services Ltd., Dell India Pvt. Ltd. from Offices across the Nation. Respondents belonged to various domains such as Technical, Functional, Administration, HR, Marketing, Operations.

In the next step, the identified problems were then discussed in length with the leaders and the followers in the Companies and their response regarding the correct blend of traditional leadership and virtual leadership for effective organisational effectiveness was recorded.

#### **5. DATA ANALYSIS**

##### **5.1 Reliability Test**

The cronbach's alpha of the research questionnaire was 0.664 among the constructs determining the leadership. This is deemed to be good and hence all the items were considered for further analysis.

**Table 1. Reliability Statistics**

Cronbach's Alpha	N of Items
.664	20

## 5.2 Validity Test of Questionnaire

The correlations between the items used in the questionnaire to assess traditional leadership had high correlation coefficients whereas their correlation with the items used to assess virtual leadership was low. Hence the constructs had discriminant validity.

## 5.3 Factor Analysis

The Kaiser – Meyer – Oklin (KMO) and Bartlett's scores were measured and indicated that the data was indicative of a multivariate normal population and factor analysis is meaningful measure. The organizational effectiveness was tested using principal component analysis with varimax rotation. The results of sphericity – 1138.88, significance = 0.000) indicating the analysis is appropriate.

**Table 2. KMO and Bartlett's Test**

Kaiser -Meyer -Olkin Measure of Sampling Adequacy.		.839
Approx. Chi Square		1138.880
Bartlett's Test of Sphericity	Df	190
	Sig.	.000

When the items determining main research were reduced by using factor analysis, the variance percentage was 51.571% and extracted 6 components. The principal component analysis had shown that all the constructs loaded more than 0.4 and the reliability of 0.664. This proves the discriminant and convergent validity. Hence they were considered for further analysis.

**Table 3. Total Variance explained (Principal Component Analysis)**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.465	22.326	22.326	4.465	22.326	22.326
2	1.438	7.192	29.518	1.438	7.192	29.518
3	1.207	6.036	35.554	1.207	6.036	35.554
4	1.104	5.522	41.076	1.104	5.522	41.076
5	1.070	5.350	46.426	1.070	5.350	46.426
6	1.029	5.145	51.571	1.029	5.145	51.571
7	.992	4.959	56.530			
8	.950	4.752	61.282			
9	.903	4.515	65.797			
10	.854	4.269	70.067			
11	.810	4.050	74.117			
12	.787	3.933	78.050			
13	.751	3.754	81.804			
14	.668	3.338	85.141			
15	.638	3.189	88.330			
16	.613	3.063	91.393			
17	.570	2.849	94.242			
18	.548	2.738	96.980			
19	.428	2.139	99.119			
20	.176	.881	100.000			

## 5.4 TESTING OF HYPOTHESIS

### 5.4.1 Testing of First Hypothesis

#### **H01:**

There is no relation between traditional leadership style and organizational effectiveness.

#### **HA1:**

There is a relation between traditional leadership style and organizational effectiveness.

In order to test the hypothesis 1, a regression analysis was conducted by using SPSS.

**Table 4. Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.110	.131		8.454	.000
Traditional Leadership	.770	.027	.858	28.853	.000
					.000

a. Dependent Variable: Organizational Effectiveness

The beta coefficient corresponding between the Organizational effectiveness and traditional leadership was 0.77 and its corresponding p value was  $0.000 < 0.05$ . Since the p value is less than 0.05, we can conclude that there is no significant difference between the OE and traditional leadership. Hence, we can accept the alternate hypothesis and reject the null hypothesis.

#### 5.4.1.1 Testing the Hypothesis on the Basis of Age Group

In order to assess whether there is a significant difference between the age groups and mean of traditional leadership, an Analysis of Variance (ANOVA) was applied.

**Table 5. ANOVA results for Traditional Leadership on the basis of age groups**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.014	3	.005	.271	.846
Within Groups	4.952	296	.017		
Total	4.966	299			

From the table above we can observe that the F value is 0.271 and its corresponding p value is  $0.846 > 0.05$ . Since p value is more than 0.05, we can conclude that there is no significant difference between the age groups and mean of traditional leadership.

#### 5.4.1.2 Testing the Hypothesis on the Basis of Location

In order to assess whether there is a significant difference between the location and mean of traditional leadership, an Analysis of Variance (ANOVA) was done.

**Table 6. ANOVA results for Traditional Leadership on the basis of location**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.101	4	.025	1.528	.194
Within Groups	4.865	295	.016		
Total	4.966	299			

From the table above we can observe that the F value is 1.528 and its corresponding p value is 0.194 > 0.05. Since p value is more than 0.05, we can conclude that there is no significant difference between the location and mean of traditional leadership.

#### 5.4.1.3 Testing the Hypothesis on the Basis of Gender

In order to assess whether there is a significant difference between the gender and mean of traditional leadership, an independent samples T test was applied.

**Table 7. Independent Samples Test for the response on Traditional Leadership on the basis of gender**

		Levene's Test for Equality of Variances		t- test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	95% Confidence Interval of the Difference	
							Lower	Upper
Traditional Leadership	Equal variances assumed	.299	.585	-.734	298	.464	-.04118	.01881
	Equal variances not assumed			-.750	267.483	.454	-.04056	.01819

From the table above we can observe that the T value is -0.734 and its corresponding p value is 0.846 > 0.05. Since p value is more than 0.05, we can conclude that there is no significant difference between the gender and mean of traditional leadership.

#### 5.4.1.4 Testing the Hypothesis on the Basis of Type of Leadership used in Organisation

In order to assess whether there is a significant difference between the type of leadership used by the organization and mean of traditional leadership, an independent samples T test was applied.

**Table 8. Independent Samples Test for the type of leadership used by the organization and mean of traditional leadership**

		Levene's Test for Equality of Variances		t- test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	95% Confidence Interval of the Difference	
							Lower	Upper
Traditional Leadership	Equal variances assumed	.008	.927	.012	298	.990	-.04598	.04656
	Equal variances not assumed			.015	49.953	.988	-.03714	.03772

From the table above we can observe that the T value is 0.012 and its corresponding p value is  $0.99 > 0.05$ . Since p value is more than 0.05, we can conclude that there is no significant difference between the type of leadership used by the organization and mean of traditional leadership.

#### 5.4.2 Testing of Second Hypothesis

##### H02:

There is no relation between virtual leadership style and organizational effectiveness.

##### HA2:

There is a relation between virtual leadership style and organizational effectiveness.

In order to test the hypothesis 2, a regression analysis was conducted and results are given below.

**Table 9. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.306	.114		11.441	.000
Virtual Leadership	.737	.023	.877	31.462	.000

a. Dependent Variable: Organizational Effectiveness

The beta coefficient corresponding between the Organizational effectiveness and virtual leadership was 0.737 and its corresponding p value was  $0.000 < 0.05$ . Since the p value is less than 0.05, we can conclude that there is no significant difference between the OE and virtual



leadership. Hence, we can accept the alternate hypothesis and reject the null hypothesis.

#### 5.4.2.1 Testing the Hypothesis on the Basis of Age Group

In order to assess whether there is a significant difference between the age groups and mean of virtual leadership, an Analysis of Variance (ANOVA) was applied.

**Table 10. ANOVA results for Virtual Leadership on the basis of age groups**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.053	3	.018	.925	.429
Within Groups	5.605	296	.019		
Total	5.657	299			

From the table above we can observe that the F value is 0.925 and its corresponding p value is 0.429 > 0.05. Since p value is more than 0.05, we can conclude that there is no significant difference between the age groups and mean of virtual leadership.

#### 5.4.2.2 Testing the Hypothesis on the Basis of Location

In order to assess whether there is a significant difference between the location and mean of virtual leadership, an Analysis of Variance (ANOVA) was done.

**Table 11. ANOVA results for Virtual Leadership on the basis of location**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.027	4	.007	.347	.846
Within Groups	5.631	295	.019		
Total	5.657	299			

From the table above we can observe that the F value is 0.347 and its corresponding p value is 0.846 > 0.05. Since p value is more than 0.05, we can conclude that there is no significant difference between the location and mean of virtual leadership.

#### 5.4.2.3 Testing the Hypothesis on the Basis of Gender

In order to assess whether there is a significant difference between the gender and mean of virtual leadership, an independent samples T test was applied.

**Table 12. Independent Samples Test for the response on Virtual Leadership on the basis of gender**

		Levene's Test for Equality of Variances		t- test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	95% Confidence Interval of the Difference	
							Lower	Upper
Traditional Leadership	Equal variances assumed	.040	.842	-.659	298	.510	-.04275	.02130
	Equal variances not assumed			-.666	258.807	.506	-.04243	.02098

From the table above we can observe that the T value is -0.659 and its corresponding p value is 0.51 > 0.05. Since p value is more than 0.05, we can conclude that there is no significant difference between the gender and mean of virtual leadership.

#### 5.4.2.4 Testing the Hypothesis on the Basis of Type of Leadership in Organisation

In order to assess whether there is a significant difference between the type of leadership used by the organization and mean of virtual leadership, an independent samples T test was applied.

**Table 13. Independent Samples Test for the type of leadership used by the organization and mean of virtual leadership**

		Levene's Test for Equality of Variances		t- test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	95% Confidence Interval of the Difference	
							Lower	Upper
Traditional Leadership	Equal variances assumed	.194	.660	1.171	298	.242	-.01995	.07859
	Equal variances not assumed			1.443	48.820	.156	-.01153	.07018

From the table above we can observe that the T value is 1.171 and its corresponding p value is 0.242 > 0.05. Since p value is more than 0.05, we can conclude that there is no significant difference between the type of leadership used by the organization and mean of virtual leadership.

### 5.4.3 Testing of Third Hypothesis

#### H03:

There is no significant correlation between traditional and virtual leadership and the success of the organization.

#### HA3:

There is a significant correlation between traditional and virtual leadership and the success of the organization.

In order to test the hypothesis 3, a general linear model was conducted.

**Table 14. Tests of Between-Subjects Effects**

Source	Dependent Variable	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	Traditional Leadership	3.706	8	.463	107.046	.000
	Virtual Leadership	4.398	8	.550	127.009	.000
Intercept	Traditional Leadership	1345.977	1	1345.977	310982.347	.000
	Virtual Leadership	1316.344	1	1316.344	304135.880	.000
OE	Traditional Leadership	3.706	8	.463	107.046	.000
	Virtual Leadership	4.398	8	.550	127.009	.000
Error	Traditional Leadership	1.259	291	.004		
	Virtual Leadership	1.259	291	.004		
Total	Traditional Leadership	7267.870	300			
	Virtual Leadership	7132.420	300			
Corrected Total	Traditional Leadership	4.966	299			
	Virtual Leadership	5.657	299			

a. R Squared = .746 (Adjusted R Squared = .739)

b. R Squared = .777 (Adjusted R Squared = .771)

The t value corresponding to the traditional and virtual leadership was positive and corresponding p value is less than 0.05. Since the p values are less than 0.05, we can accept the alternate hypothesis and reject the null hypothesis.

#### 5.4.3.1 Testing the Hypothesis on the Basis of Age Group

In order to assess whether there is a significant difference between the age groups and mean of organizational effectiveness, an Analysis of Variance (ANOVA) was applied.

**Table 15. ANOVA for organizational effectiveness on the basis of age groups**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.027	3	.009	.666	.573
Within Groups	3.968	296	.013		
Total	3.995	299			

From the table above we can observe that the F value is 0.666 and its corresponding p value is 0.573 > 0.05. Since p value is more than 0.05, we can conclude that there is no significant difference between the age groups and mean of organizational effectiveness.

#### 5.4.3.2 Testing the Hypothesis on the Basis of Location

In order to assess whether there is a significant difference between the location and mean of organizational effectiveness, an Analysis of Variance (ANOVA) was applied.

**Table 16. ANOVA for organizational effectiveness on the basis of location**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.039	4	.010	.730	.572
Within Groups	3.956	295	.013		
Total	3.995	299			

From the table above we can observe that the F value is 0.73 and its corresponding p value is 0.572 > 0.05. Since p value is more than 0.05, we can conclude that there is no significant difference between the location and mean of organizational effectiveness.

#### 5.4.3.3 Testing the Hypothesis on the Basis of Gender

In order to assess whether there is a significant difference between the gender and mean of virtual organizational effectiveness, an independent samples T test was applied.

**Table 17. Independent Samples Test for organizational effectiveness through virtual leadership on the basis of gender**

		Levene's Test for Equality of Variances		t- test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	95% Confidence Interval of the Difference	
							Lower	Upper
Organizational Effectiveness	Equal variances assumed	.521	.471	-.801	298	.423	-.03786	.01595
	Equal variances not assumed			-.820	268.571	.413	-.03726	.01535

From the table above we can observe that the T value is -0.801 and its corresponding p value is 0.423 > 0.05. Since p value is more than 0.05, we can conclude that there is no significant difference between the gender and mean of organizational effectiveness.

#### 5.4.3.4 Testing the Hypothesis on the Basis of Type of Leadership in Organisation

In order to assess whether there is a significant difference between the type of leadership used by the organization and mean of organizational effectiveness, an independent samples T test was done.

**Table 18. Independent Samples Test**

		Levene's Test for Equality of Variances		t- test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	95% Confidence Interval of the Difference	
							Lower	Upper
Organizational Effectiveness	Equal variances assumed	.453	.502	.703	298	.483	-.02666	.05627
	Equal variances not assumed			1.058	62.038	.294	-.01318	.04279

From the table above we can observe that the T value is 0.703 and its corresponding p value is 0.483 > 0.05. Since p value is more than 0.05, we can conclude that there is no significant difference between the type of leadership used by the organization and mean of organizational effectiveness.

## 6. CONCLUSION

This study concludes that, good leadership is most important for the survival of organization. Generally, the perception of leadership can be identified through excellence management, spiritual (whole soul) leadership, value leadership, scientific management or trust / cultural leadership. Leadership has tendency to provide change within the organization. Leaders establish directions to followers along with vision of the future and align employees by communicating the vision and inspire them to overcome the issues. It is concluded that, leadership theories mainly focused on qualities between followers and leaders. Apart from this, leadership theories always look forward at other variables such as skill levels and situational factors. This study concludes that, leadership theories play major role in influencing leadership activities. Several leadership theories have been proposed by authors. Leaders always follow some practices in order to achieve their desired goals. Great man theories, trait theories, situational theories, contingency theories, behavioral theories, management theories, participative theories, and relationship theories are eight major types of leadership theories. Leadership involves teamwork. Leadership has ability to work collaboratively and also helps to identify the strengths of individuals, and building consensus.

Leadership style is generally the combination of behaviors, skills and traits that the leaders may use when they interact with team members. Employee centered (people) and job centered (task) are the two major leadership styles. A leader with the job centered (task initiating structure) behavior focuses on taking control in order to complete the task assigned to the team and at the same time, a leader with the employee centered (people consideration) behavior focuses on meeting the needs and desires of employees and also shows more interest in developing the relationships. Change is one of the complicated processes. Leaders must show more interest in changing the attitudes of employees based upon the working nature. Management styles and behaviors form the working culture. Culture is considered as most important one because it hinders or supports the project values, influences character, establishes direction and influences organization success.

Thus this study concludes that, suitable and accountable leadership is most important to the success of any businesses or organization. Leadership styles play an important role in influencing organizational performance. Organizational performance can be achieved by effective leader. Culture of the organization plays moderating role in influencing virtual employees. In general, organizational culture has important role in formulating leadership styles. This study would help in knowing about achieving organizational performance through the leadership styles and practices. From the study it is clearly understood that, leadership styles and practices plays a major role in influencing organizational effectiveness.

From this study, it is clearly understood that, traditional and e-leadership styles influence organizations in various ways in order to achieve more effectiveness. There may be several types of leadership styles and practices but all the leadership styles pave a way for organization to achieve its goals and objectives. Deal and Kennedy (2000) stated that, leadership acts as a key element that brings out and addresses all the issues in organizations and business and also an effective leader within the organization may have capacity to bring major change for that organization. Thus, it can be clearly understood that, effective leadership is the one which has capacity to provide excellent growth and better performance of the organization. In general, effective leader always have an ability to make or break any kind of individuals (employees) within the organization. Senior and Fleming (2006) also stated that, leader acts as changing agents who have ability to bring out the change for an organization or business. Thus, it is concluded that, leadership influence the organization in producing better outcomes and also creates better team environments.

## **7. RECOMMENDATIONS FOR FUTURE RESEARCH**

The present study highlights the importance about the leadership in organizations and in particular it discusses about how and to what extent does e-leadership style and its characteristics (specifically effectiveness and flexibility) apart from traditional leadership styles, used by modern day managers affect the success of the organization and its effectiveness. Virtual working environment and teams are now in a critical position and this is all due to the changing working conditions and competitive business environment. So, it is essential for leaders to develop a new virtual organizational management paradigm in order to address the issues that arise in virtual working environment. This study strongly recommends virtual team leaders to know about the importance of regular training of team members and managers, fully embracing delegation, establishment of trust, and constant communication among the team members.

It is strongly recommended that, traditional leaders must develop their skills and knowledge and also need to implement various innovative ideas and practices to improve their performance and organizational effectiveness. Every individual leader has some goals or dreams for improvement, successful future and betterment. Mostly, leaders fail to achieve their goals and dreams. So, it is essential for leaders to take practical steps and actions in order to obtain their goals in a better way. For these, it is important to develop different kind of skills, knowledge, and talent in order to become successful leader.

It is strongly recommended that, e-leaders need to address the challenges and issues that arise in virtual teams. In general, virtual teams are separated by time and distance. All types of communication and interaction between the virtual team members take place through the information and communication technology. Today, leaders face challenges in integrating

information technology and human (virtual employees). Technology acts as a critical component in virtual organization and use of technology is influenced by several factors such as social factors, usability factors and situational factors. Integrating technology with traditional models is most important for today's competitive business and also it acts as a major challenge. So, it is essential for e-leaders or virtual leaders to overcome those challenges in order to achieve organizational effectiveness. E-leadership also faces challenges due to individual barriers, interpersonal barriers, organizational barriers and changing nature of job or work. This study recommends e-leaders to develop skills and knowledge to overcome the challenges in e-leadership activities.

It is strongly recommended that, e-leaders or virtual leaders to provide importance to the long term success and sustainability. It is essential for virtual leaders to create e-leadership styles which have capacity to manage the virtual teams and virtual operations more effectively around the world. Virtual team leaders or e-leaders must develop best practices that have capacity to face unique issues and challenges in the virtual organizations. Apart from this, this study recommends virtual team leaders to ensure about the success of the virtual teams and individual team members. In addition to this, it is essential for virtual team leaders or e-leaders to provide confidence, motivation, proper guidance and co-ordination to the virtual team members. This will help virtual team members to provide better performance and thereby it paves a way for organizational development.

This paper explores the idea of leadership styles and how it affects the organization's effectiveness. This study is conducted only to analyze the importance about the leadership in organizations and it discusses about how and to what extent does e-leadership style and its characteristics apart from traditional leadership styles, used by modern day managers affect the success of the organization and its effectiveness. In future, this study can be extended by identifying other features in e-leadership and how it influences employees in organization in various ways.

## REFERENCES

Caulat, G. (2007). Inquiry with Virtual Leaders, intermediary unpublished paper, Ashridge Doctorate in Organisation Consulting (ADOC), Ashridge Business School.

Deal, T., & Kennedy, A. (2000). *Corporate Cultures, The Rites and Rituals of Corporate Life*. Perseus Publishing.

Garton, C., & Wegryn, K. (2006). *Managing Without Walls. Maximize Success with Virtual, Global, and Cross-cultural Teams*. MC Press.

Gibson, C.B., & Cohen, S.G. (2003). *Virtual Teams that Work: Creating Conditions for Virtual Team Effectiveness*. Jossey-Bass, San Francisco, CA.



Kostner, J. (1996). *Virtual Leadership*. Penguin Publications.

Malhotra, A., Majchrzak, A., & Rosen, B. (2007). Leading Virtual Teams. *Academy of Management Perspectives*, February, 60-70.

Nemiro, J., Beyerlein M., Bradley L., & Beyerlein, S. (eds) (2008). *The Handbook of High Performance Virtual Teams. A Toolkit for Collaborating Across Boundaries*. Jossey-Bass, San Francisco, CA.

O'Neill, T.O., Lewis, R.J., & Hambley, L.A. (2008). Leading Virtual Teams: Potential Problems and Simple Solutions. In Nemiro, J., Beyerlein, M., Bradley, L. & Beyerlein, S. (eds), *The Handbook of High-Performance Virtual Teams. A Toolkit for Collaborating Across Boundaries*, Jossey-Bass, San Francisco, CA, 213-238.

Powell, A., Piccoli, G., & Ives, B. (2004). Virtual Teams: A Review of Current Literature and Directions for Future Research. *The Database for Advances in Information Systems*, Vol. 35, No. 1, Winter.

Senior, B., & Fleming, J. (2006). *Organizational Change* (3rd ed). FT, Prentice Hall

Val Williams (2002). *Martin Parr*. Oxford Publications.

## APPENDIX-1 QUESTIONNAIRE

Organisation Name .....

Age Group:      20-30    30-40    40-50    50-60

Location .....

Gender            Male            Female

1. According to you, your Organisation follows    TL                            VL

2. According to you, the right leadership style in TT is an important factor for OE.

1. Strongly Disagree    2. Disagree    3. Moderately agree    4. Agree    5. Strongly agree

3. Is building trust among the TTM an important element for OE?

1. Strongly Disagree    2. Disagree    3. Moderately agree    4. Agree    5. Strongly agree

4. Is managing ethics in a TT a very essential aspect for OE?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

5. Should a leader following TL strive to always motivate his team members to achieve OE?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

6. Should a TTL following TL be open to change and accept it with the changing times for OE?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

7. According to you for effective OE a TTL should have a biased free approach while working with his/her TTM?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

8. For achieving OE, should a TTL have such a personality that he is able to inspire TTM?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

9. A TTL should be personally aware of individual needs of his/her TTM for OE?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

10. A TTL should be an innovator by personality and always be innovating new ideas to achieve OE?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

11. For OE, a TTL should have a positive attitude towards work?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

12. According to you, for OE, the utilization of ICT in VL is very necessary?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

13. For OE, a VTL should be able to manage time zone barriers.

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

14. For OE, it is necessary to maintain effective communication between the VTM situated across the globe.

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

15. According to you for OE, is monitoring team progress of VTM an important aspect of VL?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

16. To monitor the progress of VTM, is it necessary to conduct virtual team meetings so as to achieve OE?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

17. Is Delegation of Authority a very important aspect of VL for OE?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

18. Should a VTL have the ability to take risk while leading VTM for OE?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

19. Is it the responsibility of a VTL to enhance the visibility of team members, scattered across the world to achieve OE?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

20. According to you aiming for OE, a VTL should effectively manage the resource pool?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

21. Is decision making a vital role of a VTL in a virtual environment for OE?

1. Strongly Disagree  2. Disagree  3. Moderately agree  4. Agree  5. Strongly agree

22. According to you, which style of leadership is more beneficial and why?

---



---



---



---

23. What changes should a traditional leader make in his approach for improving organisational effectiveness?

---



---



---



---

24. As per your experience, are the virtual team members effectively lead and monitored by a virtual leader? State reasons

---

---

---

---

25. Do you face some specific challenges when working with virtual projects? What are they?  
How did you handle them?

---

---

---

26. How do you as a leader or your leader in virtual leadership, monitor individual progress and  
quality of work?

---

---

---