



**Full Length Research Article**

**LEADERSHIP SKILLS IN MSME SECTOR: A SUSTAINABLE GROWTH  
(WITH SPECIAL REFERENCE TO C.G STATE)**

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Enterprise,  
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**ABSTRACT**

MSME sector is in tremendous growth in the state of Chhattisgarh, with the sustainable development and progressive policies of Government this sector is able to retain and handle their employees and workers satisfactorily. The paper focuses on the "LEADERSHIP SKILLS" of the entrepreneurs. Four enterprises from the industrial area of the state are taken under study. A brief history of these enterprises is the former part of the paper the later part constitutes of the data analysis and interpretation. The names of the enterprises are PANKAJ ISPAT Ltd., MONNET ISPAT, SARDA ENERGY AND MINERALS Ltd., JAISWAL NECO Ltd. The abbreviations CO.I, CO.II, CO.III, Co. IV. is used in throughout the paper.

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**INTRODUCTION**

Organizations are chasing fast-paced, global growth to improve their profitability. They are aided by breakthroughs in telecommunication technologies that enable interconnectivity and make it easier to create a global footprint. To succeed on a continually evolving, volatile and complex global stage, though, organizations must intertwine their ambitious business growth strategies with sensible leadership development strategies. Better prepared leaders – and more of them – are the need of the hour. But it is extremely challenging to craft an effective global leadership strategy. The task is complicated by the sheer numbers of leaders required at all levels, the high degree of competence they need and the intensity of the work they must take on. The Need for More and Better Business Leaders is naïve to believe some individuals are born with leadership talent and that we simply need to identify and rank-order them to take their place in the succession line. Nor is it fruitful to rely on past selection and development practices. The context for business is changing so fast that new, carefully crafted strategy are needed based on the best knowledge available. Leadership development cannot be left to chance.

**Objective**

- To understand the leadership skills in MSME sector.

- To know the employee contribution in various operational level activities in an enterprise.
- To study the futuristic approach of leaders

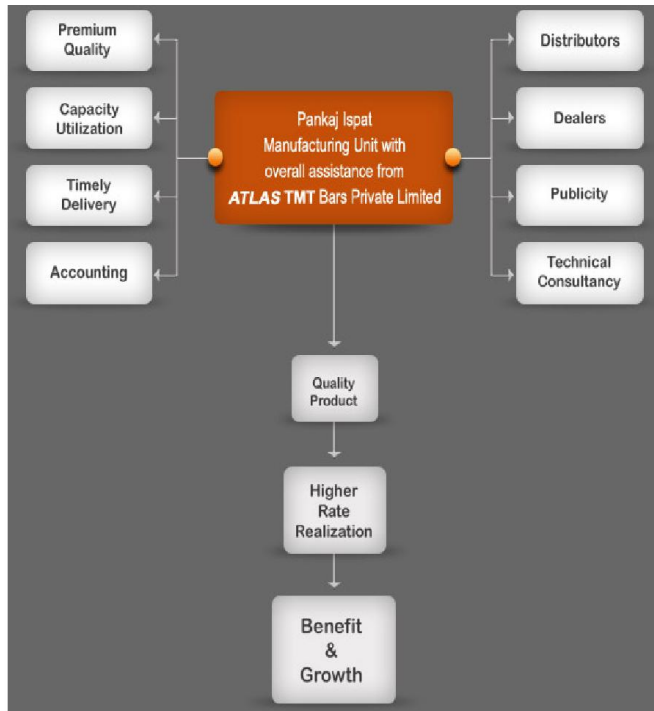
**MATERIALS AND METHODS**

Primary and secondary data is used to collect the data. The sample size of 20 respondents from both the level of employee and Leaders are interviewed on various parameters. The first part composes of Leader's response which is compared and interpreted on various parameters. The second part includes the employee's response which is collected by answers of various questions, interpreted and tabulated separately. The data analysis is done with percentage method. The Research paper is based on case study approach.

**Pankaj Ispat Ltd.**

Pankaj Ispat Pvt. Ltd is a group of young, energetic, enterprising personalities assisted by highly qualified, experienced and dedicated technical and commercial managers. The promoters of the Company have sound experience and a good financial background in this field, which gives them an advantage in marketing of the products. The Company has recently struck a strategic partnership with ATLAS Group of Companies, namely ATLAS TMTBars Private Limited, associating itself and leveraging on an

internationally renowned brand name for better and sustained growth in the long steel industry in Chhattisgarh. Promoter & Managing Director Shri Lalit Kumar Agrawal deeply believed in creating employment for others, especially for under privileged ones. Keeping in mind the same he employed people who were unskilled by taking extra efforts and giving them proper training, which has help them to achieve perfection in their work.



With the change in time and requirements of the industry Pankaj Ispat have kept upgrading their technologies related to production. This has reduced their cost of production and cost incurred on electricity by 33%. Pankaj Ispat are always committed to their customer, this adherence has helped them to increase their profitability from 5% to 12%. Shri Lalitkumar believes in Free-Rein Leadership style that has helped them to become successful in this competitive environment.

### Monnet Ispat

The second case for study is Monnet Ispat . Established in 1994 under the dynamic leadership of Chairman & Managing Director, Monnet Ispat & Energy Limited (MIEL), Mr. Sandeep Jajodia, MIEL's de-risked business portfolio encompasses manufacturing and marketing of Sponge Iron, Steel and Ferro Alloys. MIEL is also engaged in mining of minerals like Coal & Iron Ore, besides generation of power for captive consumption. MIEL is coming up with a 1.5 Million Tons Per Annum (MTPA) integrated steel plant to produce plates, HR coils and rebars at its facility at Raigarh to cater to the rapidly growing infrastructure & construction industry. MIEL is currently generating power for captive consumption and the company has set up a 60 MW power plant at Raipur & a 90 MW power plant in Raigarh. It has enhanced the power generation capacity at its Raigarh plant from 90 MW to 170 MW thereby taking the total capacity to 230 MW to meet its future captive power requirements. The Group has additional 12 MW in its subsidiary, Rameshwaram Steel & Power Private Limited. Monnet Ispat believes in having equal

proportion of capital and labour. The company faced very minimal worker related problem and when it arouse they have so rted out by giving them what the other firm in the same industry is providing to its worker. The manpower planning is done on the basis of the current demand trend in the industry both for short as well as long term requirement. Technical training is mandatory for all the employees and further training is based on the appraisal of the job performance. The workers are also given opportunities to enhance their personalities. The company has a policy to reward the efficient worker by giving him monetary as well as non monetary benefits. Monnet Group also carries out extensive coal washing and beneficiation for its internal consumption as well as for other users, both in the public and private sectors. The Company's services in this field extend from concept to commissioning under a single roof, and operation of washery both in coking and non-coking sectors. The promoter practices Democratic style of Leadership, which has helped them to reach its current position.

### Sarda Energy and Mineral Ltd.

Sarda Energy & Minerals Limited (SEML) is one of the lowest cost producers of steel (sponge iron, billets, ingots, TMT bars) and one of the largest manufacturers and exporters of ferro alloys in India. Headquartered in Raipur, Chhattisgarh, the company merged with Chhattisgarh Electricity Company Limited (CECL) in 2007 with a vision to becoming a leading energy and minerals company. Over the last three decades the company has continuously diversified its product portfolio to include many customized value added products. The company firmly believes in benchmark product quality, customer centric approach, people focus, ethical business practices and good corporate citizenship. Building on these values, SEML has become the supplier of choice for many domestic and international customers across more than 60 countries. The Chairman and Managing Director Mr. Kamal Kishor Sarda believes in his people and constant upgradation of their skills and leadership capabilities. Timely motivational training is provided to worker/employees. Sarda Energy and Minerals faced job dissatisfaction problem raised by the employees and they have tried to overcome it by healthy interaction with the employees and further educating them. Mr. Sarda has Democratic style of Leadership which has peovided thrust to the growth of the company.

### Jaiswal Neco Ltd.

Jayaswal Neco Industries Limited, commenced their operations in 1972 promoted by Shri B.L. Shaw, Chairmanare the leading manufacturer and supplier of a comprehensive variety of sanitary castings which include Centrifugally Cast Iron Pipe & Fittings, Cast Iron Manhole cover with Frames, Cast iron castings etc. The company has established a state of the art infrastructure that enables smooth operations effectively. The company has streamlined and standardized the processes in order to gain maximum efficiencies that are in turn passed on to the customers. The company has a highly skilled team of professionals that works diligently towards achieving the organizational objectives. Every member of the team has been meticulously handpicked owing to one's expertise and positive attitude.

**Analysis and Findings**

**1. The Leaders response**

Sr.no.	Characteristics	Name of the company			
		Pankaj Ispat Ltd.	Monnet Ispat	Sarda Energy and Mineral Ltd	Jaiswal Neco Ltd.
1	Technology in use	Latest	Latest	Latest	Latest
2	Manpower Planning	Unskilled labour preferred	Unskilled labour preferred	Skilled qualified labour	Skilled qualified labour
3	Social Responsibility	1-1.5 lacs	1 lac	1-2 lacs	confidential
4	Futuristic Business approach	Technology based	labour constraint	customer and technology	Product Diversified
5	Leadership style	Free-rein	Democratic & free rein style	Democratic	Democratic & free rein style
6	Core competency	Technology and Raw material	Customer oriented	customer and technology oriented	R&D and customer oriented
7	Customer relations	Personal contact	24 hrs services	Timely Service	Timely Service
8	Profitability	14%	25-30%	Confidential	Confidential
9	Use political influence	No	No	No	If required
10	Market Share	70%	80%	40%	80%

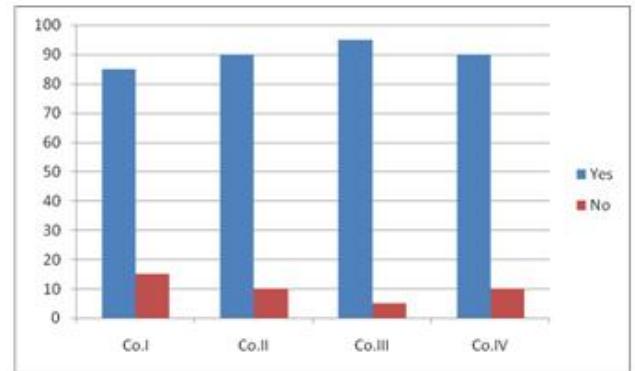
**2. Employee response**

**Abbreviations**

1	Co.I-Pankaj Ispat Ltd.
2	Co.II-Monnet Ispat
3	Co.III-Sarda Energy and Mineral Ltd
4	Co.IV-Jaiswal Neco Ltd.

**Table 1. To study the involvement in decision making process at operational level**

Title	Co.I		Co.II		Co.III		Co.IV		Total
Opinion	Yes	No	Yes	No	Yes	No	Yes	No	
No. of Respondents	18	2	19	1	18	2	20	-	20
Percentage (%)	90	10	95	5	90	10	100	-	100



**Interpretation**

- 95% of the employees of Sarda Energy and Mineral Ltd. Are of the opinion that they given opportunity to put forth suggestions in respect to improvement of the organization.
- 90% of the employees of Monnet Ispat and Jaiswal Neco Ltd. are of the opinion that they are given the opportunity to put forth suggestions in respect to improvement of the organization.
- 85% of the employees of Pankaj Ispat Ltd. Are of the opinion that they are given the opportunity to put forth suggestions in respect to improvement of the organization.

**Interpretation**

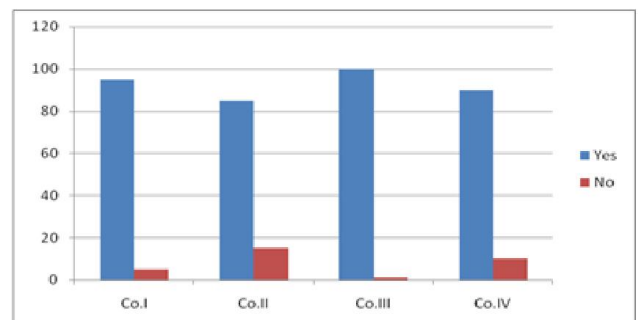
- 100% of the employees of Jaiswal Neco are of the opinion that they are involved in the decision making process at operational level.
- 95% of the employees of Monnet Ispat are of the opinion that they are invoved in the decision making process at operational level.
- 90% of the employees of Pankaj Ispat Ltd. And Sarda Energy and Mineral Ltd. Are of the opinion that they are involved in the decision making process at operational level.

**Table 2. To study involvement elicited in organizational development**

Title	Co.I		Co.II		Co.III		Co.IV		Total
Opinion	Yes	No	Yes	No	Yes	No	Yes	No	
No. of Respondents	17	3	18	2	19	1	18	2	20
Percentage (%)	85	15	90	10	95	5	90	10	100

**Table 3. To study the attitude of the employer towards employee welfare**

Title	Co.I		Co.II		Co.III		Co.IV		Total
Opinion	Yes	No	Yes	No	Yes	No	Yes	No	
No. of Respondents	19	1	17	3	20	1	18	2	20
Percentage (%)	95	5	85	15	100	1	90	10	100

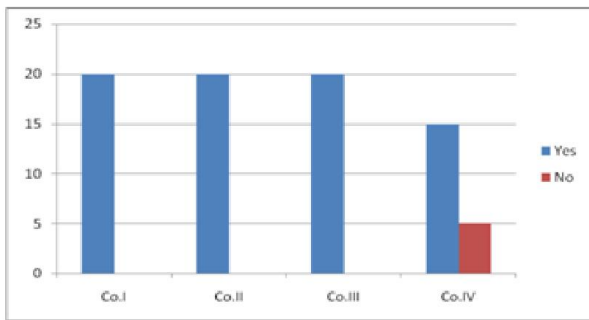


**Interpretation**

- 100% of the employees of Sarda Energy and Minerals Ltd. Are of the opinion that their attitude of their employer is positive to their welfare.
- 95% of the employees of Pankaj Ispat Ltd. Are of the opinion that their attitude of their employer is positive to their welfare.
- 90% of the employees of Jaiswal Neco Ltd. Are of the opinion that their attitude of their employer is positive to their welfare.
- 85% of the employees of Monnet Ispat Are of the opinion that their attitude of their employer is positive to their welfare.

**Table 4. To Study recognition for performance above standard**

Title	Co.I		Co.II		Co.III		Co.IV		Total
Opinion	Yes	No	Yes	No	Yes	No	Yes	No	
No. of Respondents	20		20		20		15	5	20
Percentage (%)	100		100		100		75	25	100

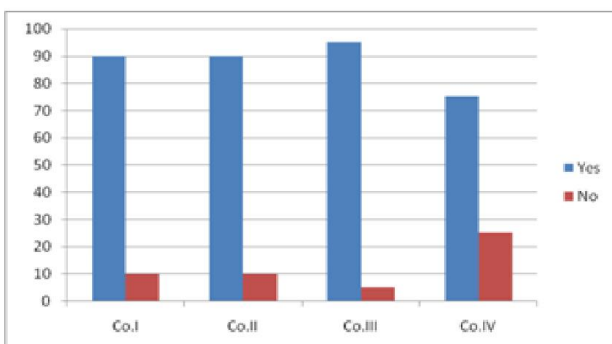


**Interpretation**

- 100% of the employees of the employees of Pankaj Ispat, Monnet Ispat, Sarda Energy and Mineral Ltd. Are of the opinion that they are appreciated if they perform above the standards.
- 75% of the employees of Jaiswal Neco Ltd. Are of the opinion that they are appreciated if they perform above the standards and 25% think they remain unrecognized for their contribution.

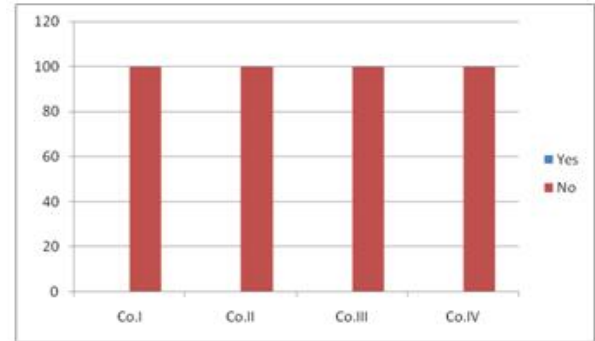
**Table 5. To study support offered for tackling work related problems from the management**

Title	Co.I		Co.II		Co.III		Co.IV		Total
Opinion	Yes	No	Yes	No	Yes	No	Yes	No	
No. of Respondents	18	2	18	2	19	1	15	5	20
Percentage (%)	90	10	90	10	95	5	75	25	100



**Table 6. To study feeling of neglect in upholding facilities offered in downturn periods of the organisation**

Title	Co.I		Co.II		Co.III		Co.IV		Total
Opinion	Yes	No	Yes	No	Yes	No	Yes	No	
No. of Respondents		20		20		20		20	20
Percentage (%)		100		100		100		100	100

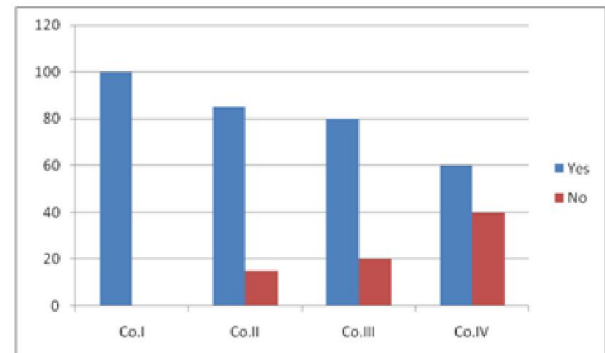


**Interpretation**

- 100% of the employees of all the four companies are of the opinion that the company has not resorted to cutting down of the facilities provided to them during the down turn of the organization.

**Table 7. To study if organization invests in career development**

Title	Co.I		Co.II		Co.III		Co.IV		Total
Opinion	Yes	No	Yes	No	Yes	No	Yes	No	
No. of Respondents	20		17	3	16	4	12	8	20
Percentage (%)	100		85	15	80	20	60	40	100



**Interpretation**

- 100% of the employees of Pankaj Ispat LTD. Are of the opinion that the company provides them with career development opportunities.
- 85% of the employees of Monnet Ispat Are of the opinion that the company provides them with career development opportunities.
- 80% of the employees of Sarda Energy & Mineral Ltd. Are of the opinion that the company provides them with career development opportunities.
- 60% of the employees of Jaiswal Neco Ltd. Are of the opinion that the company provides them with career development opportunities.

**Table 8. To study the type of Leadership style followed by their employer**

Sr.No	Company Name	Leadership Style
1.	Pankaj Ispat Ltd.	Free – rein
2.	Monnet Ispat	Democratic and Free-rein
3.	Sarda Energy & Mineral Ltd.	Democratic
4.	Jaiswal Neco Ltd.	Democratic & Free-rein

**Interpretation**

Different leadership style seems to be adopted by the leaders as seen by the employee.

**Conclusion**

From the above research the conclusion was drawn that there are two major elements that command leadership position among SMEs technical Mastery and People Management. The leaders focused in the study are forward looking in adopting to latest technology & further passing this to the employees. They all are able to plot their future limitations & plot a blue print for future movement. Leadership style are in in-synch as seen by the leader & the employees. In case of people management, the leaders give importance to their customers & employees. Leaders are aware of their strength areas & have a plan of combat too. Even though the growth & acquisition of leadership position of these successful SMEs may be attributed to many reasons, from this research it can be conclusively said that technical mastery and people management have been the vital inputs.

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