CHAPTER III

OVERVIEW OF LITERATURE

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3.1 INTRODUCTION

In this chapter, an attempt has been made to present a review of studies bearing on leadership styles. Published work on various aspects of leadership styles have provided a background for the present study.

Leadership is defined as the relationship in which one person (the leader) influences other to work together willingly on a related task to attain goals devised by the leader and/or group\(^1\). Thus, the leadership is a key element in human resource in any organisation. Leadership is a part of management, but not all. Leaders require and use three different skills in influencing and interacting with people to attain goals viz., technical skills, human skills, and conceptual skills.

Leadership, the process of influencing the activities of others towards goal achievement, has long been recognised as a vital aspect of management. Accordingly, a tremendous array of studies has been conducted in this important area.

The current theory of leadership has evolved from fifty years of studies on this subject. It is derived from the best features of the earlier theories of leadership. First, it is important to examine the historical "root" of this theory in order to bring us up to present day thinking. Specifically, leadership will be

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viewed from five perspective which illustrate the development of the current model: the leader; the leader and group; the leader, the group, and the situation; the leader's two primary concerns - production and people; and finally, Reddin's 3-D leader effectiveness model.

At one time, it was believed that leadership was a right that one inherited from birth. This went out of fashion with the realization that people born into leadership roles often are not leaders.

The first major formal approach to the study of leadership, known as the "trait approach" was the primary theory in leadership study between 1900 and 1940. In effect, researchers of that period started to ask: "How do leaders differ from followers in terms of personal traits?". When the results of all the research efforts were studied collectively, there were some traits that leaders seemed to have in common. However, researchers slowly began to realize that this approach to the study of leadership was not entirely valid, as the results varied from one occupational group to another. Researchers then began to ask "What styles of behaviour did leaders exhibit in their specific group"? and the new perspectives began to emerge.

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3.2. EVOLUTION OF RESEARCH STUDIES ON LEADERSHIP STYLES

In the past seventy years, more than three thousand leadership studies have been conducted and dozens of leadership models and theories have been proposed. 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 'LBDQ' to analyse the managerial behaviour of leaders in numerous types of groups and situations. The two dimensions of the managerial behaviour that has emerged in the analysis were labelled as "consideration" and "Initiating Structure". Blake and Mouton instead of using the words "consideration" and "initiating structure", they used the different words known as "concern for people" and "concern for production". The orientations identified by the Ohio State University studies and Blake and Mouton need not be same the orientations for the bureaucrats working in the bureaucratic environment which is vastly different from that of an environment prevailing in Non Government organisations.

In the following paras a brief survey of some of those important researches are given.

a. Work done Outside India

Pigors (1936) has observed that leaders in group work tend to act either as (i) master, or (ii) educator. Trait approach was carried out under the direction of Caroll Shartle at the ohio state university in the late 40's and early 50's. The main findings of this study suggest that managerial behaviour can be classified into two categories, namely initiating and consideration.

Two important studies were conducted by researchers that addressed the leader-group perspective. In one study, D.Cartwright and A.Zander developed the 'functional' approach to leadership. They saw leadership behaviour as a result of the performance of two functions: task (or goal achievement) functions and relationship (or maintenance) functions.

In the other study, K.Lewin, R.Lippitt, and R.White identified three basic styles of leadership: Authoritarian (where the leader has all the power and influence in decision-making); Democratic (where the leader shares power and influence in decision-making with his group); and Laissez-faire (where all the power and influence in decision-making is given to the group members).

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4 Pigors.P., (1936) Types at leaders in group work. "Sociology and social research".

According to their research, the best leadership style in terms of productivity and group satisfaction was the democratic style. The study emphasized the democratic leadership style over the authoritarian leadership style, which was once widely believed to be the most effective style of leadership.

During the later 1930's R.Tannenbaum and W.Schmidt (1958)⁶ plotted leadership styles along a continuum, based on the degree that power and influence on decision-making was retained by the boss or shared with subordinates. They identified four basic styles of leadership along this continuum - "tells", "sells", "consults", and "joins". "Tells" is the authoritarian style of leadership, and "joins" is the democratic style of leadership. They suggested a mix of all styles of leadership - ranging from "tells" to "sells" to "consults" to "joins" - may be the best. To determine which would be the most effective leadership style at any point in time, it is necessary to consider three sets of forces - (i) forces of the leader; (ii) forces in the subordinates and (iii) forces in the situation (Chart 3.1)

They concluded that a successful leader is one who can accurately assess the forces that determine what behaviours would be most appropriate in any given situation and there is able to be flexible enough to adopt the most functional leadership style.

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Chart 3.1

Boss - Centered Leadership

Use of authority by leader

Area of freedom for subordinates

Subordinate - Centered Leadership

Leader makes Decision and Announces
Leader "Sells" Decision
Leader presents Problem and Gets Suggestions
Leader lets Group make the decision
Getzels and Guba (1957)\textsuperscript{7} proposed three types of leadership, of these two are associated with separate dimensions of group activity. Nomothetic leadership is involved with roles and expectations which define the normative dimensions of activity in social systems. Ideographic leadership is associated with individual needs and dispositions of members which define the personnel dimensions of group activity. Synthetic leadership reconciles the conflicting demands arising from the two constrasting systems within a group.

Stogadil (1959)\textsuperscript{8} suggested that it is the function of the leader to maintain group structure and goal direction and to reconcile conflicting demands arising outside the group.

In the 1960's a highly useful theory of leadership was developed by R.Blake and J.Mouton (1964)\textsuperscript{9}. Through their model called the "Managerial Grid" leadership was defined by two fundamental leadership concern - concern for production and concern for people. The major drawback of this model is that it views the team management leadership style, which is essentially the same as the democratic style, as the best leadership style for all people in all situations. It also suggests that concern for production and concern for people

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should always be equal. In actual day-to-day management experiences, there are too many instances where this is not practical.

The best integration of ideas concerning leadership into one comprehensive and yet relatively understandable model, drawn up by P. Hersey and K. Blanchard (1977) suggest that there are two sets of behaviour necessary to effective leadership: task behaviour and relationship behaviour. Given those two sets of behaviour, four leadership styles are possible. They are,

- TELLING-high task, low relationship behaviour.
- SELLING-high task, high relationship behaviour.
- PARTICIPATING-high relationship, low task behaviour.
- DELEGATING-low relationship, low task behaviour.

Hersey and Blanchard suggest that each of those leadership styles may yield highly effective results. To determine which style would be most appropriate, it is necessary to determine the "task maturity" of the members in one's group. Task maturity is defined as the degree of willingness and ability to assume responsibility.

- With subordinates of low task maturity, the TELLING approach is likely to be the most effective.

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• With subordinates with moderately low task maturity, the **SELLING** approach is likely to be the most effective.

• With subordinates with moderately high task maturity, the **PARTICIPATING** approach is likely to be the most effective.

• With subordinates of high task maturity, the **DELEGATING** approach is likely to be the most effective.

This model illustrates the nature of effective leadership and capitalizes on the strong features of the earlier theories while avoiding their shortcomings. Thus, it currently is perhaps the single most impressive model for selecting the most effective leadership style for any work situation.

Fiedler (1967)\(^1\) has termed his theory of leadership effectiveness as "the contingency model". In essence, it is a system for predicting which leaders will be effective in different situations. Its principal implications are for the processes of recruitment, selection, and placement of leaders.

Victor H. Vroom (1976)\(^2\) has focused a new look at leadership by postulating a number of necessary ingredients for a situational theory of leadership. He has developed a model on some of the previous approaches and formed more general knowledge concerning both human behavior and functioning of groups.

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Bowers and Seashore (1966)\textsuperscript{13} concluded that there are four basic dimensions of leadership: support, emphasis on goals, facilitation of interaction and facilitation of work. Support is similar to consideration to Likert's concept of supportive management. It is the behaviour that enhances some one else's feeling or personal worth and importance. The emphasis is on goals stimulation enthusiasm for achieving high performance level. Facilitation of interaction involves encouraging group members to develop close, mutually satisfying relationships. Finally, facilitation of work is similar to Fleishman and Harris (1962) dimension of initiating structure. It is the behaviour that promotes the attainment of goals through activities such as scheduling, planning, coordinating and providing resources. Requisite management skills and activities differ from one hierarchical level in the organisation to another. The management of physical, human and strategic resources receives different degrees of emphasis in lower, middle and top management position.

Likert (1961)\textsuperscript{14} discovered the general pattern of management and found that supervisors with the best record of performance focussed their primary attention on the human aspect of their subordinate's problems (employee-centred). Other supervisors who kept constant pressure on production were called job-centred but were found more often to have low producing sections.


Korman (1966) 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 the 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 organisational are not as well placed as his supervisors to evaluate his performance accurately.

Leadership is composed of two factors initiating structure and consideration - according to Edwin Fleishman and David Peters, (1962) writing in personal psychology in 1962. Initiating structure is the extent to which an individual defines his own behaviour and the behaviour of others. Consideration is the extend to which an individual achieves a high rapport or rapport two-way communication with others. Consideration in essence is personal power.

A brief of the concept is given below.

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15 Korman, 1966. Consideration, initiating structure and organisational criteria - A review - "Personnel Psychology".

Katz's (1966) efforts through analytical method to trace the three levels of hierarchy, fixing the effective leadership is a very good study. According to Katz and Khan (1966) organization, (creating, changing, and eliminating structure), interolation (Supplementing, and precing out structure) and administration (using structure as it already exists) are management concerns of importance to top, middle and lower levels in the hierarchy, respectively. Each of these three leadership patterns has both an effective and a cognitive component. The cognitive component of organisation is found in the leader's "systematic perspective" -- his awareness of the organization's relationship with its environment and of the interrelationships among subsystems within the organisation and in his ability to change or create new structures. The emotional component of organisation is "Charisma". This is the aura surroundings a leader that drives from his special gifts for affecting individuals in an emotional way.

Interpolation, the managerial behaviour thought to be appropriate at middle-management levels, has a "sub-system perspective" as its cognitive component. Middle managers need both an upward and downward orientations. In order to implement policy directives emanating from above and to coordinate various interdependent subsystems. The middle manager must be a good problem solver and coordinator and be influential, with both superiors and subordinates. The effective component of interpolation exists in the ability to integrate what sociologists / psychologists called "primary and secondary relationships". A leader must be able to establish warm human (primary) relations with the followers and integrate them with more
impersonal (or secondary) organisational elements that exist outside the primary work groups. He must integrate individual needs with organisational requirements. The administrative pattern, which is appropriate at lower levels of management, has its cognitive component the "technical knowledge" of a job and "knowledge of organisational roles". The effective component is "fairness" which enables rules to be applied equitably.

Reddin (1970)\(^1\), a pioneer of effectiveness dimension which was further developed as tri-dimensional leader effectiveness model believes that variety of leadership styles may be effective or ineffective depending on the situation. W.J. Reddin may be called the apostolic father of the three dimensional theory of leadership. Reddin is the first person to introduce effectiveness dimension which has a pragmatically amorphous meaning so far. In his model, Reddin uses three dimensions of task-orientation, relationship-orientation, and the effectiveness. He contends that the leader who exhibits the leadership style inconcinnity with the situation is called effective leader, ineffective otherwise. Reddin maintains that no style is good or bad in itself. It depends on the situation as to which style is best or appropriate. If the basic style is used appropriately it becomes effective, otherwise ineffective.

Reddin's model is appreciated on two accounts.

1. For introducing the effectiveness dimension to the earlier concepts of task-orientation and relationship-orientation.

2. For integrating the behaviour of the leader with the situation.

Reddin has just tried to provide variety of styles that may be effective or ineffective depending on the situation. His 3-D approach incorporates all the three theoretical bases - leader, group and situation, and stresses that the manager should have an adaptive style that leads to effectiveness. Reddin's model helps in identifying a particular style a leader is using, but could not explain how a leader can improve his style.

Rossel (1970)\textsuperscript{18} investigated instrumental leadership (production goals) and expressive leadership (employee relation) among managers and supervisors in eight production organisations that varied in required labour commitment the more instrumental the leadership orientation for supervisors the opposite situation existed.

Misumi (1972)\textsuperscript{19} and this co-workers conducted a number of studies in Japan comparing P (Standing for performance oriented) M (for maintains and strengthening group processes), PM (High on both) and pm (low on both) types of leadership. When he took into account the level of achievement motivation of his subjects, it was found that regarding the productivity index in the high motivation for achievement group, the PM type came out on top, followed by pm in that order. In terms of the degree of satisfaction with situation, PM came first, followed by M, P, and pm in the order mentioned.


Evans (1973) explored the possibility that the leaders behave differently toward different subordinates. Three hundred and ten public utility workers were evaluated on role performance, leadership behaviour and ideal leader behaviour based on self-ratings and completion of the Leadership Behaviour Description Questionnaire. Two hypothesis were tested: (a) that supervisors with low stereotype scores were highly discriminating in judgements about their subordinates, and (b) that a supervisor's differentiations moderates the relationships between a subordinates perception of the leader behaviour and the subordinates ratings of his own performance.

Johnson and Bledsoe (1973) found that agents morale was correlated with both supervisor characteristics but consideration was almost a good predictor of morale \(r = 0.65\) as a combination of both consideration and initiative structure \(r = 0.66\).

Oh (1975) concluded that groups under benevolent authoritarian leaders are the most effective groups in terms of productivity-satisfaction with leader, absenteeism and group conflict. The different types (autocratic, benevolent, authoritarian, democratic, and laissezfaire) of leadership, however, were significantly related to performance and morale, further confirming the two factor theory.

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Wexlay, Alexander and Others (1980) concluded that the congruence between the subordiantes’ description of the manager and the managers’ self-description was significantly correlated with the subordinate satisfaction. In a work setting, actual attitude similarity may not be as important to the process of manager subordinate interpersonal relations, as is the congruent perception of other persons work related attitudes. Researchers have become increasingly interested in the interpersonal relationships within manager subordinate dyads. A few studies have examined the extent to which subordinates perceive their managers. Subordinates who are more perceptually aware of their superiors had work related attitudes and were more satisfied (Lord, 1985).

Argyris (1985) discussed methods of increasing leadership effectiveness. With a focus on ways to intervene with leader in order to increase their effectiveness in 4 activities-diagnosing situations, designing achieve to active results, producing these results, and monitoring their implementation. Emphasis is also on dealing with threatening issues. The primary goal of management education is to help leaders learn to reflect more actively on what is going on in any situation that they can detect and correct errors as they

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23 Lord, R.G An information processing approach to social perceptions, leadership and behavioural measurement in organisations. "Research in organisational behaviour".

occur. Generic competencies are discussed that can be used by leaders to solve problems concerning any complex and threatening issue.

Hornstein, Heilman and others (1987) discuss the relationship between the behavioural sciences and leadership behaviour. It is suggested that leadership may need to possess different characteristics in different situations.

A model of 4 perspectives on leadership behaviour is presented, which includes trait theories, leadership style theories, trait situation match, and leadership style/situation match. Various leadership model elements are discussed.

b. Work Done in India

In India, Goswami and Ghosh (1957) have made elaborate studies on the pattern of effective supervision and have brought out a number of papers and monographs. Squeria (1962a, 1962b) has outlined the characteristics of the effective supervision. He has come to the conclusion that effective supervisory practice is less ambiguous and less relative. Bhatt and Pathak (1962) found high intelligence and dependability as important perceived

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characteristics of effective supervision. Chatterjee (1961) obtained high positive correlation between democratic leadership and productivity. Amin (1963) reports on the behaviour and traits of jobbers who were liked by workers. Qualities perceived in successful jobbers were high technical knowledge and ability to coordinate supply of material, good behaviour, politeness and straightforward and persuasive approach.

Ganguli (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. Styles were autocratic, bureaucratic, paternalistic or all the shades of these three styles. Ganguli has also reported that 46.9 percent of the managers and 31.0 per cent of workers of a factory preferred autocratic organisational climate while only 12.30 percent 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. Punekar and Savur (1969) in their study found that majority of the superiors from

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different organisations believed that subordinates were not capable of sharing decision-making. 70 per cent of superiors believed that subordinates had no sense of responsibility and could not work under the supervision of superiors. Kumar (1970)\textsuperscript{33}, on the basis of his study of Indian Manager in Industrial organisation, said that successful Indian executives like American executives want "to use their talents to the utmost in their work to act independently and to seek self-actualization in their work'.

Sinha (1973)\textsuperscript{34} found that task oriented management was prevalent in private sector whereas political interference and beaurocratic system prevailed in public sector. Krishnaswamy (1976)\textsuperscript{35} on middle and senior managers found that both types of executives preferred 5,5 style of managerial grid and ignored 1,1 style. The conflicting results obtained by various researches has made Sinha (1976) to give a conceptual frame work "before an organisation achieves moderate degree of productivity, it requires authoritative style of leadership which can mould employees towards harder efforts and work commitment. Once at least a moderate level of productivity is achieved and the normative structure of the organisation is interjected in employees, the organisation is ready for the participative style". Khandawalla (1977)\textsuperscript{4} on the top management styles found that styles which were quasi-scientific and wishy - washy were

\textsuperscript{33} Kumar, U. 1970. The successful executive : A study of Indian Manager in an industrial organisation "Interpersonal Development", 1, 39-47.


\textsuperscript{35} Khandawalla, P.N. 1977. Some tope management "organisation and Administrative science" 7(4), 21-52.
low performers whereas neo scientific management styles were outstanding performers.

Elhance and Agarwal (1975)\textsuperscript{36} have analyzed the leadership behaviour taking different variables affecting leadership styles along with delegation of authority of 122 executives at various levels of management from two private and two public sector undertakings. They concluded that 67 percent executives in private sector and 57 percent of them in public sector units have employed democratic leadership styles. Rangaswami and Helmick (1976)\textsuperscript{37} in his study of leadership behaviour of 56 top level managers has found that Indian managers are more employee-Oriented as compared to their American Counterparts. Though this result is quite unexpected but due to the impact of Indian culture and religion, these types of results are found.

Das (1977) in the study of 280 managers from two public sector and four private sector units found that bureaucratic style is the most predominant followed by the benevolent autocrat, developer and democratic styles of leadership. Further, Singh and Das highlighted that leadership style is associated with the type of organisation, executives' age group, their level in the organisation and their exposure to management programmes. More importantly, according to Singh and Das, in public sector, leadership styles are

\textsuperscript{36} Elhance, DN. and Agarwal, R.D. 1975, Delegation of authority, Lok Udyog, 6, 9-20.

in order of compromiser, developer, and autocratic styles. In private sector, benevolent autocracy is followed by the bureaucratic, democratic and developer styles. Hierarchy-wise, top level managers are more benevolent autocrats followed by democratic and developer in behaviour. While middle and lower level managers are more bureaucratic followed by the benevolent autocrat category. Age-wise, aged managers are more benevolent autocratic followed by developer, bureaucratic and democratic leaders; young executives are more democratic followed by benevolent, autocratic, and bureaucratic. The executives who are exposed to some formal management education are more democratic as compared to those who do not have such exposure.

The study of 120 managers by Jaggi (1978) concludes that prevailing leadership styles appear to the between benevolent autocracy and consultative type. The study further indicates that the leadership style is associated with various factors such as age of the executives, their positions and functions and the size of the organisations. Thus, younger managers and managers in bigger sized companies are less authoritarian whereas the managers in production and technical areas are more authoritarian (quoted by Hinger 1986). Gupta (1978) in his study on Indian executives found that style 2 (high task and high relationship) was found to be predominant among executives of all groups. Style 1 (high task and low relationship) and style 3 (low task and high relationship) were supporting styles. Style 3 was found to be positively related to the effectiveness dimension. The study also hinted at the possible success

of participative styles in the time to come. Punj (1978) studies the leadership styles and their effectiveness in bank executives. The findings are in the line with that of Gupta (1978) that the high task and high relationship (Selling) was the dominating style with high task and low relationship (telling) and low task and high relationship (participating) as supportive styles. However, the effectiveness of leadership was found to be quite low as a result of wrong choice by the executives.

Habibullah and Sinha (1980) studied five hundred and twenty three executives of the BHEL to find out various factors of leadership behaviour. The responses of the executives to the leadership style scales were factor analyzed by the principal component method and varimax rotation was used. Resultantly, they found the following ten usable factors: subordinate based participation, learned centred nurturance, authoritarianism, guidance and encouragement, direction, task-orientation, friendly-orientation, power, role performance and discipline.

Manna (1982) investigated leadership style and effectiveness of executives belonging to two functional groups viz. line and staff functions in


a public sector organisation. The results indicated that there was not much difference in leadership effectiveness and styles across the two groups. Style 2 (high task and high relationship) behaviour was found to be predominant among executives of both the groups. Style 3 (low task and high relationship) behaviour and style 1 (high task and low relationship) behaviour were supporting. This shows that executives in public sector have started thinking on the lines of concern for the people but many of them still like to the benevolent autocrate rather than participation.

Agarwal (1983)\textsuperscript{43} in her study showed that the leaders are not rigid in their approach. They choose their leadership styles in accordance with the needs of specific situations. The leader's concern is both for the task and for establishing cordial relationships with his subordinates. The worker's perception is identical in this area and points to the suitability of the small sized banking units as the model for future expansion. Shukla (1983)\textsuperscript{44} presents an overview of studies on leadership in the fields of psychology, industry and business management, focusing on works concerning job satisfaction, contingency theory of leadership, performance and morale, high level functioning and satisfaction of group members, Participatory Vs. Supervisory structure, and the moderating variables that affect employee satisfaction and group effectiveness.

\textsuperscript{43} Agarwal, Rashmi, 1983: Perception of leadership styles ‘self’ and ‘others’ in small Banking units and workers identification to work and organisation. Project Report, Shri Ram centre for Human Resources and industrial Relations, New Delhi.

\textsuperscript{44} Shukla; P.C. 1983: Research on leadership in Psychdosy, Industry and business management A review. Indian psychological Review.
Sinha (1984)\textsuperscript{45} conducted that there was no best style of leadership. Successful leaders adapt their leader behaviour to meet the needs of the group and of the particular environment. Effectiveness depends upon the leader, the followers, and other situational variables that make up the environment: \( E = f(l,f,s) \). Therefore, people who are interested in increasing their own success as leaders must give serious thought to these behavioural and environmental considerations.

Dubashi (1984)\textsuperscript{46} discussed the concept of leadership as applied to the public administration in the light of recent developments. Leadership should 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. According to Dubashi administrative leadership is a functional leadership. It is not charismatic leadership or leadership based on some mystic. Hinger (1984)\textsuperscript{47} study indicated that the level of the officers was not found to be correlated positively or negatively in any significant manner with any of the leadership styles. Length of style had strong positive correlation with bureaucratic style. The correlation between training received and participative style of leadership was found to be significantly negative. Srivastava and Kumar (1984) found that the


\textsuperscript{47} Hinger, Asha 1984: Socio economics status leadership styles and the training system. Indian Journal of Training and Development 14(3), 130.133.
pattern of leadership style followed by junior and middle level officers was more or less similar and majority of government officers (70%) adopted style 2 viz high task and high relationship (selling) as their basic style. The study also revealed that the middle level officers were significantly more effective compared to the junior level officers.

Hinger (1986)\(^{48}\) reported that the bureaucratic style was found to be significantly correlated with the effectiveness of superior, efficiency of superior and the efficiency of the organisation. The nurturant style was not related to any indicator of effectiveness. However, the nurturant and the task-orientation styles of leadership were found to be correlated with the effectiveness of superior, and the efficiency of the organisation. Participative style was found to be significantly correlated with effectiveness of subordinates, whereas the authoritarian style was found to be significantly but negatively correlated with effectiveness of subordinates. Singh (1987) concludes that the nurturant - task leadership is the best leader behaviour for supervising the workmen and participative - task leadership is the best leader behaviour for supervising the executives. The study also indicates towards the fact organisation, its objectives, culture and values shall, to a large extent, decide the type of leader behaviour that its executives shall learn and practice, i.e. whether they should give NT and PT leadership or give a self-conflicting and ineffective leadership. Hassan (1987)\(^{49}\) results indicate that besides the


leadership style, modalities of experiencing power may also provide some understanding of the leadership which are suitable to an organisation.

Virmani and Guptan (1991)\textsuperscript{50} studied the top executives of 44 organisations. Ninety percent or more of the organisations had adopted formal managerial structures of western origin. However, all of them by passed the formal structure and took cultural detours to get work done. At times, the formal structures were not suitable to the environment or were not congruent with the value system of the employees. In other cases, they did not suit certain individuals occupying high positions in the organisation. Virmani and Guptan concluded that 'undeniably' the focal point in Indian management is the personality of the top man in the organisation. The top men tend to be paternalistic father figures. Their concern for people is the greatest motivator in all types of organisation. Transformational leadership is quite close to charismatic leadership. It also seems to have some overlaps with PI leadership. Bass (1985)\textsuperscript{51} introduced the concept and defined the transformational leader as one "who raises awareness and higher level needs of followers and moves them to transcend their self-interests". (Bass and Yamnaris\textsuperscript{52} 1991, P.442). Singh and Bhanadarkar (1990)\textsuperscript{52} have presented the transformational leaders. They conducted the study in five organisations, rating 31 behavioural

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characteristics of the chief executives. Although there were some variations between the ratings of the top leaders and that of the managers at the top, middle and low levels. These seemed to be general consensus on most important characteristic viz. empowering attitude, taking risks, mission-goals of organisation, team building, balancing in the face of calamities, sense of confidence and trust. According to Singh and Bhandarker, there are 19 modes which the leader employs in varying degrees for introducing and sustaining organisational transformation.

The above discussion makes it clear that lot of work has been done on leaders behaviour, styles and on best styles of leadership. But no study compares the leadership styles adopted by the executives (top level) and the desired styles expected by the supervisors (middle level / lower level) in Govt. department which is very much needed. This study is intended to fill this gap.

3.3 CONCLUSION

Human capital is the most basic and the most expensive resource of an enterprise. It depreciates the fastest and needs constant replenishment (Drucker 1973). It is the leadership style that builds the system and develops an effective organisational culture which in turn creates the necessary environment conducive to motivation and commitment to work (Sarien and Sign 1973).

Attempts to examine leadership styles originated with the analysis of personality traits. The main findings of Ohio State University on leadership
suggested that leadership behaviour can be classified into two categories, namely initiating and consideration. MC Gregor (1960) emphasised leaders' confidence in their followers and their assumptions about the people they are managing. He argued that the choice of a style depended mainly on these two variables.

Blake and Mouton (1964) on the basis of "managerial grid", concluded that the best managers are both people and task-oriented. Contingency model of leadership style (Fiedler 1967) assumed that effectiveness is partially confindent upon three variables: (a) leader - follower relationships; (b) task structure; and (c) leader's positional power. Researchers like coch and french (1967), French (1960), Anderson (1959), sales (1966), Fleishman and Piters (1962) and Korman (1966) have suggested that belief in a single ideal leadership style is not functional. There is no consistent evidence to support that one style is more efective as compared to the other. Reddin (1970) in his work on managerial effectiveness has suggested that styles are best expalined in relation to specific situations. He concluded that there are eight styles. The classificatons are based on three dimensions viz., task - orientation (To), relation -orientation (RO) and effectiveness (E). Effectiveness results from the appropriateness of a style to situations.

As a consequence of these studies a considerable amount of research work has been undertaken in Indian context in the area of leadership styles and its impact on the attitude, job satisfaction, motivation, commitment, organisational effectiveness and other related aspects.
In India, sinha (1976) and Dayal (1975) have argued that leadership style is a function of the stage of organisational achievement. They concluded that before an organisation achieves a moderate degree of productivity, autocratic style is more effective. Once a moderate level of productivity is achieved and the normative structure of the organisation is interjected the organisation can adopt participate style of management. In relation to the effectiveness of different types of leadership styles, March and Simon (1958) and Whyte (1969) have felt that bureaucratic style is more effective in situations, where tasks routinistic and the subordinates are security-oriented.

The importance of the hierarchy of need fulfilment and its impact on style has been analysed by Larson and Rowland (1974). Richards and Greenlaw (1972) have observed that both the needs and values of the managers may have a considerable influence on leadership styles. Helmich and Erzon (1975) have studied the relationship between the leadership style and needs. Pinder and Pinto (1974), in their study on biographical correlates of managerial styles, have found that young managers tend to be more autocratic and the middle age group tend to be more consultative.

The literature available about leadership styles speaks about all the aspects relating to selection, training and effectiveness of the top leaders or superiors. These is a misconception that an effective leader is enough to mould and direct the group behaviour towards the attainment of organisational goals. But attainment of organisational goals more or less equally depends on the effective followers or subordinates. In fact no leader can be effective without effective followers.

After independence many studies conducted about the (behavioural batterns) leadership of the Indian managers has brought out that British values and profiles still continue to set the tone of bureaucratic style and there had be no radical deapatute in their leadership style from pre-independence norms. Many studies have proved that maintenance of Govt.system, following the rules & procedures and collection of public money was still found to be important job responsibilities by the Govt. officers even after independence. Further it was observed that the public service by the officers was found not to respond to changes that has been taking place in the socio-economic environment. The decision making was found not based on "objectivity" or "efficiency consideration". The tendency to do things in a routine manner even under changed times. The officers background, their motivation, beliefs, attitndes and values were found to have a significant barring on the work experience. When the concept of development administration has become popular in our country during the beginning of Eighties-, the researches conducted during that period has found out that Govt. Officers do not have the development orientation and that their bureaucratic style was found to be not
conducive for the success of the developmental schemes and programmes. Even in the development oriented programmes the Govt. Officers were found to have more task orientation than that of relationship orientation. And hence the bureaucratic style was unsuitable for the achievement of developmental goals.

Most of the academicians, practitioners and writers have emphasised on the leader (Superior) for effective functioning of organisation totally ignoring the followers (subordinates). Almost all the theories of leadership like Trait Approach, Behavioural Approach, Situational Approach, Path Goal Theory, Reddin's Three Dimensional model, Managerial grid of Blake and Mouton, Likert's Four systems Models, and Vroom's Yetton Normative Model concentrate only on leadership styles and leader behaviour not on the follower (subordinate) for effective management. The expected leadership styles as desired by the followers (subordinates) are not given due recognition. Various authors have failed the significance of the follower in the leader-follower interaction. In fact, the follower is as important as the leader in any situation.

Some studies have found out that the Govt. servants are highly dissatisfied with the Government service. Further, it is seen that the officers irrespective of their hierarchial level in the Government generally found to think that they are the formulators of the policy of the departments in the Government. Certain studies has shown that the officers in the Government think of themselves as more accountable to their superiors than that of the public at large. Many studies have proved the lack of comparability between the self-perceived leadership styles and the expected ideal leadership styles.
In view of this background, an attempt is made in this study to compare the desired leadership styles as expected by the subordinates officers and the leadership styles adopted by the executives. This comparison is very much needed. This study is intended to fill this gap.

The review of the literature has shown that sufficient attention has not been given to the aspects of self perception and desired leadership profile of the Indian leaders. Is there a congruence between the self-perception of the leaders about their behaviour with subordinates and the idealised leadership profiles expected by the subordinates? what are the predominant leadership styles? Is there any differences amongst the superiors and subordinates in terms of leadership style and effectiveness? These are certain important questions which remains to be answered and hence are taken as objectives of this present study.