

Role of Leadership on Success Factors of Production a Qualitative Analysis of Garmco

Author:

Mohamed Abdulaziz Hasan

Abstract

The current research dissertation is on the topic Role of Leadership on Success Factors of Production A Qualitative Analysis of Garmco. It aims to evaluate major impacts of current leadership pattern in this Bahrain based rolling mill. The research has been conducted on a thematic idea about both positive and negative impacts of several s presently employed in many similar organizations. In this entire process of research, the literature review part includes industrial study and the concept of leadership along with its different types. Moreover, the research has even analyzed the present issues that the rolling mill industry has faced in relation to leadership pattern and its impact on profitability, productivity, sustainability, and employee retention degree.

In order to carry out the research study successfully, post positivist research philosophy, deductive research approach, and descriptive research design has been selected. Moreover, both primary and secondary sources of data have been taken into consideration to collect all the accurate data. The research study has used methodology of qualitative methods. The interview with 5 managers of Garmco has been taken.

The research interpreted that the organizational leadership practices has create a positive impact upon its productivity and profitability. Moreover, recommendations have been provided to modify the existing practices and increase employee retention degree and sustainability to an amplified level.

CHAPTER 1:- INTRODUCTION

I. INTRODUCTION

Production is the base of any manufacturing target, it is the output of process that had been done on a step by step to achieve goals of quality, productivity and profitability in every organization. Any work consists of production that satisfies the organization and clients, the outcome of that will reflect on the sustainability of constant work and profit will be gained from that work to be on continue process and to increase the profit.

(ALBA) Aluminum Bahrain started in the Kingdom of Bahrain in the late of 1960's. Since that time Bahrain became the world largest aluminum producing country and many companies were created in this industry using the aluminum that comes from ALBA to be used for their manufacturing process. One of these companies is (GARMCO) Bahrain-based Gulf Aluminum Rolling Mill.

Garmco is a company that manufactures rolling aluminum mills. The government of Bahrain, Iraq, Kuwait, Oman, Qatar and Saudi Arabia established Garmco in the kingdom of Bahrain in the year 1981. Garmco is a rolling mill that rolls vast amount of aluminum and operates in a really competitive and developed market. Therefore, this organization recognizes and identifies that success is essentially dependent upon effectiveness and quality of leadership dimensions.

In the present time, governments and organizations are shifting to increase the quality and productivity of work, so they adopt and encourage the concept of leadership. Leadership is one of the most power tools which is used in works to guide the employees to achieve a targeted goals or vision and to see how that's effecting the Kingdom of Bahrain aluminum production market. I've chosen Garmco as a field of my research.

Garmco is an aluminum based rolling mill which had already ascertained two operational leadership domains. s such as transformational pattern are evidenced by its leader's collective approach towards task accomplishment for sufficing goal standards of this entity. Here the major issue adheres by this research's intent of procuring substantial evidence of the impacts of the leader's practice of action initiation, drawing attention to goal and providing clarification for major issues respectively. Further, the impacts of leader's assistance in developing a procedural plan is considered as another issue which this dissertation intends to seek.

Metal based rolling mill is both lucrative and competitive market in the GCC region. Therefore, entities operating in such industry aims to enhance their sustainability and profitability scope. Experts hold a definite view that leadership is one of the most essential driving factors which may catapult an entity's scope of acquiring superior profitability and productivity. Hence, ascertaining leadership impacts in Garmco may indicate certain room for improvement within this entity's current leadership framework, thereby enabling to strive towards status elevation.

It is a matter of common fact that production of any manufacturing and technology driven entity is concerned with labor, capital and entrepreneurship. Abbas (2001) opined on

Leadership factors are essential cornerstones which make everything function seamlessly. Therefore, from this statement it is clearly understood that in absence of adequate leadership all the business resources are deemed ineffective. Furthermore, leadership being an essential incremental component centers mainly on survival, existence and sustainability of this particular entity that is heavily technology driven. This report essentially seeks to procure a definite idea about the impacts of sound leadership in Garmco such as high morale, elevated employee retention degree and long term success had been evidenced from such implementation. Moreover, the research is not only confined by the intent of seeking positive impacts but also digs dip to procure any idea regarding impacts of inappropriate leadership, if any, in this entity.

It is a well-known fact that leadership skills are crucial and primary for driving various processes of change within organizations. Scholars have identified through considerable research that producing a desirable change within a competitive business scenario requires around 20% management and 80% leadership.

It was stated by Goetsch & Davis (2014) that for any organization to be successful in their process of change, the skills and competencies of well managed leaders, who are able to strategically plan, organize and control is required. Due to the increased dynamic of change within the rolling mill industry, the functions and contributions of leaders are considered to be a primary need for effective organizational management.

It is evident that within every business domain, a sustainable level of particular leadership ethics significantly helps in ensuring realistic goals and visions, developing quality products with the ability to meet high market standards and reducing ecological footprints of business activities. The particular behaviors and functions of leaders also seek attention in this premise, which has major implications on the creation of stability and development of sustainable business practices.

Because it is a dominant factor that leadership have impact on efficiency, quality, productivity, employee retention and profitability, this research will maximize the effective pattern used in the industry of aluminum in Bahrain. The research also aims to encourage other organizations to develop their management and improve the production by using the suitable and proper methods of business.

II. FRAMEWORK OF THE STUDY

A. Theoretical

The research procedure concentrates its attempts towards procuring certain information about the definite impacts of leadership in several departments of Garmco. It is a matter of common fact that like many technologies driven entity operating in GCC region, Garmco's exhibits several departments, Garmco requires essential collaboration of all the departments for acquiring smooth work and profitability flow.

Hence, this research intends to conduct efficient interview session with 5 different respondents who are currently managers in several departments of Garmco at one point of time. The methodology therefore adopted for fulfilling the intent of this research is primary qualitative, which enabled the researcher to acquire descriptive insights about this entity's leadership pattern and impacts. Furthermore, this research considers secondary thematic analysis of major impacts of leadership pattern in several similar entities operating in the same industry. Subsequent comparison about leadership impacts provides a brief idea about dimensions, which require further consideration for improvement.

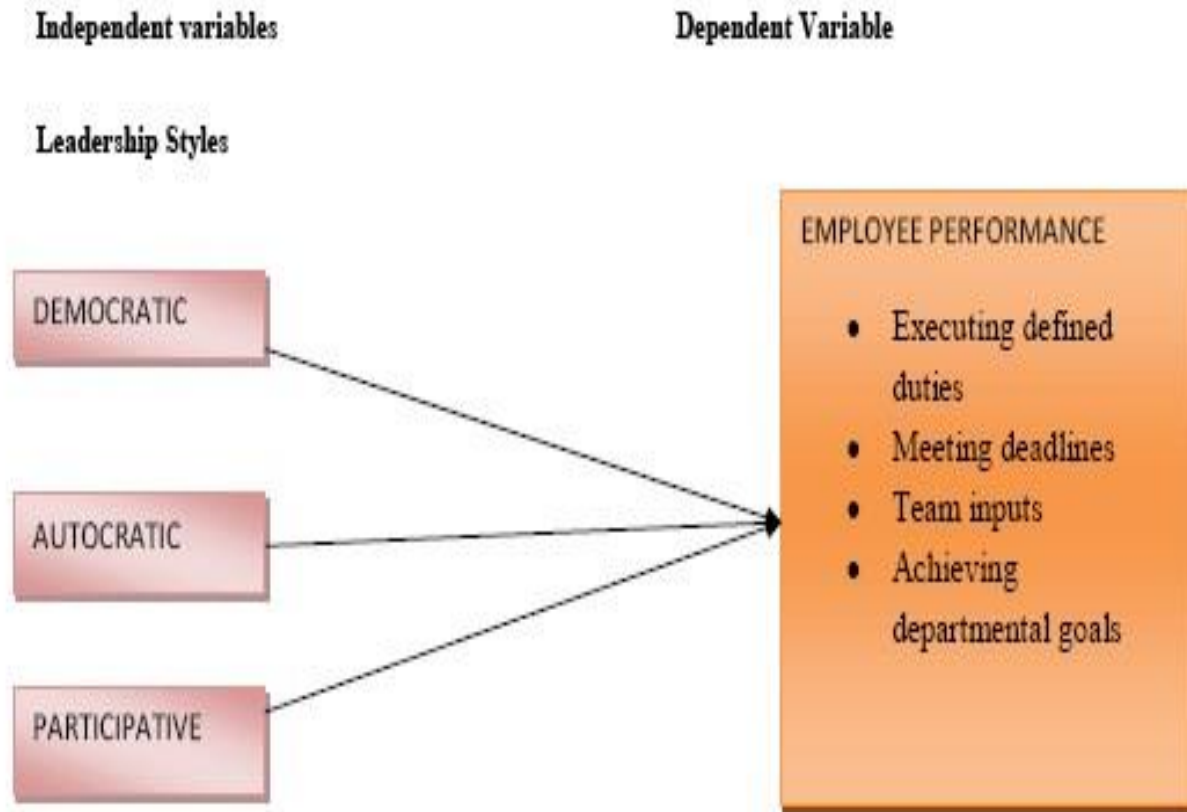


Fig 1:- Theoretical Framework (Source: Developed Basic Cole)

After obtaining results from both primary and secondary data, the research procedure proceeds to demonstrate their respective analysis, thereby creating a base for major recommendations, and its implication course.

The ultimate segment concludes by ascertaining all the important impact facts that had been attained throughout this research course (Hoel et al. 2014). It should be noticed that the interview procedure was conducted by essential construction of 6 questions that briefly enquires about the ways of employee engagement and motivation followed in this particular entity.

This research aims to evaluate major impacts of current leadership pattern in this Bahrain based rolling mill. The researcher intends to procure such results after considering both secondary and primary form of research as the first procures an overall idea about current leadership pattern. The later provides a thematic idea about both positive and negative impacts of several s currently employed in many similar entities. This procedure enables the research to fulfill the aim of comprehending about impacts of this entities with respect to profitability, productivity or sustainability and employee retention degree.

Based on this research's aim, the researcher had prepared 4 definite objectives on which research questions, hypotheses development and essential segregation of variables are based.

B. Conceptual

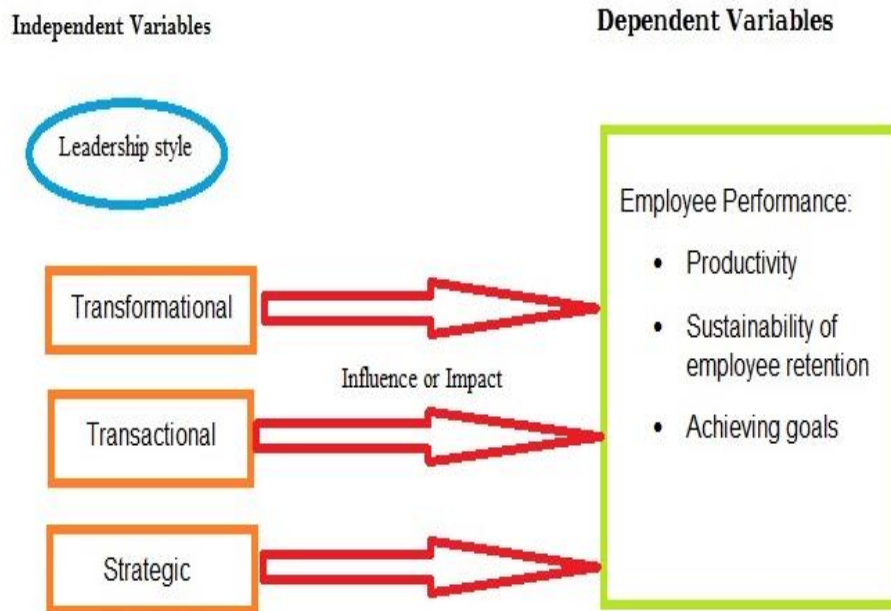


Fig 2:- Variable Segregation (Source: Developed by the researcher)

C. Definition of Terms

Leadership essentially plays an important role in this particular entity. The research proposal proceeds by providing necessary rationale and background for the stated topic. The procedure of interview have essentially conducted by primary data collection procedure, which had to be opted for acquiring descriptive results. Furthermore, the ultimate segment of the research paper critically has explores about certain grounds of scientific, social and educational domain adhering by which, the research had conduct. This research may further impart sufficient contribution in the field of leadership education as it cites major negative and positive impacts with respect to existing pattern of leadership in Garmco. Therefore, the research has been success in inflicting new ideas of sustainability or profitability linkage with various styles of leadership.

➤ Employees

Employees play the major role to increase the organizational profitability. The satisfied employees tend to be loyal towards the organization that resulted to produce the ultimate successful outcome (Bhaskarabhatla & Hegde, 2014). So the employees are the subordinates that have given a set of work to be accomplished towards a goal to achieve a mission. In this research we refer to employees as the workers in Garmco's departments.

➤ Leadership

Leadership model is often identified in the organization that creates an impact on organizational variable. It increases the capability to maximize production resulting in profitability (Lun et al. 2016) . Leadership is the base of influencing and effect spiritual and physically the employees to achieve goals on time. It is guidance the workers to perform more efficiently.

➤ *Aluminum Rolling mill*

It is a process in which the aluminum compress after compress to be thin in shape to a planned size that the manufacturer need to produce as a demand from the clients.

➤ *Profitability*

Profitability is the financial gain in a business that comes from activity or product, and its measured by price earned from that product or activity offered and it is primary the main goal of any business. This profitability can be increased or decreased depending on the quality of offered.

➤ *Productivity*

It's the production effort effectiveness that are mainly in manufacturing industry, the measurement of outputs that are in effective process in production activity.

➤ *Sustainability*

Sustainability is the maintaining of a certain level of work or business that are balanced with the targeted goals of an organization in a higher range of stability manor.

CHAPTER 2:- LITERATURE REVIEW

I. INTRODUCTION

In this chapter, the research focuses on the idea and notion that has been adopted from the past research journals, articles, books, and many more. The research is mainly on to identify the concept and theories based on the impact of leadership at Garmco organization. The key discussion is related to the organizational leadership pattern and its sustainability, profitability, productivity, and degree of employee retention. Moreover, the section sheds light on the concept of leadership that plays a vital role in organizational procurement from the previous studies. The study holds a wide discussion on the leadership importance in every business to increase organizational profitability. Organizational sustainability has been described along with different determinants to understand the role of leadership in it. In addition, the impact and results have been studied to bring out the impact of leadership in rolling mill industry.

The research focuses on the Bahrain organization to explore the importance of leadership in order to improve their scope of profitability and productivity. The leadership theories, qualities, and approaches have been studied to link the importance with the industry development. The gap analysis has been effectively carried out with the purpose to create a difference in the present research from the past study.

II. RESEARCH LITERATURE

In this chapter, the research focuses on the idea and notion that has been adopted from the past research journals, articles, books, and many more. The research is mainly on to identify the concept and theories based on the impact of leadership at Garmco organization. The key discussion is related to the organizational leadership pattern and its sustainability, profitability, productivity, and degree of employee retention.

Moreover, the section sheds light on the concept of leadership that plays a vital role in organizational procurement from the previous studies. The study holds a wide discussion on the leadership importance in every business to increase organizational profitability. Organizational sustainability has been described along with different determinants to understand the role of leadership in it. In addition, the impact and results have been studied to bring out the impact of leadership in rolling mill industry. The research focuses on the Bahrain organization to explore the importance of leadership in order to improve their scope of profitability and productivity. The leadership theories, qualities, and approaches have been studied to link the importance with the industry development. The gap analysis has been effectively carried out with the purpose to create a difference in the present research from the past study.

The organizational profitability acts to be the key aspect of every business to run successfully in the industry. It aims to generate more capital and reputation in expanding the business globally. Profitability in general means to earn the profit the organizational business activities. According to Lun et al. (2016), implication of effective emphasis in an organization is to create constant demand. In addition, investment returns determine the organizational benefits and profitability rate. Studies have shown that increased job satisfaction and employee motivation resulted to maximize the service quality as well as productivity of the workforce. The key determinants of organizational profitability include:

Sustainability has been considered to be the growth that encompasses a model of business. It aims to create value that holds consistency in terms of long-term preservation. In addition, organizational sustainability improves the environmental, fiscal, and social capital to a large extent. In respect to organization, sustainability encompasses the operation of a business and introduces the three-way focus concept. Studies revealed that sustainability is an outcome of effective leadership practices in an organization. As opined by Baumgartner (2014), it believes in an implication of effective emphasis on social, economic, and environmental performance. The concept of sustainability reflected that organizations hold developing policies of sustainability in regards to improve the organizational performance of rolling mill industry. It sheds light on both social and environmental aspect that ultimately leads to increased financial performance within the organization.

Moreover, the organizational culture seeks an acknowledging sustainability of the organization. This means to create meaningful values based strategic decision-making. Hence, sustainability is regarded to be the trendy manifestation of what presently known as Corporate Social Responsibility. Organizational sustainability majorly relies on managing the financial department and practices effectively. As mentioned by Greenwood, Hinings & Jennings (2015), business sustainability illustrated the concept to manage the triplebottom-line. It reflects a procedure through which Bahrain organization have been seen to perform social, economic, and environmental obligations, risks, and varied opportunities.

Thus, the concept of sustainability in respect to organization resulted to improve the entire performance. Organizational productivity has many definitions and is generally applicable to a variety of issues. As stated by Dinhet al. (2014), in the simplest form, productivity is identified as anything, which helps an organization to function better. Four basic models of productivity are mostly utilized to understand and conceptualize this term. According to the efficiency model, productivity is calculated by dividing organizational inputs by organizational outputs. Here, productivity refers to change in quantity.

According to the quality model with an internal focus, efficiency productivity refers to the efficiency of doing right things at right time and with right quality and accomplishing high degrees of outputs (Antonakis & House, 2013). As seen in the quality model with an external focus, effectiveness and efficiency of organizations refers to cost-benefit perspective of productivity. Productivity has also been defined and identified in relation to the complex socio-technological system model and SEE sustainability model (Chemers, 2014). Various factors within an organization significantly affect productivity. This includes various environmental factors, organizational factors, managerial factors and employee related factors. In this context, the various managerial factors will be taken into consideration to identify how particular leadership approaches and behaviors are linked to productivity.

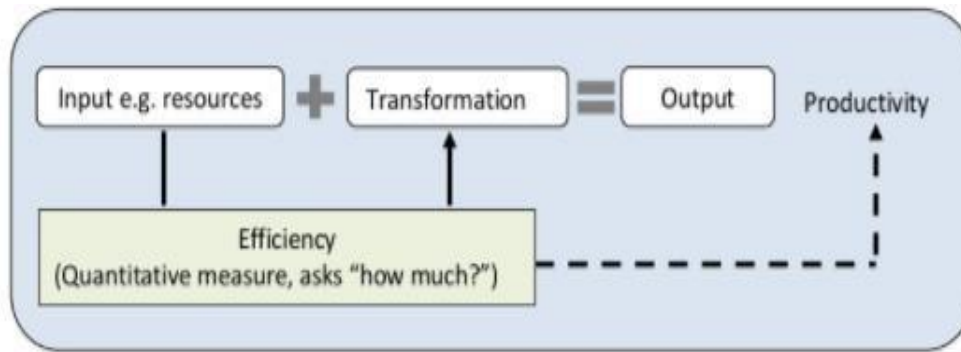


Fig 3:- Efficiency model of productivity (Source: Dinhet al.2014)

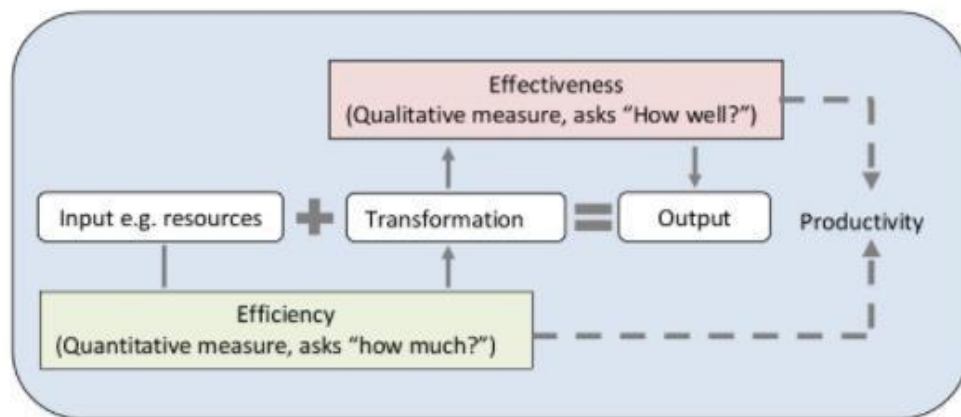


Fig 4:- Quality model of productivity (Source: Antonakis & House, 2013)

III. RELATED STUDIES

The leadership concept is vital for an organization to bring out the productivity and sustainability in the international market. As stated by Ehrhart (2015), leadership is defined to be an attempt in order to influence all the activities that are widely followed by the communication process. It attains towards achieving goals those results in the development of the productivity to a higher level.

It is the process that holds the purpose to influence all the actions that the organizations follow towards achieving the goal and objectives. McCleskey (2014) opined that leadership is known to be the interpersonal influence that gets directed and exercised with the help of communication process.

The major purpose that the leadership quality exposes is to attain specified goals. In an organization, leadership activities hold limelight to bring forwards the delivery capacity to reach the peak position at the market. Studies have explained that leadership is mainly to lift the vision of a person to higher sights. The structural maintenance and initiation depend on expectation and interaction to reveal leadership potentiality. Furthermore, leadership mainly involves a social process in an organization that makes individuals rely on other behavior without the involvement of threat. It leads to step out from the culture in order to begin an evolutionary change procedure.

Leadership majorly acts as the catalyst in order to make all other elements perform together. The absence of leadership makes business to work as a dormant. Leadership plays a major role in the organization and it acts as a guide for the workforce. The leadership role includes directing the employees towards a right direction. According to Donate & de Pablo (2015), leaders are invaluable mostly in cases of communicating as well as formulating all the directions of new strategies. It results in increases the overall organizational goals. Leaders in rolling mill gradually pass the cross section activities for creating a final shape. As a result, it helps the providers of the steel material to finish the leaders pass effectively based on the requirement of cross-section. Leaders in the rolling mill industry mainly carry out the duties of transferring the material and guiding the employees regarding the heated steel and the production methods.

Moreover, leadership is considered to be an important factor to bring out the excellence and success in organizational performance. As asserted by Shanafelt et al. (2015), the line managers play the role to lead the team in order to transform potential into reality. It thus helps in the growth of vision and mission of the organization. The role of leadership in the organization majorly holds the responsibility to meet few challenges.

The importance of leadership in business is to take the responsibility to assign a productive job to the team members. Girma (2016) stated that s go through certain changes based on suitable specific situations. In every aspect of business operation, leadership enables the organization to maximize both motivational and communication.

Refers to the particular method in which, leaders use power to manage and lead their subordinates (Northouse, 2015). Various theorists and scholars have undertaken research to identify commons used by managers and supervisors within the organizational context. The major s identified are listed and discussed in brief.

Autocratic leadership: In this approach, leaders or managers hold supreme responsibility and authority and take decisions for their organization, without consultation with subordinates.

Democratic leadership: This approach emphasizes on the involvement of all subordinates and group members in the decision making and planning process (Kark & Shamir, 2013). The democratic leaders however hold ultimate responsibility.

Strategic leadership: In this approach, the strategic leader is essentially the head of the organization, but is not restricted to the top hierarchy only. Rather, they stress on a wider audience and facilitate development of teams.

Transformational leadership: Transformational leadership inspires people to achieve unexpected or remarkable results. It gives workers autonomy over specific jobs, as well as the authority to make decisions once they have been trained.

Some of the basic characteristics of transformational leadership are inspirational, in that the leader can inspire workers to find better ways of achieving a goal; mobilization, because leadership can mobilize people into groups that can get work done, and morale, in that transformational leaders raise the well-being and motivation level of a group through excellent rapport. They are also good at conflict resolution.

All of these traits make transformational leadership a good fit for many types of business.

This approach focuses on the role of the leader as a facilitator of change (Dinh *et al.* 2014). Here, leaders initiate effective change within the organization, thus motivating other employees to undertake more challenges.

Transactional leadership: A transactional leader is someone who values order and structure. They are likely to command military operations, manage large corporations, or lead international projects that require rules and regulations to complete objectives on time or move people and supplies in an organized way. Transactional leaders are not a good fit for places where creativity and innovative ideas are valued.

Transactional leadership is most are compared to transformational leadership. Transactional leadership depends on self-motivated people who work well in a structured, directed environment. By contrast, transformational leadership seeks to motivate and inspire workers, choosing to influence rather than direct others.

As stated by Chemers (2014), most leadership theories stress attention on the researcher's perspective and conception as well as on their methodological preferences. In this premise, leadership research has remained particularly crucial to this discipline, where, various scholars and theorists have identified important aspects and determinants of leadership behavior. Most important leadership theories deserving mention in this regard are great man theory, trait theories, behavioral theories, situational theories and contingency theories.

According to the Great man theory, leaders are not made, rather are born (Avolio & Yammarino, 2013). This approach addresses the fact that people are born either with or without all necessary traits of leadership. This theory highlights on the particular skills, competencies and expertise of great leaders in history and states that people having such talent will prove to be good leaders while those without such dexterity and proficiency will not become efficient leaders. Emphasis is laid on charismatic qualities in this theory.

As stated by Latham (2014), Trait theories argue against the claims made by the Great man theory and states that leaders have various traits or personality characteristics.

According to early trait theorists, leadership is an instinctive and innate quality. The various qualities and traits of leaders identified by trait theorists are empathy, likability, effective decision-making skills, assertiveness and integrity. However, trait theorists also state that the presence of all such qualities does not imply that the leader will be efficient and effective in their job roles (Tyssen, Wald & Spieth, 2013). According to them, traits are external behaviors, which tend to generate and develop from internal processes and beliefs of people.

Leadership plays a crucial role to function in business. It enables the organization to develop a clear vision and communicate it with the other party. The transformational leadership achieves outcomes that have been observed to be beyond ethical and transparent terms. The organizational performance resulted to be successful on depending upon the behavior of managers. As stated by Hartnel et al. (2016), effective leadership provides productive skills to instill the mindset of ownership. Productive leadership helps in order to correct the poor business practices. The employees in rolling mill industry highly believe that they own a direct relationship style with the company. It majorly helps to enhance the productivity and attitude of the employees.

Leadership majorly interpreted to provide direction, build a team, and inspire others to go through changes. Transformational leadership behavior has been studied to be positive to increase the organizational setting. Furthermore, the transformational leadership and behavior influence highly the motivation of employees. It offers a high level of employee duties that eventually resulted to increase the profitability rate. In rolling mill, organizational staffs work mainly to satisfy both internal and external customers. It resulted to embody the concept of honesty, commitments, integrity, ownership, and participation.

Leadership carries out quality along with it that provides an outcome to enhanced and motivated employee skills that deliver high productivity (Carayannis, Sindakis & Walter, 2015). The recent study revealed that organizational performance has met the competing expectations to bring out the success level in the mentioned industry.

Every business has a core management body, who adopts a definite leadership and management style either naturally or consciously to undertake its various roles and responsibilities. According to Avolio & Yammarino (2013), the efficiency, productivity and performance of employees and subordinates in every level depends on the particular management approach selected, which can be democratic, task oriented, authoritarian, 'laid back' or laissez faire. Researchers and intellectuals have identified that the ability of managers and leaders to maintain status quo by either being reactive or undertaking proactive and innovative strategies have a direct implication of the ability of employees to contribute desirably to organizational outputs and efficiency of human resource department to develop and implement suitable and appropriate business policies. Leadership approaches and practices are thus considered to have a direct impact on organizational performance. However, as argued by Latham (2014), the impact of on performance of individual employees and organization as a whole must not be over emphasized as there are various other influencing factors affecting all business functions.

All manufacturing companies function within a highly competitive industry, for which, improving performance remains crucial. The first aspect deserving mention in this context is the ability of leaders to engage in efficient interpersonal behaviors and suitable processes of communication. As seen in various studies, communication is crucial to higher productivity as it allows free flow of information, business ideas and innovative and creative perspectives through all hierarchical levels (Tyssen, Wald & Spieth, 2013).

Thus, leaders and managers who are able to select a suitable knowledge management strategy and communication channel facilitate and influence higher performance. The second aspect highlighting the link between leadership approach and performance is the practice of leaders to either adopt an autocratic or democratic approach. While the democratic provides opportunity to all employees to take active part in business processes, the autocratic s takes away this prospect and employees are simply forced to follow managerial rules (Epstein & Buhovac, 2014). This aspect significantly affects their performance. A democratic leadership approach motivates and inspires employees and inculcates a sense of belongingness, which furthers their innovative and creative capability and improves contribution to organizational performance. Encouragement and praise has an immense capability to get the best out of individual employees, which in turn accentuates productivity of organization. A de-motivated workforce that develops through autocratic management, where, all decisions are taken by higher executive's lowers level of commitment and leads to a negative impact. As stated by Florea, Cheung & Herndon (2013). A suitable and desirable leadership approach is hence most critical for companies in manufacturing segments as it provides a sustained competitive advantage that leads to improved performance.

Studies and research conducted earlier reveal that leadership roles are not based on seniority rather relies on the presence of various skills and competencies. Every organization and department is presided by a leader, who must have certain common qualifications and administrative abilities to deal efficiently with all business challenges. Certain essential characteristics and functions of a good leader are identified below

Honesty: Developing honest connections with peers and subordinates is a major aspect that helps leaders to build relationships with employees based on reliability and trust (Avolio& Yammarino, 2013). This generates a feeling amongst all employees that their immediate managers and leaders are there, whenever needed, to inspire them and provide assistance.

Ability to delegate: A good leader must also be able to identify the strengths and weaknesses of all individual employees and assign them suitable tasks accordingly. This will help in accentuating individual performance as well as productivity of entire organization (Tyssen, Wald & Spieth, 2013).

Sense of humor: Every business is faced with certain negative situations, which must be dealt with sufficiently to ensure it does not affect functions and activities of employees. Leaders must be able to diffuse negative impacts and situations and develop a peaceful and stress-free environment for fostering better results (Engelenet al.2015). This significantly helps in pushing team forward towards success.

Ability to communicate: Communication skills are common leadership qualities that help in developing a sense of understanding and ease with peers. This in turn ensures all employees function with a common goal.

All such qualities are commonly demanded for effective leadership by all organizations in all business sectors, which have major implications on business profitability and performance. Apart from this, individual business domains also require certain specific leadership qualities, which are vital for understanding specific responsibilities. Within the rolling mill industry with a high degree of competition, some of the most important and crucial leadership qualities required to negate such negative competition are a positive attitude, greater commitment, innovative and creative ability, analytical skills, capability to inspire employees, greater confidence and a good intuition.

Employee retention corresponds to the capability of companies to retain their employees. A high employee retention rate is mostly preferable for companies functioning in all business sectors as it significantly decreases recruitment and training costs and reduces loss of organizational knowledge and talent. While a positive turnover is associated with high organizational performance and profitability, Ahammad et al (2016) has argued that blindly aiming to reduce employee turnover should not be the objective of companies. Rather, organizations must strive to identify and differentiate between good and low performing employees and seek to retain only those profitable and beneficial for the company. In this context, two important employee retention models deserve attention, which are Zinger model and ERC's retention model. According to the Zinger model, employee retention is referred to as the science and art of engaging people in recognized and authentic connections to a particular role, strategy and performance of organization such that they are influenced to stay and contribute significantly (Davis, 2013). This model believes that employee retention is mostly directed to achieving high results for the organization, for which, board members and human resource officials must craft a definite strategy. This model also considers connection as the primary determining factor of employee retention, which, if achieved fosters star performers. The ERC's retention model on the other hand relies on three crucial drivers of employee retention. These are more stimulating work atmosphere, a motivated environment developed through motivational leadership and better recognition and reward strategies (Goetsch & Davis, 2014).

A crucial role of all management departments is to create a suitable work environment for all employees. This majorly includes influencing employee decisions and motivating them to be committed and loyal to the organization despite the availability of other job opportunities in the market. It was identified by many scholars that supervisors and leaders play a pivotal role in staff retention. As argued by Avolio & Yammarino (2013), employees leave managers and not organizations. Even though employee retention remains a primary function of the human resources department, Tyssen, Wald & Spieth (2013) stated that leaders, supervisors and managers play the most important role in this context. The ability and skills of leaders to develop and maintain a certain climate of retention and the definite culture, which communicates with employees and motivate them to remain committed is the best defense against all unwanted turnover.

Managers and leaders are thus considered to be the secret weapon who have major implications in keeping and retaining valued talent longer (Chemers, 2014). This two-way communication is often referred to as the core management competency, which significantly affects business. Leaders must therefore adopt a suitable and preferable approach that establishes and confirms their authority by appearing more trustworthy and competent. According to Dinh et al. (2014), effective leaders must therefore guide all members of the group sufficiently, such that they are motivated and influenced to contribute significantly to achievements of overall organization.

These are related to self-actualization, self-esteem, belongingness, safety and physiological. This theory also implies that the removal or addition of same need stimuli either enhances or detracts employee satisfaction. Conversely, the Herzberg's theory states that there are certain factors and aspects within all organizations that lead to employee satisfaction as well as certain factors that cause employee dissatisfaction (Kark & Shamir, 2013).



Fig 5:- Herzberg's Theory (Source: Kark & Shamir, 2013)

Evaluation of existing literature and previous researches have shown that leadership has remained the core of considerable studies conducted within this discipline, where, researchers and scholars have strived to identify the various types and approaches of leadership used within business. Most articles and journals have stressed on the various ways and methods in which, managers within organizational scenarios have handled and undertaken leadership roles and responsibilities. The direct implications of various s on the profitability, performance and growth of organizations have also been highlighted upon in previous literature and studies. However, most of such researches have failed to identify the various indirect impacts and effects of leadership on performance, profitability, sustainability and employee retention capability, which have significant implications on organizational growth and success. These are vital aspects of organizational success and deserve sufficient attention within current competitive markets. However, most studies have failed to realize the intricate, underlying and complicated aspects of leadership and its affects. The researcher in this dissertation has addressed this loophole.

IV. SYNTHESIS OF THE STUDY

It is a well-known fact that leadership skills are crucial and primary for driving various processes of change within organizations. Scholars have identified through considerable research that producing a desirable change within a competitive business scenario requires around 20% management and 80% leadership. It was stated by Goetsch & Davis (2014) that for any organization to be successful in their process of change, the skills and competencies of well managed leaders, who are able to strategically plan, organize and control is required. Due to the increased dynamic of change within the rolling mill industry, the functions and contributions of leaders are considered to be a primary need for effective organizational management.

In studies conducted by Engelenet al.(2015), it is found that leaders, who systematically abide by and rely on the use of various ethical principles and values accepted and emphasized upon by their organization often tends to create more stability during processes of change. Ahammadet al.(2016) has also stressed on this point by stating that leaders who decide to use particular ethical approaches that are compatible with and suitable for all employees and other participating parties within an organization are more able to create real possibilities for successful and sustainable change. It is thus evident that within every business domain, a sustainable level of particular leadership ethics significantly helps in ensuring realistic goals and visions, developing quality products with the ability to meet high market standards and reducing ecological footprints of business activities. The particular behaviors and functions of leaders also seek attention in this premise, which has major implications on the creation of stability and development of sustainable business practices. It was argued by Davis (2013) that leaders who allow employees freedom over their actions tend to offer more productivity and sustainability in various services and processes of the business. This is because, more freedom and opportunities allow employees to draw on their innovative knowledge, which in turn increases sustainability and performance of change.

As identified by Northouse (2015), resilience, reliability and robustness to mechanical strain are core aspects of rolling mill corporations, where, maintaining and addressing sustainability claims are more important. However, sustainable activity of employees and organizations as a whole demands the personal contribution of higher executives, which refers to the transformational method of thinking of managers and leaders. Thus, managers and leaders with a high degree of goodwill and trust, strong sustainability orientation and clear mission and vision, strong orientation to sustainability developments and practices of organization and extensive knowledge on sustainability principles and claims are considered to be more effective and efficient leaders compared to those who do not have such competencies. Achieving sustainability for better business and increasing customer attraction, retention and loyalty remains a primary necessity for all organizations within the highly competitive rolling mill industry. As stated by Kark &Shamir (2013), the presence of sustainable and transformational leaders who are capable of initiating change through appropriate and ethical change strategies are hence crucial and essential for rolling mill industries and for other business units. Other leadership skills crucial for organizational sustainability are a team oriented focus, ability to engage in effective collaborations, increased loyalty, professional development skills, creative and innovative capability and high solidarity.

The overall study concluded that improvement of the organization is majorly based on leadership practices. The connection between leadership along with organizational profitability, productivity, sustainability, and employee relations have improved the overall performance of the organization. Different organizational approaches, leadership qualities, and employee relation methods have improved the rolling mill industry performance. Hence, good leadership interpreted the good performance of the organization to sustain long in the international industry.

CHAPTER 3:- METHODOLOGY

I. INTRODUCTION

This chapter stresses attention on the particular methods and tool used by the researcher to conduct the current study. Making appropriate and suitable choices regarding specific research methods and tools is crucial to identify and undertake a desirable and standardized trajectory for research. This has not only helped researcher to strategically focus on all research objectives but has also assisted in undertaking current research in a standardized and appropriate manner, thus leading to reliable, accurate and valid results. The particular research philosophy, approach, design, data collection method, data collection tool, data analysis technique and sampling method used in this study have been systematically identified. Apart from this, the target population, sampling method, sample size and varied accessibility and ethical issues of the current research has also been discussed in this section.

II. RESEARCH DESIGN

Making appropriate and suitable choices regarding specific research methods and tools is crucial to identify and undertake a desirable and standardized trajectory for research. This has not only helped the researcher to strategically focus on all research objectives but has also assisting in undertaking current research in a standardized and appropriate manner, thus leading to reliable, accurate and valid results. The particular research philosophy, approach, design, data collection method, data collection tool, data analysis technique and sampling method used in this study has been systematically identified.

Selecting an appropriate research philosophy remains the first and most crucial step in identifying the particular path and route of research (Alvesson & Sköldbberg, 2017). This helps researchers to select a suitable path through which, data related to research topic is gathered and accumulated. An appropriate research philosophy ensures data collected is valid, appropriate and true. The major research philosophies deserving mention includes post positivism, positivism, interpretivism and realism. For the current study, researcher has relied on a post positivist research philosophy that has significantly help in gathering research data that are scientifically valid and true. In this research, the investigator has primarily focused on a deductive approach as there are considerable theories on leadership practices and approaches. In this study, a descriptive research design has been used by the investigator, which had help in describing various aspects, factors, approaches and styles of leadership that remain crucial within organizational spaces, the significance and credibility of this research topic have to be continued to gain the attention of researchers and scholars.

A descriptive research design has not only enabled the researcher to undertake an appropriate method for analyzing existing information and data related to leadership approaches but had also augmented the ability of researcher to strategically identify all vital and core factors related to research topic.

III. POPULATION AND SAMPLING

Identifying the target population for a particular study is crucial for gaining desired and appropriate research findings (Bryman, 2015). The target population for this study includes managers working in Garmco. For conducting qualitative study, the target population includes managers in different departments and segments of Garmco. A simple random sampling method have been used to choose 5 managers of the organization, which are considered as the sample population for qualitative study.

IV. RESEARCH INSTRUMENT

Data collection tools are important as it affects the researcher's ability to gather systematically and strategically the qualitative data. Choosing appropriate data collection tool is also vital as it influences final research conclusions and its validity in reality (Saunders, 2012). There are various separate data collection tools for qualitative research methods. For the current study, the most important and commonly have been using techniques that is incorporated, which have significantly helped the researcher to gain appropriate and true results. These include conducting interviews for undertaking qualitative research. All questions have been strategically planned and designed to ensure respondents understand all questions and respective options for answers. Each interviews had 6 questions. All Interviews, for qualitative research, had been designed in a structured fashion. These had been used to gather in-depth data related to the perceptions and opinions of managers of Garmco. I have conducted each interview, within the premises of the organization and in the personal cubicles of each manager. Responses given by managers to interview questions were also recorded, after getting the approval and permission of respondents.

V. VALIDATION OF INSTRUMENT

To test the validity of the research, interview questions were used and analyzed, the information data applying this supportive of instrument will assist the researcher to achieve the desired investigation. The samples were used as an instrument to explore the response from the managers to decide the effect of leadership style. This in turn increasing the reliability and generalizability of research conclusions.

VI. DATA GATHERING PROCEDURES

Research data can be gathered from various sources, depending on the type and genre of research. These primarily include two major sources, which are secondary and primary data. While secondary data refers to existing sources of literature and previous researches that have been conducted by other scholars, primary data refers to first hand and in-depth data, which have been gathered by the researcher (Choy, 2014). In this study, both secondary and primary sources of data have been used to gather and accumulate suitable and accurate data on all variables. Existing articles, research papers, journals, government reports and statistics as well as individual studies conducted by researchers within the field of leadership have been stressed upon to gather secondary resources. For collecting primary data, researcher has depended on qualitative research, which has helped in gaining true and in-depth data.

Selecting an appropriate data collection method is crucial for every study as it has major implications on the credibility and reliability of collected information. Choosing a suitable data collection method also ensures research conclusions are generalizable. Qualitative research method significantly has helped researchers to focus on the experiences and personal perspectives and views of respondents and gather in-depth data on research topic. For the current study, researcher have used qualitative methodology and engaged in collecting data through qualitative methods. This dose not only helped in providing a holistic approach but have also assisted investigator in gathering true, reliable and generalizable data related to s and its impact on profitability, sustainability, performance and employee retention capability of Garmco from the managers itself.

Reliability and validity issues also remain critical to all research for which, investigators must undertake several tests (Alvesson & Sköldberg, 2017). For this study, researcher had also undertaken many validity and reliability checks to ensure both secondary and primary data are generalizable and true. Parallel forms of reliability and test-retest checks were done for maintaining validity of reliability of findings. For ensuring validity, the face validity and formative validity of data have been checked.

This section will strategically highlight on all tools and researcher to conduct this study have used techniques. The justifications for each choice and respective advantages realized have also been identified.

CHAPTER 4:- DATA FINDINGS AND ANALYSIS

I. INTRODUCTION

In this chapter, all the primary collected data and observations have been analyzed based on the results. While examining the obtained data, literature review analysis has been maintained for executing the study properly. A blend of different data collection methods has been used in order to collect data in this scrutiny. The following observations represented of qualitative data.

II. QUALITATIVE DATA ANALYSIS

➤ Carrying out interviews with the managers for their responses
(*Interview with Managers of Garmco*)

- *Q1. How leadership pattern helps Garmco to sustain in the competitive market?*

The managers gave mixed reviews on the usefulness of the leadership patterns to sustain in the competitive market. In how leadership pattern helps Garmco to sustain in the competitive market? The first, second and third managers are agreed that adopting leadership patterns at Garmco has resulting the company to successfully position in the competitive market and it has effectively helped in their departments to achieve the targeted goals with applying new strategies by using a suitable. Nevertheless, the fourth and fifth managers are not that much agreed on Garmco leadership patterns and discussed more on challenges and company market position.

According to the first manager, their leadership patterns are quite effective. The manager opined that leaders have been successful to stand out in the market with communicating and formulating all the directions of new applied strategies.

The second manager supported the fact, informing that leaders in their rolling mill have passed the cross section activities to create the final shape successfully.

The third manager held that leadership patterns in Garmco has helped the company in providing steel material to finish the leaders pass properly on the basis of cross-section requirements. The leaders in the company have successfully carried out their transferring materials duties.

In contrast, the fourth manager was not that much in support with the company's leadership pattern and discussed about the challenges faced by Garmco to sustain in the competitive market.

The fifth manager of Garmco seconded this fact that their position went down on not carrying out any definite leadership patterns. Gradually the company began to rise up successfully in the market. Leadership patterns were stated to help in guiding the employees about the heated steel and production methods that leads to understand the market properly to create competition for the rivalries.

- *Q2. How effectively does Garmco use leadership patterns to increase productivity?*

As a result, on how effectively does Garmco use leadership patterns to increase profitability and productivity? The first, fourth and fifth managers are agreed that the uses of transformational leadership and transactional leadership leads to accomplish tasks and effectively increasing the productivity as well as profitability.

Moreover, both second and third managers indicated that they had faced some challenges that distress overall productivity and leads to loss of profitability level.

The first manager in reply to the question stated that Garmco uses transformational leadership pattern in order to accomplish the assigned tasks to meet the company goals.

The second manager in contrast stated that while executing leadership pattern, he has to face number of challenges that leads to lack of proper attention towards company's overall productivity. As a result, the company faced loss in their profitability level.

The third manager had also indicated that performing leadership pattern had lack of proper attention towards production of the company, which will negatively affect the profitability.

The fourth manager seconded the fact that practice of transformational leadership has helped Garmco at an extensive level that catapult the scope to acquire superior productivity as well as profitability. In addition, the company is still practicing their leadership patterns in a more modernized manager with an aim to strive towards elevating their status.

The fifth manager had pointed out the concentration issue on leadership practices as well as on productivity growth that affects the profitability of the organization as a whole. In order to meet the issues Garmco has started focusing on both transformational and transactional leadership patterns. It is to aim to bring effective change within the organizational productivity growth.

- *Q3. Which leadership pattern do you follow in maintaining employee retention degree in your organization?*

The first, second and fifth manager stated transformational and transactional leadership pattern had helped their departments to motivate the employees to undertake more challenges that increased the performance of leadership, communication skills, offering increasing employees and developing career plan

The third manager opined that the manager are differs from each department and the human resource department is active to guide their subordinates on the right direction.

The fourth manager in the marketing department following strategic which has decrease the rate of employee turnover over the years.

The first manager stated in reply to the question that Garmco essentially follows transformational leadership pattern. The approach in the organization focuses majorly on the role of leaders in representing it as facilitator of change.

The second manager answered that leaders here have helped in bringing change within the organization that eventually motivates other employees of Garmco to undertake more challenges. As a result of applying transformational the employment retention degree has increased with such a brilliant performance of the entire leadership team of Garmco.

The third manager has pointed out the fact that leaders are essential to make a good relationship with the employees in order to retain them for a longer period. Quality employees of Garmco have played an effective role in the operational goal when the job market appeared to be meager. differs in each department differently and the human resource department of Garmco is active to guide and motivate their employees in a right direction.

The fourth manager stated that the marketing department of Garmco follows strategic in maintains employee retention. It stresses widely on audience and facilitate development of teams. Employee retention program has also been introduced recently within the organization in order to both retain and attract the potential employees. Moreover, this has helped to reduce the employee turnover rate on a large extent over the years.

The fifth manager in reply opined that Garmco follows both transformational and transaction leadership styles in different departments. Moreover, it engages an effective exchange process to reward the subordinate on completing assigned roles. This leadership patterns further brought certain strategies to retain employees such as increasing employee salary, training the supervisors in good communication skills, offering employees a career path and career development plan, recognition program to celebrate employees with exceptional performance.

- *Q4. How far do you believe that leadership pattern helps to increase sustainability while executing your responsibilities in the organization?*

The first manager widely believes that plays an effective role in an organization to carry out sustainability with their performance level. Moreover, he stated that they provide 80% leadership and 20% management in the operational performance to produce a desirable change in the competitive business situation. Garmco consider sustainability to be important in order to gain society's trust towards their product and services.

Additionally, it stresses on the leadership ability to meet the standards of high market and decreases ecological footprints of business actions.

The second manager points out the issues of environmental protection that Garmco faced over the years. It causes severe sustainability threat to the organizational roles and responsibilities. The leaders within the organization hold quarterly meetings in order to review environmental impacts issues on the basis of monthly reports from the line managers. This has helped the entire team to improve their sustainability performance and produce more profitability activities.

In reply to the relation of sustainability and leadership pattern, the third manager seconded that Garmco constantly engages with strategic planning, organizing, and controlling measures in order to increase sustainability and process of change successfully. In the recent years, it has helped in eradicating the sustainability doubts within the organization and operates efficiently in the competitive market.

The fourth manager also supported the fact that leadership has played an effective role to carry out sustainability at an increased level within the organization. The manager here discussed that Garmco faced increased dynamic of changes. It has also helped the leadership team to functions and contribute to the primary need to create successful organizational management. Moreover, the leaders at Garmco on a regular interval of 3 months communicate with their team by holding a meeting in order to discuss about health and safety guidelines and the problems the employees facing in the field. As a result, employees' loyalty is achieved on an extensive level by the company.

The fifth manager seconded the fact that Garmco's use of transformational and transactional leadership pattern has emphasized greatly upon their organizational performance. Moreover, it tends to create more stability during the process of changes in their leadership activities. In addition, the manager further added that organizational leaders put concentration on different ethical approaches that carries out compatibility and sustainability for all employees. It even stressed focus on different participating parties in the organization to create real possibilities in order to bring out sustainable changes. Both human resource department and marketing department of Garmco signifies sustainable level of particular leadership ethics as it helps in assuring realistic goals and vision.

- *Q5. Do you think that Garmco needs to improve their leadership perspective?*

So, the first, third and fifth managers were agreed to improve leadership perspective in Garmco. And the second and fourth managers were satisfied with their present leadership pattern. Garmco is metal-based rolling mill and operates in a competitive market.

Therefore, the company needs to update their leadership patterns on a regular basis. Leadership impacts in Garmco may results to specific areas to improve within the organizational present leadership framework. It enables to strive towards elevating status. The employees hold different perspective and therefore majority believed that constant changes on are much needed for better organizational performance.

The first manager replied that leadership patterns are used is effective in meeting Garmco's goals and in achieving new applied strategies, but as to increase skills and knowledge the company need to expand their leadership perspective to develop productivity.

The second manager stated that in this time and with the positive impact of existed leadership patterns there is no urgent need of improving in their leadership perspective and they are comfortable with the current one.

The third manager stated that there is continues needs of improving in leadership perspective and follow up with growing the efficient performance of Garmco productivity to be on competitive market.

The fourth manager is also stated as a result of good impact of present leadership patterns in maintaining employee retention and reduced employee turnover rate; he is satisfied with the current leadership perspective.

The fifth manager mentioned that the challenges faced on competitive market is essential to imposes improvement in their leadership perspective.

- *Q6. Do you agree that leadership affects organizational productivity?*

The conclusions show that all the managers represented that they have agreed upon the fact that leadership affects organizational productivity and considered that leadership holds one of the most important driving factors that may result to catapult the organizational scope. It acquires higher productivity as well as profitability of the organization.

The first manager believes that organizational productivity is very affected by, if this leadership perspective are correctly used then the company are perform increasing in sustainability, productivity and profitability.

The second manager is agreeing that leadership is affect productivity positively or negatively depend on the situation that applied on, and will sure make changes to the organization productivity.

The third manager stated that organizational productivity affected by several factors which leadership is one of them.

The fourth manager noticed that there is changes in employee performance and increasing in profitability and productivity sins the company started implementing the leadership perspective and there is definitely organizational productivity affected by leadership.

The fifth manager agreed that the influence of leadership has affects organizational productivity as well as the profitability.

CHAPTER 5:- CONCLUSION AND RECOMMENDATION

I. INTRODUCTION

In this chapter will present the conclusion of the interview analysis based on qualitative primary and secondary data collected to demonstrate a suitable recommendation. And explanations that linking the objectives of the research together.

II. SUMMARY

Through these findings and interpretations, the present state of Garmco can be very well understood. In the analysis, it is figured out that Garmco have good leadership based on the four essential factors that include profitability, productivity, sustainability, and employee retention degree.

Qualitative findings have shown diversified results that conclude personal perceptions of each manager towards the company can vary.

In addition, depicted that the company leaders had faced several issues in relation to the four vital elements, but have successfully overcome it.

III. CONCLUSION

After executing this research, it can widely be said that the Role of Leadership on Success Factors of Production a Qualitative Analysis of Garmco has been successfully made. Since, in a competitive market, it is vital for a company to hold efficient leadership pattern, Garmco therefore paid attention towards its most crucial elements to achieve it.

The research interview has been conducted based on primary data collection method and the ultimate segment reflected certain grounds of social, educational, and scientific domain. The research had succeeded in inflicting new ideas of sustainability that links with different. The research has achieved clear-cut outcomes that demonstrate the most substantial impacts of sound leadership in rolling mill. Moreover, the research concludes in enabling the readers to address key impact of effective leadership in productivity and profitability.

The overall study represented that improvement in organization is mostly based on the practices of strategic leadership. Different leadership qualities, organizational approaches, and employee retention methods have enhanced the performance of the rolling mill company.

Hence, with the aid of this dissertation, the findings have been ventured in order to relate the research objectives with the research findings and the literature review. Thus, it would help to analyze if the results of the research had been able to meet the goals of the study. Besides, in order to mitigate the present issues faced by the company, the recommendations have been presented in this chapter.

IV. LINKING WITH THE OBJECTIVES

➤ *To find out about the leadership pattern considered in each department of Garmco*

Qualitative response of the managers for Q.1, Q.3 and Q.5 supports this objective to bring out different organizational departments and the s that is popular.

The research findings indicate that leadership plays a significant role within the organization in order to guide the workforce to bring out productive outcomes. Leadership patterns are widely followed in the company to maintain communication and formulating the direction of new implemented strategies. Leaders in the rolling mill industry pass the cross-section activities in order to create a final new shape. For this purpose, the organizations need to be aware about the exact orientation and succession plan of different leadership patterns that creates impact on organizational productivity, profitability, sustainability, and employee retention degree. Consequently, the literature review of this dissertation provides vibrant knowledge about the concepts of leadership and its importation in organization, which Garmco uses and implements.

➤ *To find out relationship between Garmco's leadership pattern and its profitability, sustainability, productivity and employee retention degree*

As per research findings, Garmco's leadership pattern holds a strong relationship with its productivity, profitability, sustainability and employee retention degree. The literature review has discussed widely about the concepts of organizational profitability and its different determinants. Moreover, it further holds the details about the relationship and impact of leadership with productivity, employee retention and sustainability degree.

Dominant leadership in rolling mill industry results to create essential business relationship. Transformational leadership has been illustrated to offer high level of employee responsibilities that increases profitability level. The specific leadership behavior and functions seeks attention and creates major implication to develop sustainable business practices. Communication is considered as the most important leadership quality that facilitates in maximizing productivity with free flow of information. Democratic leadership has been seen to motivate employees to bring out productivity on an increased level. Both managers and leaders act as the secret weapon to provide implication in order to retain talented employees.

Qualitative responses of managers for Q.2, Q3 and Q4 creates linkage with this objective.

➤ *To ascertain certain areas in Garmco's present leadership framework which require modification or improvement from this entity's perspectives*

The research findings indicate that every organization and its department hold a leader, who carries different administrative abilities in order to deal effectively with all the business challenges. The literature review portion of the dissertation has provided in-depth analysis of leadership importance to improve organizational performance. At present, Garmco follows transformational as well as transactional leadership patterns. Moreover, democratic leadership could be implemented more that would fulfill the modification need. Leadership framework needs highly to nurture their qualities of honesty, communication ability, sense of humor, delegate ability, etc.

Qualitative response of managers for Q.2, Q.3 and Q.6 considerably depict the present leadership framework of Garmco.

➤ *To recommend certain modifications in dimensions that requires improvement, which may elevate this entity's scope of attaining sustainability through sound leadership*

The research findings and analysis represented a wide detailed interpretation in the dissertation. It has illustrated certain modifications that need improvement to attain sustainability with the help of sound leadership. Modifications are essential to create leadership dimension vital and appropriate that elevate the entire organizational performance. Qualitative responses of managers for Q.4, Q.5 and Q.6 considerably support this objective. Training initiatives, motivation session and rewarding the team are the recommendation that has been suggested to attain sustainable organizational leadership team.

V. RECOMMENDATIONS

In order to modify the leadership patterns within the organization, certain recommendations have been suggested to implement for better outcomes.

A. Training Initiatives

It is highly recommended that Garmco at present needs to adopt training initiatives for the purpose to modify their leadership patterns. Today, organizations have realized that constant learning and development is a major factor to organizational success. Trainers are sometimes hired, who hold the responsibility for developing training strategies that helps in knowledge retention. Moreover, it helps the employees to gain success in the workplace. Trainers are preferred with creative mind set to perform best training practices in order to meet the goals.

➤ SMART Recommendations

- S-Specific: The recommendation is specific because the training initiatives and hiring trainers would be designed in accordance with employee preferences.
- M-Measurable: The recommendation is measurable because the reactions and satisfaction of employees can be measured.
- A-Attainable: This recommendation is attainable because it is considered a feasible procedure and innovative in order to implement. The leadership team can execute it successfully.
- R-Relevant: The recommendation is relevant because Garmco uses training programs, so they might implement better and newer ideas in order to mitigate issues present in the company.
- T-Time specific: The recommendation is considered time specific because it is assumed to be get done within 4 weeks.

B. Rewarding The Team

This recommendation has highly been advised to the organization in order to motivate employees and modify the present leadership pattern. Implementation of compensation plan majorly rewards employees to have successful teamwork. Incentives pay, recognition and gain sharing are suggested to include in this recommendation strategy to modify the current leadership practices within the organization. It needs to be carefully structured in order to avoid unwanted disturbances in business goals and individual initiative.

➤ *SMART Recommendations*

- S-Specific: The recommendation is regarded specific because compensation planning and incentives structure would be designed based on the performances of the employees.
- M-Measurable: The suggestion is measurable because the facial reactions of the employees can easily be measured.
- A-Attainable: This recommendation is considered attainable because it is a practicable method that holds creative ideas. Leaders and managers usually plan such method to attract to retain the employees.
- R-Relevant: The recommendation is relevant due to the fact that Garmco aims to create a positive impact of their leadership on organizational sustainability and employee retention degree.
- T-Time specific: The suggestion is taken as time-specific because it is expected to be completed within 7 weeks.

C. Motivation Programs

It is recommended to the organization in order to modify the present organizational leadership patterns and elevate the employee retention degree to increase organizational productivity. Employee motivation programs usually include seminars or workshops to guide them their work. Moreover, such programs facilitate in taking feedback from the employees in order to know their preferences to conduct better in future. Organizations offer both compensation and facilities that helps the employees to be at their best. These programs provide appropriate recognition and fair treatment along with optimize collaboration and teamwork.

➤ *SMART Recommendations*

- S-Specific: The recommendation is considered to be highly specific because motivation programs are designed and executed in accordance with the employee preferences and betterment.
- M-Measurable: This recommendation is regarded measurable because the reactions of the employees can be effectively measured.
- A-Attainable: The suggestion is attainable because it has been considered as a practicable method that the leaders can easily implement. Innovative ideas are included in such recommendation to carry out properly.
- R-Relevant: The recommendation has been regarded relevant because Garmco might lead to higher position in mitigating all the issues. Motivation program is effective in organization to retain employees and reduce their turnover rate. Eventually it results to increase productivity, profitability, and sustainability.
- T-Time specific: The suggestion has been taken as time specific because it is expected to be completed within maximum of 5 weeks' time.

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