

PROJECT REPORT ON
“A STUDY ON THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEE
PRFORMANCE WITH REFERENCE TO KIOCL, MANGALORE”

Submitted by

SHRUTHA

4AL21BA080

Submitted to



VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE

Mr. Prajwal B K

Assistant Professor

Department of MBA, AIET, Mijar

EXTERNAL GUIDE

Mr. Chethan Kumar Shetty

Senior Manager H&A

KIOCL Limited, Mangalore



PG Department of Business Administration

ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

MIJAR, MOODBIDRI,

2022-23



An ISO 9001:2015
ISO 14001:2015 &
ISO 45001: 2018
COMPANY

ಕೆಐಒಸಿಎಲ್ ಲಿಮಿಟೆಡ್

(ಭಾರತ ಸರ್ಕಾರದ ಉದ್ಯಮ)
ಪಣಂಬೂರು, ಮಂಗಳೂರು - 575 010
CIN - L13100KA1976GOI002974

ದೂರವಾಣಿ: 0824-2403225
ಫ್ಯಾಕ್ಸ್ : 0824-2407422
ಇ-ಮೇಲ್ : mpers@kioclltd.in
ವೆಬ್‌ಸೈಟ್ : www.kioclltd.in

के आई ओ सी एल लिमिटेड

(भारत सरकार का उद्यम)
पणंबूर, मंगलूर - 575 010
CIN - L13100KA1976GOI002974

टेलिफोन : 0824-2403225
फेक्स : 0824-2407422
ई-मेल : mpers@kioclltd.in
वेबसाईट : www.kioclltd.in

KIOCL LIMITED

(A Government of India Enterprise)
Panambur, MANGALURU - 575 010
CIN - L13100KA1976GOI002974

Telephone: 0824-2403225
Fax : 0824-2407422
E-mail : mpers@kioclltd.in
Website : www.kioclltd.in

No. HR/M/01/MBA/2023
Date: 07.08.2023

CERTIFICATE

This is to certify that **Ms. Shrutha**, USN No: 4AL21BA080, 2nd year MBA Student of Alva's Institute of Engineering and Technology, Moodbidri has carried out her project work in our organization on the subject "**A study on the impact of Leadership style on Employee Performance with reference to KIOCL Limited**" at HR & Admin Department, KIOCL Limited, Panambur, Mangalore - 575010 from 18.04.2023 to 27.05.2023.

We found that the student is dedicated and committed to her work. We wish her every success in the future endeavor.

(CHETHAN K SHETTY)
Sr. Manager (HR & A)

ಚೆನ ಕುಮಾರ್ ಶೆಟ್ಟಿ / CHETHAN KUMAR SHETTY
ವರಿಷ್ಠ ಪ್ರಬಂಧಕ (ಮಾ. ಸಂ. ಎಲ್ ಪ್ರಶಾ)
Senior Manager (HR & A)
ಕೆ.ಐ.ಒ.ಸಿ.ಎಲ್. ಲಿಮಿಟೆಡ್ / KIOCL Limited
ಪಣಂಬೂರು, ಮಂಗಳೂರು / Panambur, Mangaluru - 575 010

To,

Ms. Shrutha,
2nd Year MBA

USN No: 4AL21BA080

Alva's Institute of Engineering and Technology, Mijar
Mijar, Moodbidri.

ನೋಂದಾಯಿತ ಕಾರ್ಯಾಲಯ : 2ನೇ ವಿಭಾಗ, ಕೋರಮಂಗಲ, ಬೆಂಗಳೂರು - 560 034

पंजीकृत कार्यालय : II ब्लॉक, कोरमंगला, बेंगलूर - 560 034.

Registered Office : II Block, Koramangala, Bengaluru - 560 034.

ಪರಿಸರ-ನಮ್ಮ ಧ್ಯೇಯ, ನಮ್ಮ ಧ್ಯಾನ ಪಾರಿವರ್ತನಿಕೆ - हमारा लक्ष्य हमारी निष्ठा ECOLOGY - OUR MISSION OUR OBSESSION



ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

(A Unit of Alva's Education Foundation @ Moodbidri)
Affiliated to Visvesvaraya Technological University, Belagavi
Approved by AICTE, New Delhi & Recognised by Government of Karnataka
Accredited by NAAC with A+ Grade and NBA (CSE & ECE)

Date: 01-09-2023

CERTIFICATE

This is to certify that **SHRUTHA** bearing **4AL21BA080** is a bonafide student of Master of Business Administration course of the Institute in 2021-23, affiliated to Visvesvaraya Technological University, Belgaum. Project report on "**A STUDY ON IMPACT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE WITH REFERENCE TO KIOCL, MANGALORE**" is prepared by her under the guidance of **Mr. Prajwal B K, Assistant Professor** PG Department of Business Administration in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Visvesvaraya Technological University, Belgaum Karnataka.

Signature of Internal Guide

Mrs. Priya Sequeira

DEAN
Dept. of Business Administration
Alva's Institute of Engg. & Technology
MIJAR - 574 225

Signature of Principal

Alva's Institute of Engg. & Technology,
MIJAR, MOODBIDRI - 574 225, D.K.

Shobhavana Campus, Mijar, Moodbidri - 574225, Mangalore, Karnataka, India

☎ 08258-262724 (O), 262725 (P)

✉ principalaiet08@gmail.com

🌐 www.aiet.org.in

DECLARATION

I, **SHRUTHA (4AL21BA080)**, hereby declare that the Project report entitled “**A STUDY ON IMPACT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE WITH REFERENCE TO KIOCL, MANGALORE**” prepared by me under the guidance of Mr. Prajwal B K, faculty of M.B.A Department, Alva's Institute of Engineering and Technology, Mijar and external assistance by Mr. Chethan Kumar Shetty, Senior manager, Department of Human Resource, KIOCL, Mangalore.

I also declare that this Project work is towards the partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum.

I have undergone a summer project for a period of six weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: Mijar


Signature of the Student

Date: 23-08-2023

ACKNOWLEDGEMENT

I would like to take this opportunity to express my sincere gratitude to all those who have helped me throughout this Project. It gives me immense pleasure to acknowledge all those who have encouraged and supported for the successful completion of this work.

I would like to express my sincere thanks to Principal Dr. Peter Fernandes, AIET, Moodbidri. And I express my deep sense of gratitude to my internal guide Mr. Prajwal B Kulal, Assistant Professor of MBA department, for constant support and encouragement to carry out my report successful without much difficulty. I express my heartfelt thanks for their constant encouragement and support during the entire report.

My profound thanks to Mr. Chethan Kumar Shetty, Senior Human Resource Manager, who took interest in explaining concepts and imparting necessary inputs pertaining to the project work, without which it would not have been possible for me to complete this work. I am also very thankful to other executives and staff of the company for their cooperation.

I am privileged to thank Mrs. Priya Sequeira, HOD, Department of business administration, Alva's institution of engineering and technology, Mijar.

Table of Contents

SL. No	Contents	Page No's.
Executive Summary		
Chapter-1	Introduction	1-10
Chapter-2	Conceptual background and literature review	11-20
Chapter-3	Research design	21-25
Chapter-4	Data analysis and interpretation	26-45
Chapter-5	Findings, conclusion and suggestions	46-49
Bibliography		
Annexures		

List of Tables

Table. No	Particulars	Page No's.
4.1	Agreement Levels with Leadership Qualities at KIOCL	27-28
4.2	Descriptions of Leadership Style of Immediate Superior at KIOCL	29
4.3	Assessment of Fairness and Objectivity in Performance Evaluations by Immediate Supervisor	30
4.4	Effectiveness of Immediate Superior in Communicating Organizational Policy and Procedure Changes	32
4.5	Correlation analysis to assess the correlation between leadership style and employee performance.	33
4.5.1	Correlation Matrix for leadership style and employee performance.	33-34
4.6	Chi-square Test for Null Hypothesis Implementation of leadership strategies does not have significant impact on employee performance, engagement, and commitment.	36-37
4.6.1	Calculation of Chi-Square	38-39
4.7	Frequency of Feedback on Work Performance	39
4.8	Adherence to Established Quality Standards and Guidelines	41
4.9	Comfort Level in Approaching Superior with Concerns	42

	or Suggestions	
4.10	Overall Job Satisfaction Ratings	43
4.11	Self-Perceived Improvement in Performance	44

List of Charts

Chart. No	Particulars	Page No's.
4.1	Agreement Levels with Leadership Qualities at KIOCL	28
4.2	Descriptions of Leadership Style of Immediate Superior at KIOCL	30
4.3	Assessment of Fairness and Objectivity in Performance Evaluations by Immediate Supervisor	31
4.4	Effectiveness of Immediate Superior in Communicating Organizational Policy and Procedure Changes	32
4.7	Frequency of Feedback on Work Performance	40
4.8	Adherence to Established Quality Standards and Guidelines	41
4.9	Comfort Level in Approaching Superior with Concerns or Suggestions	42
4.10	Overall Job Satisfaction Ratings	43
4.11	Self-Perceived Improvement in Performance	44

EXECUTIVE SUMMARY

The Project work on A Study on The Impact of Leadership Style on Employee Performance with Reference to KIOCL, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Visvesvaraya Technological University, Belagavi Karnataka.

The study was conducted for the period of 6 weeks. The main objective of this study is to understand the impact of leadership style on employee performance.

This report is divided into five chapters. First chapter is about Introduction and Industry profile. Second chapter shows Conceptual background and Literature review of the topic studied. Third chapter is about Research design which contains statement of the problem, need for the study, objectives, scope of the study, research methodology, hypotheses and limitations of the study. Fourth chapter is about analysis and interpretation of the data which is collected by the employees of KIOCL visiting the organization through the questionnaires by using tables and graphs. Fifth chapter is about findings, conclusion and suggestions based on the study. Then it contains bibliography which is about the various websites used to collect the literature reviews and secondary data for the project. Annexure contains the questionnaire and the balance sheet of KIOCL, Mangalore.