CHAPTER – IV

THE LEADERSHIP PRACTICES AND THE STYLES
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4.1 INTRODUCTION

Leadership is something that everyone desires to have but only a few people become good leaders. These few selective people develop certain unique styles to lead and become effective. Their behavioral pattern of handling peoples and situations makes them distinctive and famous. The behavioral pattern exhibited by the leaders in handling people and situations is best described as style of leadership. It is mainly concerned with what leaders do and how they act. Leader’s effectiveness often rest on how he executes tasks and the relationship with different people.

This chapter is an attempt to study the different styles of the sampled top executives of organizations in Manipur. There are two sections in this chapter. The first section is about the leadership practices of the sampled leaders. The second section emphasizes the specific styles adopted by the sampled leaders in their leadership practices.

For the study a sample of 25 organizations in the state of Manipur has been selected. The sample consisted of both public and private organizations. The top executives of the organizations sampled are categorized as “sample leaders” and their immediate subordinates, the “sample followers”. Questionnaires have been served to understand the differences or gap, if any, in the leadership practice
between the sampled leaders and their followers and to find out the style of leadership.

4.1.1 Leadership Practices

Three open ended questions are incorporated in the questionnaire to help analyze the leadership practices of the sampled leaders. The open ended questions provide freedom and flexibility to give insight into the leadership practices of the sampled leaders. The first open ended question serves to highlight situations where the leadership skills of the sampled leaders are called for; the second question, to explore the leadership qualities of the sampled leaders that helped in handling the situation, and the third question is for examining barriers and obstacles faced by the sampled leaders in handling the situation.

Similar questions were served to the sampled followers to crosscheck the situations that call for leadership of the sampled leaders, leadership qualities of the sampled leaders that helped in handling the situation and the obstacles faced by the sampled leaders in handling the situation. The crosscheck through the sampled followers is conducted to understand the difference or gap, if any, in the perception about the practices of leadership of the sampled leaders, between the sampled leaders and their followers and also pointed out the role and importance of followers in leadership practices.

4.1.2 Leadership Practices of the sample leaders

The analysis of responses of the sampled leaders regarding the situations has spotted the following categories – events, crisis management, routine matters, delegation, and systems. The most highlighted situations are crisis situations.
Crisis management is a challenge for the sampled leaders. The other situation is organizing major events. So crisis management and management of major events are the most challenging. Few leaders have highlighted other challenges – scale, people, system related and routine matters. Scale is a challenge for one of the respondents. It is interesting to note that the respondent is an entrepreneur in a private sector. Growth is a challenge. Management by exception is the big challenge, not the routine matters.

Crisis management and event management are situations where leadership is needed. Leadership is needed in crisis situation. This has been highlighted by many respondents. Leadership is required to solve a deadlock situation. When there is difference in the outlook, because of different background, leadership is needed to bring about an amicable solution. Law and order situation has been cited as obstacles. This challenge has been cited by many respondents where leadership is needed. A major source of misunderstanding is communication barrier. According to the sampled leaders misunderstanding were solved through communication and personal contacts. Leadership is also required when there is misunderstanding between groups and then negotiation is essential. Leadership facilitates solving such problems.

Crisis situation and law and order problems are the big challenge. These are situations where leadership is called for. To handle such situations sincerity in approach and conviction are essential. This is the opinion of the sample leader. The way to solve the problem could be in the form of simple words and giving confidence to the followers. Listening is also important. It is important to
understand the problem in the first place. Many problems can be prevented and solved through detailed planning and coordination.

The sampled leaders have observed that negotiation is an important instrument for bringing a win-win situation. The approach of solving problems should be honest and the person should have loyalty towards the organization. Experience and coordination skills help in solving difficult problems. Other situation where leadership is needed is when there is difficulty in making decision. Here patience and control helps in solving the problem. There are also the challenges of growth. Here vision helps. Human values should not to be ignored.

Sampled leaders also faced other challenges like non-cooperative staff -- when staff is not willing to cooperate. Such problems need initiative and providing clear concepts. It is important to understand the situation and provide confidence to the people. It is also important to motivate the staff people. So, the situation highlighted by the sampled leaders can be broadly classified as situational factor in the environment, crisis situation in the organization, and people related problem in the organization.

The analysis of the obstacles faced by the sampled leaders in discharging their responsibilities has highlighted the following major obstacles- interference, pressure, infrastructural bottleneck and integrity. Many respondents have pointed out the law and order condition also. The other major barriers are the people's attitude and mindset. Organizational learning and organizational culture are also challenges.
4.1.3 The Leadership Practices from the Sample Followers' Perspective

According to the sampled followers, grand events, crisis and system problems are the situations that demand the leadership. Crisis situations brought out inherent leadership role. Sampled followers have the opinion that at the time of major events their leaders exercise leadership roles. Both crisis situations and major events need team efforts. The sampled leaders have to exercise leadership roles to bring normalcy in crisis situations, major events, and when the system needs sudden improvements. So it is the element of uncertainty that bring out the leadership role. Another area of concern is systems related. Few of the respondents have highlighted the role of their leaders in crisis situations. Many respondents have felt that hard work and sincerity helps in resolving crisis situations. A lone respondent is of the opinioned that timeliness and sensitivity helps in solving crisis situations. Many respondents have cited situation outside the preview of their work environment like the present conditions in Manipur. The sampled followers have observed that listening, analysis and taking initiative also helped the sampled leaders in bringing about solutions.

According to the sampled followers, the major barriers for the sampled leaders while discharging their leadership roles were pressure, outdated systems and interference from outside their work environment. The followers have also highlighted system, favoritism, sycophancy and integrity issues as major challenges faced by their leaders.
4.1.4 Leadership Practices – the Leader and Follower Perspectives

The sampled leaders play vital roles to maintain the system, whenever there is deviation, it becomes a challenge. That is why significant number of sampled followers has highlighted system related issues. The sampled leaders did not highlight many systems related issues. It may be because they generally see the larger picture. The viewpoints of the sampled followers were generally confined to the systems. So, the systems failures become a major concerned for the sampled followers.

Both the sampled leaders and their followers take crisis management and organizing major events as challenges. Crisis situations and major events affect both the leaders and the followers. So there is convergence of views towards uncertain situations. The sampled leaders have opinioned that uncertain situation entails leadership. To handle such situations leadership is required. The solution can be sought in the management domain also. So the respondents have highlighted managerial aspects like detailed planning, coordination, analysis, communication and maintenance of systems for providing solutions. Leadership aspects like vision, taking initiative were also highlighted. Both the sampled leaders and followers have highlighted the significance of human values.

4.2 Styles of Leadership

The previous section has highlighted the leadership practices of the sampled leaders. This section attempts to study the specific styles adopted by the sampled leaders in their leadership practices.
Leaders use different styles which can be categorized in many ways. Based on the degree of authority exercised, the task performed, the type of people involved, situational requirements and so on. This section is based on three approaches of leadership styles which can have an impact on the organizational performance and development.

- Autocratic style
- Democratic style
- Laissez-faire style

In order to study and analyze the styles practiced by the sampled leaders, a set of questionnaire consisting of twenty-four questions was used. The sampled leaders were asked to indicate the degree to which they stand themselves on various situations on the five points rating scale:

Almost Always True (5)
Frequently True (4)
Occasionally True (3)
Seldom True (2)
Almost Never True (1)

Two immediate subordinates for each sampled leader were selected to rate the degree to which they think describes their leader under similar circumstances. Forty subordinates were sampled for this study.
4.2.1 Autocratic Leadership Style

Often considered as the classical approach, the autocratic style leader retains as much power and decision making authority as possible. He or she does not consult employees nor encourage them to give inputs. Followers are expected to obey his or her orders without receiving explanations. Such leaders lead from the front and typically drag the rest of people along with them. The motivation environment is sets of rewards and punishments. Often full of self-importance, he or she has little confidence in his or her subordinates and distrusts them.

In the light of the above discussion, the researcher has designed to assess the sampled leaders in terms of autocratic style. Eight statements were used for the purpose. The statements were based on following factors:

(i) Decision making
(ii) Authority
(iii) Instruction
(iv) Controlling
(v) New employees
(vi) Motivation
(vii) Monitor performance
(viii) Organizational activities

The following table provides information about the leaders and also their followers’ observations about their leadership practices. The table below shows the results of the analysis and the details of the calculations are shown in the Annexure D.
Table 4.2.1
Autocratic Leadership Style

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Parameters</th>
<th>Median score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Leaders (Scale)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Almost Always True(5)</td>
</tr>
<tr>
<td>1.</td>
<td>Decision making</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Authority</td>
<td>Almost Never True(1)</td>
</tr>
<tr>
<td>3.</td>
<td>Instruction</td>
<td>Almost Always True(5)</td>
</tr>
<tr>
<td>4.</td>
<td>Controlling</td>
<td>Frequently True(4)</td>
</tr>
<tr>
<td>5.</td>
<td>New employees</td>
<td>Frequently True(4)</td>
</tr>
<tr>
<td>6.</td>
<td>Motivation</td>
<td>Frequently True(4)</td>
</tr>
<tr>
<td>7.</td>
<td>Monitor performance</td>
<td>Almost Always True(5)</td>
</tr>
<tr>
<td>8.</td>
<td>Organizational activities.</td>
<td>Almost Never True(1)</td>
</tr>
</tbody>
</table>

4.2.1.1 Decision Making

Decision making permeates all other leadership activities. It is essential for setting objectives, policies, product features, plans and proposals that will have long term influence on the organizational effectiveness. It also involves determine type of organizational structure, ascertain people motivation, accept innovations. The decision making process is an input to analyze the leadership styles. The leaders think and reason before they act. The researcher has analyze the way the sampled leaders make decisions.

It has been observed from the Table 4.2.1 that the median score for the sampled leaders is Almost Always True (5). The sampled leaders take the final decision and the employees know that they are the final authorities.
The median score for the followers corresponds to Frequently True (4). The followers inferred that their leaders frequently take the final decision and have the final say. There is difference in the median scores. The leaders have slightly given themselves a higher rating in comparison to the followers. Both the scores are high and it can be concluded that the sample leaders take the final decision and the employees know that they are the final authorities.

4.2.1.2 Authority

Leaders in the organizational context occupy the top positions. They enjoy the positional power to give orders. Aspects of leadership style can be understood through the ways they exercise hierarchical authority.

Table 4.2.1.2 shows the responses of the sampled leaders and the sample followers. The median, Almost Never True (1), for the sample leader and Seldom True for the follower, highlight the need for suggestions from subordinates for taking decision even though they have the authority to take decision.

4.2.1.3 Instructions

The leadership process involves the ways differ from one leader to another. This relates to their leadership practices. The median score of Almost Always True (5) about the sample leader is significant. The sample leader believes in giving clear instructions about how to be done and what to be done and they expect their followers to follow it. The median score for the followers’ is Frequently True (4). According to the rating of the followers, the sampled leaders have slightly overrated their responses on the exercise of instructions. The followers reason that they receive clear instructions frequently (Table 4.2.1.). The
two findings point out that the sample leader give clear instructions and expect their followers to follow it.

4.2.1.4 Controlling

The activities of a leader consist of establishing standards for work performance, measuring performance, making comparisons and taking corrective actions when needed. The degrees at which the above activities are exercised by the leaders verify their style of leadership. The result highlights that the sampled leaders make frequent explanation call when someone commits a mistake (Table 4.2.1.4). Sample leader possess high controlling power.

4.2.1.5 New Employees

Autocratic leaders have least faith on their followers particularly to new employees. Often there are different treatments for employees between the new and old. The autocratic leader feels that the new employees are fresh and need to be tested. An attempt has been made by the researcher to assess the judgments of the sampled leaders towards their new employees. The sampled leaders frequently do not allow the new employees to take decisions unless it is approved by them (Table 4.2.1). The followers also observed the same. The followers have rated their leaders in the category. The median score is Occasionally True (3). The followers observed it is occasionally true and the leader, frequently true. So, new employees are not given the complete freedom to take decisions.
4.2.1.6 Motivation

Motivation is the driving force for people to behave in a certain way. A person’s motivation is a combination of desire and energy directed at achieving a goal. Autocratic leaders motivate their employees through incentives and rewards. The median score for the sampled leader is frequently True (4) (Table 4.2.1). This result infers that the sampled leaders have agreed that the main concern for the employees is monetary incentives. This statement was not been served to the sampled followers because of role conflict in the response.

4.2.1.7 Monitor Performance

The seventh statement is about monitoring performance of employees. Being a leader, it is important to judge the relative worth or ability of subordinates in performing their tasks. The way the leader monitor the performance of their subordinates reflects their leadership styles. One distinguishing feature of an autocratic leader is that he or she closely monitors the performance of the employees. The sampled leaders infer that they closely monitor the performance of the employees. The sample follower observe that the sample leader frequently monitor their performances (Table 4.2.1). There is difference in the scale but both the responses assume that sample leader monitors performances of their subordinate.

4.2.1.8 Organizational Activities

Research findings have suggested that autocratic leaders are more concerned about their jobs, organizational activities and production levels. Such
type of leaders has less time for their employees and so they expect their employees not to disturb them. Table 4.2.1.8 shows the responses of the respondents regarding the nature of the sampled leaders towards their employees. The statement of the question is “I don’t have much time, as I am very busy with organizational activities, so I expect my employees not to disturb me.” It has been found that the median scores for the sampled leaders correspond to the least rating of the respond category—Almost Never True (1). The followers have rated the samples leaders in this category. The median score for the sampled followers’ corresponds to the second least rating of respond category—Seldom True (2). These results indicate that the sampled leaders and their followers agreed that the sampled leaders do expect interactions and do not consider it as disturbance. They have time for the employees. They are not autocratic about sharing time with the employees.

Table 4.2.1.9
Autocratic Leadership Style

<table>
<thead>
<tr>
<th>Response category</th>
<th>Leader</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Follower</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of respondents</td>
<td>Cumulative frequency</td>
<td>Median score</td>
<td>No. of respondents</td>
<td>Cumulative frequency</td>
<td>Median score</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Almost always true</td>
<td>66</td>
<td>66</td>
<td></td>
<td>Almost always true</td>
<td>57</td>
<td>57</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequently true</td>
<td>45</td>
<td>111</td>
<td>Frequently true</td>
<td>Frequently true</td>
<td>91</td>
<td>148</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occasionally true</td>
<td>34</td>
<td>145</td>
<td></td>
<td>Occasionally true</td>
<td>48</td>
<td>196</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seldom true</td>
<td>21</td>
<td>166</td>
<td></td>
<td>Seldom true</td>
<td>64</td>
<td>260</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Almost never true</td>
<td>34</td>
<td>200</td>
<td></td>
<td>Almost never true</td>
<td>20</td>
<td>280</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>200</td>
<td></td>
<td>Total</td>
<td>280</td>
<td>280</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.2.1.9 Over-view

The above table shows the overall score of the sampled leaders and followers in the study of autocratic style of leadership practice. It has been observed from the table that the median score for the sampled leaders falls at the second highest scale of response category. This result highlights that the sampled leaders have very often exercised autocratic style in their leadership practices.

The median score for the sampled followers corresponds to the second highest scale of response category. This result indicates that the sampled followers have frequently apprehended that their leaders were autocratic in their leadership practices. In other words, the sampled leaders retained power and decision making authority with them. They expected the employees to obey their orders and whenever employee made a mistake he/she was called for explanation. The motivation factor for the employees was monetary incentives, viewed the sampled leaders.

The sampled followers rated about their leaders; the median score falls at frequently true. This is the second highest rating scale. This shows that the followers often observed their leaders' autocratic styles in their leadership practices.

4.2.2 Democratic Leadership Style

Democratic leadership is termed as the most effective leadership style (Lewin and White, 1939). Democratic leaders offer guidance to group members, participate in the group and allow input from subordinates. They delegate authority to followers and also give ongoing support and focus for the challenging
works. Often this style of leader has the vision to realize what people need and ensure that they get it. In the process they generate successful and sustainable organizations. They have confidence and trust in their people. When issues arise and decisions must be made, relevant and varied participants are involved to discuss the situation and a majority view is taken as the final decision.

In this section an attempt has been made by the researcher to assess style of the sampled leaders with reference to democratic style of leadership. For the purpose, eight statements relating to leadership behaviors and actions have been used. The statements were related with the following parameters:

(i) Decision making
(ii) Involvement of subordinates
(iii) Ideas and inputs
(iv) Employees’ participation
(v) Motivating factor
(vi) Participation and skill sharing
(vii) Work with employees
(viii) Mediation

The sampled leaders were called upon to indicate the degree to which they stand on a five point rating scale for every statement:

Almost Always True (5)
Frequently True (4)
Occasionally True (3)
Seldom True (2)
Almost Never True (1)

Two immediate subordinates for each sampled leader were also cross-examined. The score on the leader’s table provide information about how the leaders see themselves and the score of the followers highlight their perception of the same leader. A brief detail for each parameter and analysis thereof are shown as follows. The table below shows the results of the analysis whereas the details of the calculations are shown in the Annexure E.

Table 4.2.2
Democratic Leadership Style

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Parameters</th>
<th>Median score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Leaders (Scale)</td>
</tr>
<tr>
<td>1.</td>
<td>Decision making</td>
<td>Almost Always True (5)</td>
</tr>
<tr>
<td>2.</td>
<td>Involvement of subordinates</td>
<td>Frequently True (4)</td>
</tr>
<tr>
<td>3.</td>
<td>Ideas and inputs</td>
<td>Almost Always True(5)</td>
</tr>
<tr>
<td>4.</td>
<td>Employees’ participation</td>
<td>Almost Always True(5)</td>
</tr>
<tr>
<td>5.</td>
<td>Motivating factor</td>
<td>Almost Always True(5)</td>
</tr>
<tr>
<td>6.</td>
<td>Participation and skill sharing</td>
<td>Almost Always True(5)</td>
</tr>
<tr>
<td>7.</td>
<td>Work with employees</td>
<td>Almost Always True(5)</td>
</tr>
<tr>
<td>8.</td>
<td>Mediation</td>
<td>Frequently True (4)</td>
</tr>
</tbody>
</table>

4.2.2.1 Decision Making

Decision making is one of the most important functions of leadership. It is true that every leader takes decisions but the ways of making decisions vary from one leader to another. The variation makes a difference in style of leadership.
Their way of decision making is an important input for identifying the leadership style.

An attempt has been made by the researcher to determine the style of the sampled leaders by putting a statement regarding involvement of people in making decision making process.

The median scores for the sampled leaders correspond to the highest scale of response category- Almost Always True with a score of 5 in the five point scale (Table 4.2.2).

The result shows that the sampled leaders involve people in taking decision. The median score of the follower is Frequently True (4). According to the rating of the followers, the sampled leaders have slightly overrated however they agree that the sample leader involve people.

### 4.2.2.2 Involvement of Subordinates

Leaders need ideas and inputs from the subordinates. Democratic leaders act like a coach who have the final say, but gather information and take inputs from staff members for future developments in the best interest of the employees and stake holders.

It has been observed from the table that the median scores for both the sampled leaders and followers correspond to the second highest rating of response category- Frequently True (4). (Table 4.2.2). So the sampled leaders feel that they need the ideas and input from subordinate for upcoming plans and ventures. The sampled followers also agree.
4.2.2.3 Ideas and Inputs

The changes taking place in technology, demographics, markets, consumers and their preferences in economies have significant impacts on organizations. The leader examine how to response to these environmental changes and what strategies to adopt. Clearly this exercise is not self-contained, rather people involvement, contribution and conceptualizing new ideas are required and different possible inputs are taken from the employees.

The median scores for the sampled leaders is -- Almost Always True(5) (Table 4.2.2). They discuss with their employees to get their input and advice for developing strategy and conceptualizing new ideas. The median score for the followers' on this category falls at the third highest rating of response category- Occasionally true (3). According to the rating of the followers, the sampled leaders have overrated their responses on the discussed issue. They occasionally discuss with their employees.

4.2.2.4 Employees Participation

The fourth statement is regarding encouragement of employees to participate in the decision making process. A good democratic leader develops moral and esprit de corps for his employees. Democratic leader has confidence and trust in their employees and encourage them to participate in the decision making process.

The responses of the sampled leaders and their followers regarding employee's participation in decision making process are shown in Table 4.2.2.4. The median score for the sampled leaders is at the highest scale -- Almost Always
(5). This result infers that the sampled leaders encourage their employees to participate in the decision making process.

The followers have rated the sample leaders in this category. The median score for the sampled followers corresponds to third scale of response category – Occasionally True (3). There is a gap between the two median scores. According to the sampled followers their leaders have overrated on this parameter—employees’ participation. The sample leaders occasionally encourage their employees to participate in the decision making process.

4.2.2.5 Motivating Factor

A democratic leader influence employees’ motivation through participation and empowerment. He motivates his team by empowering them to direct themselves, and guide them with a loose reign.

In the light of the above discussion, the researcher has attempted to study the motivating factor the sampled leaders to their employees. The median scores for the sampled leaders is Almost Always True (5) (Table 4.2.2.5). The sampled leaders felt that the motivating for their employees is participation in the development of processes. According to the sample follower the statement is frequently true (Table 4.2.2.5). Both the leader and follower agree that participation is encouraged.

4.2.2.6 Participation and Skill Sharing

A democratic leader believes in the capabilities and skill of his employees. He involves his employees widely in many organizational activities.
He thinks that the main motivating factor for the employee is participation and skill sharing.

The responses of the sampled leaders and their followers regarding employee's participation and skill sharing are shown in Table 4.2.2.6. The sample leader almost always involves their employees widely in many organizational activities.

The result highlights that the sampled leaders have thought that the main motivating factor for their employees is participation and skill sharing—median score is Almost Always True (5). This statement was not served to the sampled followers because of negative implication.

4.2.2.7 Work with Employees

The democratic leadership style is also called the participative style as it encourages employees to be a part of the decision making. Democratic leaders try to understand problems of their employees and work with them to identify the problem and bring solutions.

According to the sample leaders they have worked with their employees whenever they faced problem and brought a solution. For them it is almost always true (Table 4.2.2.7). It is frequently true for the sample followers. Both leader and follower agree that the leader worked with their employees whenever they faced problem and brought a solution.
4.2.2.8 Mediation

A democratic leader is a coach. He or she develops team spirit and high moral among the employees. A leader of this style mediates for others and provides clear feedbacks. Both the leader and follower agree that the sample leader frequently mediates and give clear feedbacks (Table 4.2.2.8)

<table>
<thead>
<tr>
<th>Table 4.2.2.9 Democractic Leadership Style</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leader</strong></td>
</tr>
<tr>
<td>Response category</td>
</tr>
<tr>
<td>Almost always true</td>
</tr>
<tr>
<td>Frequently true</td>
</tr>
<tr>
<td>Occasionally true</td>
</tr>
<tr>
<td>Seldom true</td>
</tr>
<tr>
<td>Almost never true</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

4.2.2.9 Over-view

The median score for the sampled leaders falls at the highest rating scale -- Almost Always True (Table 4.2.2.9). This result indicates that the sampled top executives of organizations in Manipur are highly democratic in their leadership practices. In other words, they delegate authority to followers in making decisions. They took the ideas and inputs from the followers for upcoming plans and strategies. They motivated the followers through participation in organizational activities. They also worked with the followers and mediated for them. The
followers supported their leaders’ democratic practices. This is evident from the median score -- Frequent True (Table 4.2.2.9).

An important factor making democratic style significant is because majority of the sampled leaders are from government and public sectors organizations. There are few private sector organizations in Manipur. The bureaucratic officers who are considered as sampled leaders in the study felt that the final decision makers were not them but higher authorities. For example the Deputy Commissioners highlighted that they only give suggestions for making decisions but the final decision are made at cabinet levels.

The sampled leaders recognized that people are less competitive and more collaborative when they are working on joint goals. They also agree that collective decision is better than individual decision which can be achieved only when leaders are democratic in their styles. The sampled leaders from the government and public sectors felt that they involve their subordinates in the decision making process. These sampled leaders were of the opinion that they are public servants and work for the upliftment of the state and for the society at large.

4.2.3 Laissez-Faire Leadership Style

The Laissez-Faire leadership style is also known as the “hands-off” style. It is one in which the leader provides little or no direction and gives employees as much freedom as possible. All authority is given to the employees and they must determine goals, make decisions, and resolve problems on their own. In general, this approach leaves the employees floundering with little direction or motivation.
This is an effective style to use when the employees are highly skilled, experienced, educated and trustworthy.

In the light of the above discussion, the researcher has designed to assess the sampled leaders in terms of Laissez-Faire style. Eight statements were used for the purpose. The statements were based on following factors:

(i) Decision making
(ii) Planning and plans
(iii) Routine feedback
(iv) Employees freedom
(v) Capability
(vi) Flexibility
(vii) Share power
(viii) Leadership experience

The scores on the leader’s table provide information about how the leaders see themselves and the scores of the followers highlight how subordinates perceive about their leaders. A brief detail for each parameter and analysis thereof are shown with the help of tables. The table below shows the results of the analysis and the details of the calculations are shown in the Annexure F.
Laissez-Faire Leadership Style

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Parameters</th>
<th>Median score (Leaders (Scale))</th>
<th>Median score (Followers (Scale))</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Decision making</td>
<td>Occasionally True (3)</td>
<td>Frequently True (4)</td>
</tr>
<tr>
<td>2.</td>
<td>Planning and plans</td>
<td>Frequently True (4)</td>
<td>Frequently True (4)</td>
</tr>
<tr>
<td>3.</td>
<td>Routine feedback</td>
<td>Seldom True (2)</td>
<td>Seldom True (2)</td>
</tr>
<tr>
<td>4.</td>
<td>Employees' freedom</td>
<td>Occasionally True (3)</td>
<td>Frequently True (4)</td>
</tr>
<tr>
<td>5.</td>
<td>Capability</td>
<td>Occasionally True (3)</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>6.</td>
<td>Flexibility</td>
<td>Occasionally True (3)</td>
<td>Occasionally True (3)</td>
</tr>
<tr>
<td>7.</td>
<td>Share power</td>
<td>Frequently True (4)</td>
<td>Seldom True (2)</td>
</tr>
<tr>
<td>8.</td>
<td>Leadership experience</td>
<td>Almost Never True (1)</td>
<td>Not Applicable</td>
</tr>
</tbody>
</table>

4.2.3.1 Decision Making

The laissez-faire leader exercise little control over his employees. He feels that his employees are skilled, experienced and educated. He encourages people to take decision; he feels that they are equally capable of taking decision and are not required to consult him for taking decision.

The respondents’ opinions regarding decision making is shown in Table 4.2.3.1. The sample leader feels that they occasionally encourage people to take decision. The follower observed that they were given this opportunity frequently. So the followers perceive that the leaders trust their capabilities. They are empowered. As shown in the above table there is a gap between the two medians. According to the sampled followers their leaders have slightly underrated on this parameter -- ‘decision making’. 
4.2.3.2 Planning and Plans

The Laissez-faire leader is quite hands-off, letting the wisdom of his people deliver solutions. He or she assigns task equally among employees so that plans are developed by the employees themselves. This is frequently true for both the sample leader and the follower (Table 4.2.3). The sampled leaders have constantly divided the planning task among the employees, so that plans are developed together.

4.2.3.3 Routine Feedback

The laissez-faire leader has complete confidence and trust in his employees’ skills and performance. Leader of this style does not keep a routine feedback of progresses for activities of their employees as he feels that employees must be accomplishing it. Table 4.2.3.3 shows the responses and analysis thereof for the sampled leaders and their followers regarding the parameter -- 'routine feedback'. The sample leaders provide feedback; do not leave everything to the employees. It is because they do not have complete trust and confidence in the employees’ skills and performance.

This result infers that the sampled kept routine feedback of progress for activities of their employees. The sampled followers also assent to their leaders’ view point (Table 4.2.3.3)
4.2.3.4 Employees Freedom

Leaders practicing laissez-faire style respect their employees. They feel that employees have pride in their work and drive to do it successfully on their own.

The Laissez-faire leadership style is also called the free-range style as it supports complete freedom for the employees. As a matter of fact, the researcher has designed to assess the leadership style of the sampled leaders with reference to the parameter -- 'employees' freedom'.

The opinions of the sampled leaders and their followers concerning the parameter 'employees freedom' is shown in Table 4.2.3.4. The sample leader occasionally gives freedom to the employees to decide by themselves what needs to be done and how to do it. The sample followers observe that frequently they are given the opportunities. So the followers feel that they receive more than what was given by the leader. It is difference in perception. What might be challenging to the follower might be less challenging to the leader. It is because of the difference in the outlook.

4.2.3.5 Capability

The laissez-faire leadership style is usually appropriate when leading a team of highly motivated, skilled and mature people, who have produced excellent work in the past. In other words, leaders of this style consider that their employees are as capable of leading as they are. The opinions of the sampled leaders on the parameter "capability" are shown in Table 4.2.3.5.
It has been found out from the table that the median score of the sampled leaders corresponds to the third highest scale of response category—Occasionally True (3). This result highlights that the sampled leaders occasionally thought that their employees are as capable of leading as they are. This statement was not served to the followers because of its intricate nature.

4.2.3.6 Flexibility

Flexibility is one quality of Laissez-faire leaders which make them able to adapt to changes. They provide flexibility and freedom in taking decision. Laissez-faire leaders believe that innovation and creativity come when employees are given more freedom and flexible.

The responses of the sampled leaders and the followers regarding ‘flexibility’ are shown in table 4.2.3.6. It is observed from the table that the median score for both the sampled leaders and their followers correspond to third highest scale of response category -- Occasionally True (3). This result shows that the sampled leaders are of the employees have concern for flexibility and freedom in taking decision. The sampled followers have supported the opinion of their leaders at the same scale.

4.2.3.7 Share power

Power is the capacity that a leader has to influence the behavior of his followers. In case of laissez-faire leadership style, the leader has given all the authority to the employees. In order to assess style of the sampled leaders, the researcher has served a statement regarding “share power” to the respondents. The respondents’ opinions on this parameter are shown in Table 4.2.3.7. It has been
observed from the table that the median score for the sampled leaders falls at the second highest scale of response category - Frequently True (4). This result highlights that the sampled leaders frequently share their power with subordinates.

The sampled followers have rated about their leaders in this category. The median score for the sampled followers corresponds to fourth highest rating of response category - Seldom true (2). There is a gap between the two median scores. According to the score of the sampled followers, their leaders have overrated their response on this parameter - ‘share power’. Followers observed that the leaders did not share power with them that often.

4.2.3.8 Leadership Experience

It is true that everyone has leadership experience in life -- may be at home, in group or outside, organizations, politics or in any walks of life.

Table 4.2.3.8 shows the opinions of the sampled leaders regarding the statement “Everyone has leadership experience in life”. The median score for the sampled leaders corresponds to the highest rating of responds category - Almost Always True (5). This result has inferred that the sampled leaders have highly endured the statement “Everyone has leadership experience in life”. The sampled followers were excluded from this parameter.
Table 4.2.3.9
Overall score of Laissez-Faire Leadership Style

<table>
<thead>
<tr>
<th>Response category</th>
<th>Leader</th>
<th></th>
<th></th>
<th></th>
<th>Follower</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of respondents</td>
<td>Cumulative frequency</td>
<td>Median score</td>
<td></td>
<td>No. of respondents</td>
<td>Cumulative frequency</td>
</tr>
<tr>
<td>Almost always true</td>
<td>48</td>
<td>48</td>
<td></td>
<td></td>
<td>Almost always true</td>
<td>21</td>
</tr>
<tr>
<td>Frequently true</td>
<td>45</td>
<td>93</td>
<td></td>
<td></td>
<td>Frequently true</td>
<td>56</td>
</tr>
<tr>
<td>Occasionally true</td>
<td>46</td>
<td>139</td>
<td>Occasionally true</td>
<td></td>
<td>Occasionally true</td>
<td>63</td>
</tr>
<tr>
<td>Seldom true</td>
<td>36</td>
<td>175</td>
<td></td>
<td></td>
<td>Seldom true</td>
<td>67</td>
</tr>
<tr>
<td>Almost never true</td>
<td>25</td>
<td>200</td>
<td>Almost never true</td>
<td></td>
<td>33</td>
<td>240</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>200</td>
<td></td>
<td></td>
<td>Total</td>
<td>240</td>
</tr>
</tbody>
</table>

4.2.3.9 Over-view

The table above shows the overall score of the sample leaders with reference to laissez-faire style in their leadership practices. It is found from the table 4.2.3.9 that the median score for the sampled leaders’ falls at the third highest rating of the response category -- Occasionally True (3). This result highlights that the sampled leaders have sporadically exercised laissez-faire style in their leadership practices.

One of the factors contributing to this style is that some of the sampled leaders are from health care and higher educational sectors. These sampled leaders were highly professional and expertise in their areas. They delegated authorities and responsibilities to their employees who were either doctors or professors. They have confidence on the capability of their peers and subordinates.