CHAPTER I

INTRODUCTION

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1.1 INTRODUCTION

Organisational success depends directly upon the style of the managers. It is really their styles that bring success in culture and ethos, which, in turn, help to create the necessary work culture to employee's motivation and performance.

The organisational success and achievement can never be a one man affair. It requires the combined efforts of all the members of the organisation. The leader-manager plays a critical role here by creating a culture which catalyses and channellises the human energy or the potential for organisational growth and success. The fact that most of the management development programmes for the managers devote a substantial portion of their time to examining the role and style of the top leaders reflects the concern for building a top management cadre which could achieve success and shape the destiny of the organisation.

The present industrial society seems to suffer from an unprecedented crisis of leadership at the top, middle and lower level. People today do not demonstrate reverence for the prevalent leadership which used to be common in the past. On the contrary, they take every opportunity to express their agony and disillusionment. The industrial unrest, violence, low morale, all-round lack of commitment, low performance and lack of creative and innovative ideas are perhaps the blocks in channellisation of human energy in organisations.
The need of the time is not the old styled transactional leader, but a new breed of transformational leader. Transactional leader, no doubt, had a role to play in the earlier era of expanding market and non-existent competition. Today we need a leadership style which is characterised by change orientation, innovation and entrepreneurship. A style which is systematic, consisting of purposeful and organised search for changes, rational analysis and the capacity to move resources from areas of lesser to greater productivity is more appropriate. Leader behaviour which is committed to the organisational goals, purpose and mission can achieve this.

Although, both organisational success and failure are influenced by a variety of factors, yet both phenomena are explained wholly in terms of the leadership style of the executives. The credit for the success as well as for the failure, therefore, invariably tends to go to the Executives or managers of the organisation. This happens because of the attributional phenomenon. It is therefore, essential for the researchers to be sensitive about the subordinate’s perception about the leader’s styles. The subordinates may bring out the leadership style of their executives which is the magnitude of his actual contribution to the success or failure of the organisation.

The leadership studies initiated in 1945 by the Bureau of Business Research of Ohio State University attempted to identify the leader behaviour. The interdisciplinary team of researchers from psychology, sociology, and economics developed and used the ‘Leader Behaviour Description Questionnaire’ to analyse the managerial behaviour of leaders in numerous types of groups and situations. The answers to the questionnaire were then
subjected to factor analysis. The two dimensions of the managerial behaviour that has emerged in the analysis were labelled as "consideration" and 'Initiating structure'.

Blake and Mouton\(^1\) instead of using the words "consideration" and "initiating structure", used the different words known as 'concern for people' and 'concern for production'. "Concern for" means the managers' pre-disposition about something or attitudinal dimension. Therefore, the managerial grid is the attitudinal model that measures the values of feelings of a manager.

"Managerial grid" developed by R.R. Blake and J.S. Mouton and "3-D Theory of Managerial Effectiveness developed by W.J. Reddin\(^2\) have the common ground. They both use a two dimensional grid "concern for production" and "concern for people" in the case of Blake and Mounton's; and "Task orientation" "Relationships orientation" in the case of the 3-D Theory.

A major difference between the two systems is that the 3-D theory suggests defining an individual, but ignores the fact that he may be either effective or ineffective, and thus, a third "Effectiveness" dimension is added to the grid. Further, the 3-D theory draws upon the situational management approach, with emphasis upon the development of appropriate style flexibility.


Most readers are probably less familiar with 3-D theory than with Blake and Mouton's Grid.

The orientations identified by the Ohio State University studies and Blake and Mouton need not be the same orientations for the bureaucrats working in the bureaucratic environment which is vastly different from that of an environment prevailing in non-government organisations.

Ganguli\(^3\) (1961 and 1964) showed that a higher degree of control was prevalent in leadership behaviour of Indian managers from an engineering factory. Majority of managers preferred autocratic style of supervision. The interesting finding was that the subordinates also seemed to like the autocratic style of leadership. The various styles studied were autocratic, bureaucratic, paternalistic or all the shades of these three styles. Ganguli has also reported that 46.9 per cent of the managers and 31.0 per cent of workers of a factory preferred autocratic organizational climate while only 12.30 per cent of the managers preferred democratic climate. The existing environment was perceived to be autocratic by 51.0 per cent of the managers and 43.6 per cent of the workers. Govindaraja (1964) found significant differences between leaders and non-leaders with regard to vocational preferences.

Dubashi\(^4\) (1984) discussed the concept of leadership as applied to the public administration in the light of recent developments. Leadership should

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provide a sense of direction and must identify goals and objectives, state them clearly, work out a programme of action for the attainment of the goals and allocate responsibilities amongst the members. Every member of the administration should be dedicated to the attainment of the goals. According to Dubashi, administrative leadership is a functional leadership.

Tannenbaum and Schmidt\textsuperscript{5} (1958) depicted a broad range of styles of keeping the authoritarian and democratic styles at the two extremes. Authoritarian style emphasises task and the other stresses relationships.

Ohio State University studies on two dimensions of leadership, initiating structure and consideration and those of others who replicated their methodology, also faced the same problems. Korman\textsuperscript{6} (1966) reviewed and researched in which consideration and structure scores of industrial supervisors were related to various criteria of supervisory effectiveness and work group performance. It was found that rating made by peers of supervisory and performance are not related to the supervisor’s consideration and initiating of structure. However, evaluations by superiors and subordinates, as well as various objective criteria tend to be related significantly to the supervisor’s leader behaviour as described by subordinates. These findings appear reasonable in that a supervisor’s peers in the industrial

\textsuperscript{5} Tannenbaum, R. and Schmidt, W.H : How to choose a leadership pattern. 

organisation are not as well placed as are his superiors to evaluate his performance accurately.

Harris and Fleishman7 (1955) administered the Leader Behaviour Description Questionnaire (LBDQ) to thirty-nine foremen before and after a course on human relations. At the same time, questionnaire was administered to a controlled group of foremen who had not taken the course. The control group exhibited greater stability of behaviour over time than the experimental group did, suggesting that training was effective in changing behaviour as perceived by subordinates.

Reddin (1970) has propounded Tri-Dimensional Leader Effectiveness Model and developed the eight managerial styles - democratic (Executive), benevolent autocrat, developer, bureaucrat, compromiser, autocrat, missionary and deserter.


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your Managerial Style" - Old version of Reddin. It is observed that P.Singh has used only ten situational elements out of twenty propounded originally by Reddin.

It is seen from that work that managers working during the period from 1982 to the late 1987 have supplied data for the only ten situational elements. A study of those data which was obtained based on ten situational elements, may not enable us to arrive at the final truth but definitely it is one of the means to understand the truth.

Adopting these insightful view points of Reddin’s (1970) 3-D Theory, P.Singh has tentatively classified the Leader Behaviour into eight types such as - Autocrat, Compromiser, Missionary, Deserter, Benevolent Autocrat, Democrat, Developer, Bureaucrat. The work of P.Singh and Asha Bhandarakar was not based on all the twenty situational element as propounded by Reddin. They considered only ten situational elements. So, there is a need for an empirical study, taking into consideration of all the twenty situational elements, to assess the Leader Behaviour Orientations. P Singh and Asha Bhandarekar\(^8\) had carried out the project work in the selected companies and not in the Government Organisation.

It would be worth while here to recall a question that some one had put to Mahatma Gandhi; "Bapuji you have been educated in England, and come from a fairly rich family. What then did tempt you to lead the life of a naked

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"Fakir?" To this Gandhi's reply was: "This great country never cared for the language of kings and emperors it always, however, bowed and expressed reverence to fakirs and saints" Gandhi's response provides us useful insights into one of the vital paradigms on leadership - the paradigm of compatibility between the leaders' behaviour and the followers' expectations.

Since the followers' (subordinates) expectations the leaders' styles are manifestations of certain culturally valued behaviour, it is desirable to study it in order to evolve a model of leadership style, which could be culturally consistent and functional in the Indian context. Virtually, no work in India is available on this phenomenon. The present work, to some extent, aims at bridging this gap. This research study has been designed to examine

a. The self-perceived leadership styles of the three managerial levels of Madras Telephones.

b. The expected (preference) leadership style from the higher officers by the subordinates.

c. To compare both with a view to exploring the homogeneity or divergence between them.

Besides, the self-perceived leadership styles have been examined across the important demographic variables i.e. birth order, work experience, religion, community, educational qualification.
A study of psychometric verification of Reddin's "3-D Theory - Leadership Styles" in public utility service organisation - Madras Telephones in the above content would be helpful.

Hence, from the descriptions of the behavioural patterns of various types of leaderships enumerated in the above said survey of literature, we can identify predominant leadership styles of telecom engineers in the Madras Telephones.

Keeping the fact in view, the present study is an attempt to know the existing leadership styles of Telecom Engineers. This study also further aims to find out the preference Leader behaviour styles expected from their superiors by the subordinates in the present organisational culture and climate of Madras Telephones.

1.2 STATEMENT OF THE PROBLEM

The Telecommunication service is an essential infrastructure for national development which plays a vital role in almost all aspects of social and economic activities. Telecom system is the public utility service organisation. They contribute significantly to the organisational effectiveness. The relative merits and demerits of their behaviour and styles have not been analysed. The Central Civil Service (Classification and Appeal) consists of the rules and regulations only and it does not indicate what type of managerial style is to be followed. We unfortunately, lack adequate information about the managerial class; its background behaviour belief structure, value etc. Among
various approaches to management is one important approach namely interpersonal behaviour approach called the human relations by leadership or behavioural science approach. Therefore, it is important to understand the nature of human behaviour for understanding the process of leadership or managerial styles.

Man-Management is the art of influencing people so that they will strive willingly towards the achievement of group goals. Every group of people that performs near its total capacity has some persons as its head who is required to perform the art of managerial aspects. For instance, in Madras Telephone District (MTD) - Junior Telecommunication Officer (JTO) at the section level, the Sub-Divisional Engineer (SDE) at the unit level, the Divisional Engineers (DE) at the divisional level, the Directors, Deputy General Managers (DGM) at the zonal level - Telecommunication Engineers of Madras Telephones may possess the skills in varying degrees. The styles and effectiveness with which their skills are applied to the Telephones Department will influence the organizational efficiency and effectiveness. The styles of the Telecom. Engineers will be influenced by the culture of leadership inherent in the Telecom. Organisational system. No attention has been paid to find out the leadership styles and effectiveness of Supervisors (JTOs) and Executives (AEs, DEs & Directors) in public utility service organisation - Telecom. Department. Therefore, present research study is an attempt to fill this gap.
As per Katz and Kahn⁹ (1966) role theory the effectiveness of the organisational roles are much related to the congruence of the expectations of the role senders and the perceived perceptions of the role players and their own ideas about how the role is to be played. In the similar way, no empirical studies are available in Government department to enable us to know whether the self perception of the leadership styles of the Telecom Engineers (DEs, SDEs, and JTOs) tallies with the expectations of their subordinates (SDEs, JTOs and Staff). In other words, no empirical studies are available to enable us to know whether the leadership styles practiced by Executives / Supervisors are in tune with what is expected from them by their subordinates. There is a research gap in this area.

Hence, this present study aims to find out whether the leadership styles practised by the Executives / Supervisors of Madras Telephones are in tune with what is expected from them by their subordinates.

This research study aims to find out the Management styles of Telecommunication Engineers in Madras Telephones and to compare among the three levels of management hierarchy viz. Low level, middle level and top level. This study also further aims to find out the predominant leader behaviours of Telecom. Engineers which determine the pattern of Leadership styles in a public service organisation i.e. Madras Telephones.

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1.3 (a) OBJECTIVES OF THE STUDY

The present study aims to achieve the following scientific objectives.

1. To examine the concept of Leader Behaviour with special reference to the psychometric issues of leadership styles. i.e. aims to find out the predominant leadership styles of Telecom Engineers in Madras Telephones.

2. To review Reddin’s 3-D model and to check its empirical validity with reformulations.

3. To conduct an empirical survey of the Madras Telephones with a view to examining the leadership styles practised by Executives / supervisors whether they are in tune with what is expected of them by their subordinates.

4. To attempt to develop a new model of Leadership styles.

5. To report the findings of the empirical survey and

6. To test the following hypothesis

1.3 (b) MAIN HYPOTHESES FORMULATED FOR THIS STUDY

Hypothesis I

There will not be any significant differences in leadership styles formulated by Reddin as per three dimensional theory and that of the leadership styles emerged in Madras Telephones - Govt. Departmental organisation.
Hypothesis II

There will not be any significant difference between the leadership styles practiced by Executives / Supervisors and the leadership styles expected from them by their subordinates.

Hypothesis III

There will not be any significant differences in leadership styles of Executives and the supervisors of Madras Telephones.

Hypothesis IV

There will not be any significant differences in the leadership styles of the directly recruited Telecom officers and the promoted Telecom officers.

Hypothesis V

There will not be any significant differences in leadership styles of the Telecom officers based on their work experience.

Hypothesis VI

There will not be any significant differences in the leadership styles of Telecom officers based on their demographic variables such as religion, community, educational qualification and also the birth order of them in their families.
1.4 RESEARCH METHODOLOGY

This study consists of two parts. 1. Basis research 2. Applied research. For the sake of basic research, the existing literature on leadership styles have been scanned. The 3-D model of W.J. Reddin has been examined and a new model has been reformulated.

The applied part - the study has utilised the modified model of Reddin’s leadership styles and tested it in an empirical situation. A survey has been conducted in the Madras Telephones, taking the Telecommunication Engineers of Madras Telephones as the Universe. For the purpose of survey, a stratified random sample of 25% has been drawn. Two formats of leadership styles have been prepared, one for self rating by a leader (e.g. I often consult my subordinates) and another for subordinates to rate desired leader (e.g. I want a leader who often consults his subordinates).

A precoded and fully structured data schedule has been administered on a total (240 - experimental group + 108 - control group) 348 number of respondents. The organisational structure of Madras Telephone Department is given in chart 1.1.
Population

The sample of population has been limited to the urban area only because the reckoning with the rural sample presented a method of problems of visits to and resources. But it is the urban opinion that sets the trend for the national scene. The findings of the survey may therefore be taken to reflect a reliable situation in regard to the leadership styles of Telecom. services throughout India. The sample consisted of Telecom. Engineers (Managers) from the different field units (Internal Equipments/External Plant Maintenance Unit, Planning Unit, Administrative Wings, Material Store Units, Repair Centres, Telecom. Training Centres, etc.) of Madras Telephone District. The size of the sample was adequate enough vis-a-vis its universe.

The particulars of the population covered for the two questionnaires and the responses obtained from different categories are shown in chart 1.2 given below.
**Personal Bias**

The researcher belongs to the Indian Telecom. Service. Having put in over 21 years of service in the department, the study was likely to get influenced in the directions in which the researcher wants the behaviour of his superiors and colleagues to materialised. Such a bias was scrupulously avoided from colouring the conclusions.
Instrument Used

Studies conducted with scales and questionnaires have their own limitations. A Questionnaire consisted of 20 situations, viz., 1. Superior, 2. Coworker, 3. Subordinates, 4. Staff Advisers, 5. Unions, 6. Customers, 7. General Public, 8. Creativity, 9. Objectives, 10. Planning, 11. Change Introduction, 12. Implementation, 13. Controls, 14. Evaluation, 15. Productivity, 16. Communication, 17. Conflict, 18. Error, 19. Meetings, 20. Teamwork. The item of each situation was related to the behaviour of the Telecom. Engineers. In other words, the behavioural items were related to specific act of the executives. For the present study, a questionnaire MPAT, Reddin's 3-D Model (Management Position Analysis Test) was used to measure the dimensions of the Leadership styles, of the Telecom. Engineers. The MPAT was constructed to measure the eight types of Leadership Styles and two orientations in twenty situations. All test items are derived from a matrix composed of twenty elements and eight styles. Each of twenty situational elements are combined with eight managerial styles to produce 160 different items. The respondents were asked to select two out of four items. The two out of four force choice, was used to increase the discrimination power of individual weak items and to further control for social desirability. (An advantage of the force choice technique is described by Scott (1968) in The Hand Book of Social Psychology. The data, thus generated represented the subjective assessment of the outcome variables i.e., the eight leadership styles.

The study made an effort to cross validate the items of the Leadership Styles, by comparing the Telecom. Engineers (Managers), self rating with their subordinates' expectation. For this purpose, the Zones/Areas were taken up as the unit of analysis where the scores of the zonal/head (Directors),
were compared and co-related with the average scores of the subordinates; belonging to that zone/area. The perception of immediate subordinates about the leader/managers viz., the levelwise comparison indicated a better picture.

The questionnaire also included a few questions about the demographic variables such as birth order, years of experience in Government Department, Educational Qualifications, religious faith, and the communities of the respondents. These were used as independent variables to assess the impact of them on the emerged factors of the study.

A pilot study was conducted by using the questionnaires. The reliability and validity were found by using Spearman-Brown Prophecy formula (split-half method). The details are given below in table 1.1.

**TABLE 1.1**

**RELIABILITY AND VALIDITY**

<table>
<thead>
<tr>
<th>Leadership Styles</th>
<th>Correlation Value</th>
<th>Reliability Coefficient</th>
<th>Validity Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deserter</td>
<td>0.7880**</td>
<td>0.8814**</td>
<td>0.8393**</td>
</tr>
<tr>
<td>Missionary</td>
<td>0.5261**</td>
<td>0.6895**</td>
<td>0.6336**</td>
</tr>
<tr>
<td>Autocrat</td>
<td>0.6327**</td>
<td>0.7750**</td>
<td>0.7187**</td>
</tr>
<tr>
<td>Compromiser</td>
<td>0.7451**</td>
<td>0.8539**</td>
<td>0.8063**</td>
</tr>
<tr>
<td>Bureaucrat</td>
<td>0.6450**</td>
<td>0.7842**</td>
<td>0.7284**</td>
</tr>
<tr>
<td>Developer</td>
<td>0.7131**</td>
<td>0.8325**</td>
<td>0.7816**</td>
</tr>
<tr>
<td>Benevolent Autocrat</td>
<td>0.7278**</td>
<td>0.8425**</td>
<td>0.7929**</td>
</tr>
<tr>
<td>Democrat</td>
<td>0.5384**</td>
<td>0.6999**</td>
<td>0.6436**</td>
</tr>
</tbody>
</table>

**Significant at 0.01 level**
In assessing the self-perceived leadership styles of Telecom Engineers, Officers who are directly recruited by Department and the officers who joined the Govt. Service in the lower grade and later elevated to officers grade were included. While analysing the self-perceived leadership styles of Telecom Engineers, the differences among the two groups of the Telecom Engineers were also separately considered.
The data so collected has been subjected to analysis by using appropriate statistical techniques to arrive at interferences and also to test the hypotheses.

Structure of the Study

The following chart 1.4 will indicate the segment of the study in Madras Telephones Organisation.

**CHART 1.4**

Madras Telephones

Group C - JTOs

Group B - SDEs, ADETs

Supervisory Cadre

Executive Cadre

Group A - DEs, Dy.GMs, GMs, CGM

**STATISTICAL TECHNIQUES**

The data was analysed on the basis of the following statistical tools.

**Inferential Analysis**

The inferential analysis included parametric test like ‘t’ test. ‘t’ was employed to find out significant difference between the means of different groups for all the identified factors obtained with the help of factor analysis technique for total sample. The two criterion group (I Set-Self perception group & II Set-preferential group) were compared with each other on the factors related to both to the self perception leadership styles and the preferential leadership styles.

**Discriminant Function Analysis**

Discriminant function analysis was applied to know whether the obtained factors related self-perception and preferential leadership styles had the capacity to discriminate between criterion groups.
GEOGRAPHICAL AREA OF THE SURVEY

Madras Telephones System provides integrated telecommunication facilities for the Metropolitan City of Madras and its suburbs covering an area of 1,105 Sq.Kms. and serving over six millions of citizens. It is a multi-exchange area network comprising of 36 Telephone Exchanges of different types (SXS=3, Crossbar=10, Electronic Exchange=23).

The survey has been carried out as per the map showing the Madras Telephone District boundary.

The general survey details are given below:

A. Name of the State Covered : Madras City and its Urban
B. Area covered by Madras Telephone District : 1,105 Sq.Kms.
C. Population Covered by MTD (Projected Figures) : 6 Millions

This is a statistical procedure for testing the significance of the overall differences among several group centroids. The spss subprogramme 'Discriminate' performs discriminants analysis either by entering all discriminating variables directly into the analysis or through a variety of stepwise methods selecting the 'best' set of discriminating variables. In this study, Roo's V (1952) criterion was used for controlling the stepwise selection. Discriminate analysis begins with the desire to statistically distinguish between two or more groups of cases. The mathematical objective of discriminant analysis is to weight and linearly combine the discriminating variables in some fashion so that the groups are forced to be as statistically distinct as possible. The use of discriminant analysis as a classification technique comes after the initial computation. In discriminant analysis the alternative to the direct method is to use a stepwise selection method. Independent variables are selected for entry into the analysis on the basis of their discriminating power. In many instances, the
D Number of Telecom, Engineers in MTD

<table>
<thead>
<tr>
<th>JTO</th>
<th>AEs</th>
<th>DEs</th>
<th>Directors</th>
<th>GMs</th>
<th>CGM</th>
</tr>
</thead>
<tbody>
<tr>
<td>576</td>
<td>272</td>
<td>47</td>
<td>14</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>

E Number of Subscribers under Telephone Services : 1,86,473

RESEARCH TOOLS EMPLOYED

Since two survey questionnaires prepared for this study aim to find out the predominant Leadership styles adopted by Telecom. Engineers and the expectation of subordinates about the Leadership styles of their bosses, intercorrelation technique was used to find out the homogeneity or divergence.

The **DISCRIMINANT ANALYSIS** technique was used to find the differences in the "leadership styles" of the three levels in the hierarchy of the Telecom. Engineers Viz., Group-A, Group-B and Group-C.

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full set of independent variables contain excess information about the group differences or perhaps some of the variables may not be very useful in discriminating among the groups. By sequentially selecting the 'next best' discriminator at each step a reduced set of variables will be found which is almost as good as, and sometimes better than, the full set. The stepwise procedure begins by selecting the single best discriminating variables according to a user determined criterion. A second discrimination variables is selected as the variable best able to improve the value of the discrimination criterion in combination with the first variable. The third and subsequent variables are simply selected according to their ability to contribute to discrimination. At each step, variables already selected are removed if they are found to reduce discrimination when combined with more recently selected variables.
To identify the significant differences in the "leadership styles" of Telecom. Engineers on the basis of their Birth order, Work experience, Religious faith, Community and Educational qualification, the **ANOVA TECHNIQUE** was used and also for the significant groups critical ratio was also carried out.

For the Telecom. Engineers, to find out the appropriate factors (Components) related to their leadership styles with the factors related to the organisational culture in Madras Telephones, the technique of **INTER CORRELATION** and step wise **REGRESSION ANALYSIS** were employed.

Plan of the research study is given in the chart 1.6.

### 1.5 LIMITATIONS OF THE STUDY

A critical appraisal of the present research work, points out quite a few limitations pertaining to various aspects of the research. These are briefly mentioned below.

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Eventually either all variables will have been selected or it will be found, that the remaining variables are no longer able to contribute to further discrimination when this point is reached, the stepwise procedure results is an optimal set of variables being selected. The result is only optimal (rather than maximal) because not every possible subset is considered. The assumption is that the stepwise procedure is an efficient way of approximately locating the best set of discriminating variables. This stepwise discriminant analysis procedure was employed in the present investigation. The said analysis was done for leader behaviour for the group of Executives (Group ‘A’ and Group ‘B’ Officers) and Supervisors (Junior Telecom Officers). The same analysis was done for leadership styles for 1st set (self perception - Group) and II set (preference style - Group). This procedure was used to see which of these variables contributed maximum towards the difference between criterion groups.
PLAN OF THE RESEARCH STUDY
The study was conducted in Madras Telephones - a large size public service organisation (Department of Telecommunications) employing nearly 10,022 persons which included around 913 executives supervisors - (As per Annual report 1994-95 Madras Telephones). To make the "Leadership Styles" study compact, only the managerial cadres viz., Junior Telecom Officers, Sub-Divisional Engineer, Divisional Engineers, Dy.General Managers, General Managers, Chief General Manager, who form the Management level of the Department of Telecom. have been chosen. This managerial cadres are the engineering service Officers. There are number of other cadres in various wings which require extensive research. Conducting a study comprising all the Telecom Engineers of the country is beyond the resources of this academic attempt.

It must be emphasised that the focus of this research work is not on the entire Telecom setup, but only Madras Telephone District, which is one of the field units of Department of Telecommunication. However, this study is entirely applicable to similar Telephone Districts elsewhere in our country India.

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**Regression Analysis**

In the correlation matrix, it is seen that leadership styles of Telecom Engineers seems to have significant relationship with their self perceived roles. Hence an attempt is made to predict the extent of significance of each leader behaviour on the different situation perceived by the Executives (DEs / SDEs) and Supervisors (JTOs). The Stepwise regression analysis was applied having the situations as an independent variable and each one of the self perceived style as dependent variable. The stepwise (multi-linear) regression equation is given by $Y = a + b_1 x_1 + b_2 x_2 + \ldots + b_n x_n$
This is a time bound academic attempt, the population is restricted only to geographical area of Madras City of Tamilnadu in India. This study has used a combination of exploratory descriptive and casual methodologies for research and appropriate statistical techniques are used, to cull out relevant information from the host of data that were collected for this study. In this study the perceptions and the view of the respondents are obtained through two structured questionnaires - Managerial Positional Analysis Test (MPAT) of Reddin. While responding to the statements in these questionnaires the respondents might have an inherent fear that their identity could be traced and hence because of that they would not have answered the questionnaire very frankly and genuinely. This possibility exists even though the questionnaires are administered to the senior and experienced people whom we normally expect to be frank and genuine in their responses. This possibility is looked at as another limitation of this study.

Where,

Y = Dependent variables (leadership styles)

\[ x_1 x_2 x_3 x_4 \ldots X_n = \text{Independent variables (situation elements)} \]

a and \( b_1 \) \( b_2 \) \( b_3 \ldots \) \( b_n \) = Arbitrary constants.

**Analysis of Variance**

The analysis of variance is used to test the significance of difference between means of number of different samples. Null hypothesis IV is formulated on the basis that the samples are drawn from the population having the same means. Using this technique, an attempt is made to find out whether demographic variables of the respondents have got any, significant impact on the respondent's leadership styles.
1.6 SIGNIFICANCE

The effectiveness of the leadership styles very much depends on the congruity between the self-perceptions of the Telecom Engineers and what is expected from them. Since valid documents are not available on this particular aspect the findings of the study would be making a significant contribution in filling up this gap. If in this study it is seen that the expectations of the subordinates and the self-perception of the leaders viz. Telecom Engineers are not tallied with one another, then the department could take efforts to bring forth the desired perceptual changes within the officers so as to effectuate a congruity between the two. Such effort may also make the department to have a relook at the whole organisational structure and processes. Further this study would help us to identify the predominant leadership styles of the Telecom Engineers. The literature on leadership styles poignantly points out that the predominant behavioural orientations of the leaders are "relationship orientation" and 'task orientation'. However, these two orientations need not be the same predominant orientations for the bureaucrate working in the bureaucratic environment which is entirely different from that of the environment prevailing in non-governmental organisation.

Hence this attempt to identify the Telecom Engineers style of function will make a worthwhile contribution. Once the behavioural orientations of the Engineers are empirically found out then on the basis of these orientations, the behaviour typology could be attempted and their appropriate style could be assessed. When we are able to do these things the emanating literature would be very much useful in training the Engineers to be highly effective in their
leadership roles. Since this study also attempts to find out the differences between the directly recruited Telecom Officers and the promoted Telecom Offices with respect to leadership styles, the findings could be used to assess the causative reasons for the same and to have a relook at the recruitment policies that are being followed by the Department of Telecommunication in recruiting personnel to this public service. Further the findings could also be used in the training programmes that are designed for the telecom officers, to inculcate more desirable orientations to enable them to adopt the required leadership styles effectively.

1.7 CONCLUSION

The early studies on leadership tried mainly to map out those psychophysiological characteristics that differentiated leaders from non-leaders. Measurement of leader's behaviour led to the concept of leadership styles, and the efforts that linked styles with effectiveness. Lot of work has been done on leader's behaviour, styles and on best styles of leadership. However, one interesting area remained rather neglected, that is delineation of those factors that predispose a leader to choose his style. This study is an attempt in this direction using "Reddin's 3-D leadership style theory based on the situational approach".

The literature also suggests that the leadership as reported by the leaders (Superior) may differ from the expectation by their followers (Subordinates). The study proposed to examine this hypothesis. Hence in this study an attempt is made to find out the leadership styles of the
Telecommunication Engineers as what are expected by the subordinates in the hierarchical levels of the Madras Telephone Department and also to find out the predominant leadership styles that are present among the Telecommunication Officers, in the bureaucratic setup. This study has contributed to reducing the knowledge gap in this aspect and hence contributed substantially to the existing knowledge.