CHAPTER III

Every sphere of human activity involves the interaction between human beings. When a group of people join together it is, but natural that a hierarchy is established. Some people assume the role of leaders and some the role of followers. The leaders exert certain amount of influence and also use certain amount of power to make the followers obey the commands. Even in informal groups leader-follower or superior - subordinate roles are played by the individuals. But when it comes to formal organizations the roles are not assumed either by a leader or by a follower. These roles of leader and follower or superior and subordinate are ascribed to the individuals. It is imperative on the part of the follower that he follows the instructions of the superior. The superior on his part should get the work done through the subordinates. In order to achieve his goal the superior employs a variety of techniques or strategies. The subordinates perceive these strategies used by the superiors and behave accordingly. If the
superior can't get the things done by using an appropriate influence strategy on his subordinates, he/she is considered as an ineffective leader. If the subordinates do not comply with the orders of the superior they are disciplined by the superiors. This leads to lot of problems like unrest in the organization, superiors and subordinates and the like. Ultimately this results in the ineffectiveness of the organization in the attainment of its stated objectives.

It is not that every superior should use the same type of influence strategies in all the organizations. Depending upon the nature of the work, the goals and objectives of the organization, the superior has to use different types of strategies so that they will be more effective. The subordinates on their part are expected to perceive how the superior is functioning towards them and what type of relation that he is trying to establish with them. The interaction between the superior-subordinates is important for a healthy growth of the organization.

The organizations differ with regard to their stated objectives. In order to achieve these objectives the leader and the subordinate have different types of roles and relations. In the present study it is aimed at studying whether the leaders behave differently in different organizations in
influencing the subordinates’ work behaviour and how the subordinates perceive their superiors’ behaviour.

Hypotheses

The existence of innumerable social institutions is possible because of social interaction. The whole process of socialization itself is governed by the urge to conform with a group. Moreover, the self-concept of the individual is the result of observation, imitation, shaping and modelling. Once the individual realizes the need for and importance of independent, self-sufficient and self-reliant life, he looks forward to identify himself with a career. Though he gets the initial ideas and values related to work and job from his parents and significant others, the core aspect of his career self will be formed in relation to the organization in which he works. It is true that work attitudes of the colleagues, superiors and subordinates, influence the work attitudes of the individual.

Cordial superior-subordinate relations are the result of mutual understanding and attitudinal congruence. The superiors in an organization will try to influence and control their subordinates’ behaviour in such a way that it will help reach the goals of their organizations. In this process, the superiors’ consistent pattern of behaviour in attempting to
influence their subordinates' behaviour - in brief their 'leadership style', leaves its mark on the subordinates' job related attitudes. When a subordinate perceives his superior to be nurturant, considerate and participative, he is likely to derive more job satisfaction, show more work/job involvement and view the organizational climate as having warmth and supportive. In line with the above assumption, it is hypothesised that:

1. "there would be significant impact of subordinates' perceived superior-subordinate relations on their work involvement, job involvement, job satisfaction and the perception of organizational climate in the three organizations, viz., Banks, Schools and Government Offices."

Downward communications (tactics) flow from individuals at the higher levels of organizational structure to those in the lower levels. The most common type is job instructions and related information which passes from superior to subordinate. Influence strategies of the superiors constitute an important part of this downward communication. These influence strategies are the tactics used by the superior in order to control or bring about a desired change in the subordinates' behaviour to get the work done. These power strategies directly
influence not only the job attitudes of the subordinates but also determine how they perceive their organizational climate. For instance, if the superior renders personalised help to his subordinates, they are likely to get more satisfaction and more involved and perceive their organizational climate favourably. In the light of the above assumptions, it is hypothesised that:

2. "there would be significant impact of superiors' use of influence strategies on the subordinates' work involvement, job involvement, job satisfaction and the perception of organizational climate in the three organizations, viz., Banks, Schools and Government Offices."

Leadership abilities are crucial skills which must be learned and practiced to achieve organizational goals. They are the focus of activity for managers through which organizational objectives are accomplished as they constitute an important element of the managerial process. The leadership styles depend on the leader, his followers, the situation and the inter-relationships between them. The leader uses different types of downward influence tactics to influence their subordinates to achieve the organizational goals. Effective leaders should not only vary their styles, depending on the maturity level of their subordinates, but should also vary the use of power in order to be effective. Based on these influence
strategies of the superiors that he/she employ in dealing with his/her subordinates, the subordinates' perception of their superior's leadership styles vary. In the light of the above, it is hypothesised that:

3. "the superiors use of influence strategies vary significantly with respect to the subordinates' perception of their superior's behaviour in the three organizations, viz., Banks, Schools and Government Offices."

Organizations differ with respect to the extent of independence, power and responsibility given to its inmates. In a particular organization inmates may not be allowed to exercise independent decision-making or powers are centralised in a few hands. In another case the climate may be more cordial where each individual is made to feel important and responsible and the power is experienced at all levels of job hierarchies. So, based upon these principles in an organization with regard to the extent of importance, independence and power given to people at different job ranks, the superior's behaviour depends. Whatever may be the rank of the superior, his/her main responsibility is to see that the work is done swiftly and efficiently. For this, he should not only attend to his duties but also should see that his subordinates do it properly. In order to make his subordinates work efficiently
the superior uses some strategies that influence them which are in purview of the organization. Moreover, it can be said that depending upon the organizational climate the strategies that are used to influence their subordinates differ. Keeping in view of the above assumptions, it is hypothesised that:

4. "there would be significant differences among the superiors in the three organizations, viz., Banks, Schools and Government Offices, with respect to their influence strategies that they employ in influencing their subordinates."

Presence of a group of individuals itself is an indication of some social interaction. So, it is obvious that in an organizational setting, as the employees spend most of their day time together, social interaction takes place among them and hence social dependence results. Employee at a particular position learns to do his job through the personnel just above his position. So, the subordinates has to follow and depend on their superiors for the successful completion of their work. The superior may be authoritarian, participative, bureaucrat, task oriented, democratic, nurturant-task, etc., in his orientation depending upon the principles of the organization, nature of work, etc. The subordinates' perception of their superiors would differ from one organization to
another and from one subordinate to another. The leadership styles depend upon the leader, his followers, the situation and the inter-relationship between them. Depending upon the power, the superior behaviour changes. In the light of the above assumption, it is hypothesised that:

5. "there would be significant differences among the subordinates in the three organizations, viz., Banks, Schools and Government Offices, with regard to the perception of their superior's leadership style."

It is a well known fact that people's behaviour in an organization, its structure, and communication process determine how personnel at different job levels perceive their organization. Apart from these organizational factors, there are another set of factors which are inherent in the person himself which would determine his job behaviour. These inherent factors are his personal and social motives, recognition motive, self-assertion, dominance, achievement motive and the like. When the organization provides enough opportunities to meet any of the above personal or social motives of the individual, it will result in high job satisfaction, work involvement and job involvement. But the same organizational factors differently influence the people with different personal or social motives. So, people at different job levels with different
needs and motives are likely to experience different degrees of job satisfaction, job involvement and work involvement.

Practice not only makes a person perfect in a job, but also makes the job a habit for that person. To excel in a job apart from academic/technical expertise related to that job, a person needs a lot of time to practice. A person cannot learn to play a particular role effectively all of a sudden. Only over a long period of experience he can fulfill the role expectations and responsibilities. In other words, it can be said that acquaintance over a long duration with the job environment and organizational climate foster familiarity and positive attitude towards them. Studies have long proved that job seniority is directly related to job attitudes. So, the employees with different seniority levels on a particular cadre may vary in their job attitudes. When the employees work for a long time for the same organization, will have acquaintance with the principles, rules, regulations, policies, etc., and will have favourable attitude towards that organisation. So, the tenure of the employees will have impact on the perception of their organizational climate. Keeping in view of the above, it is hypothesised that:

6. "there would be significant impact of job level, type of organization and job tenure on the work involvement,
job involvement, job satisfaction and the perception of organizational climate of the employees."

Sample

Superiors 300 and 300 subordinates drawn from three different organizations, viz., Banks, Schools and Government offices, located in the districts of Cuddapah, Chittoor, Eluru, Hyderabad and Nellore of Andhra Pradesh state. Superiors 100 and 100 subordinates were drawn from each of the three organizations. Table 1 shows the distribution of sample.

Table 1: Distribution of the Sample.

<table>
<thead>
<tr>
<th>Organization</th>
<th>JOB LEVEL</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Superiors</td>
<td>Subordinates</td>
</tr>
<tr>
<td>Banks</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Schools</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Government Offices</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>300</td>
<td>300</td>
</tr>
</tbody>
</table>

The age of the superiors ranged from 30-59 years and that of the subordinates from 26-58 years. Most of the subjects were graduates, a few were post-graduates and some were under-graduates.
VARIABLES STUDIED

Dependent Variables

Work Involvement: Development of a generalised cognitive belief state of identification with work in general would depend very much upon past and present socialization experiences. People belonging to different cultures tend to develop different salient needs influenced by different cultural and group norms. However, the socialization training in any given culture that emphasizes the instrumentality of work roles in satisfying peoples culturally determined salient needs is primarily responsible for the development of work involvement.

Job Involvement: Job involvement refers to the extent to which the self-esteem of individuals is affected by their level of performance at work or the degree to which individuals identify psychologically with their jobs. It is a specific cognitive belief state of psychological identification with the present job. Besides situational variables (components of job and organizational environment), past socialisation processes experienced by individuals in specific socio-economic and cultural milieu affect job involvement. Job involvement is a 'generalised cognitive (belief) state of psychological identification with work, in so far as work is perceived to have potentials to satisfy one's salient needs and expectations.'
It means involvement in a specific job attributes individuals to significant belief about the job and identification with the job, based upon the saliency of the person's both intrinsic and extrinsic needs and the perceptions of expected need fulfilment valency of the job.

Job and work involvement beliefs also differ from one another, in two ways. First, job involvement refers to a 'specific belief' regarding the present job, whereas, work involvement refers to a 'general belief'.

It has been suggested that for extrinsically motivated workers job and work involvement would tend to covary (with job satisfaction acting as a moderator variable), whereas, for intrinsically motivated workers job and work involvement tend not to covary.

**Job Satisfaction:** Job satisfaction is a general attitude which is the result of many specific attitudes in the areas, like specific job factors (e.g., wages, supervision, steadiness of employment, conditions of work, advancement opportunities, recognition of ability, fair evaluation of work, social relations on the job, prompt settlement of grievances, fair treatment by employer), individual characteristics (e.g., age, health, temperament, desires, level of aspiration and so on) and group relationships outside the job (e.g., his family
relationships, social status, recreational outlets, activity in organizations, labour, political or purely social).

A person who is 'too good' or 'not good enough' for a job in terms of his abilities and interests, is not likely to be satisfied with his job. One of the generalizations offered by Morse (1953) is that level of satisfaction is a combination of both level of aspiration or need, tension level and amount of return from environment. Satisfaction exists when the return from the environment is much less than the need level of the individual.

Organizational Climate

Organizational climate may be viewed as "the set of characteristics that describe an organization and that (a) distinguish the organization from other organizations, (b) are relatively enduring over time and (c) influence the behaviour of people in the organization" (Forehand and Gilmer, 1964).

Organizational climate refers to a set of attributes which can be perceived about a particular organization and/or its sub-systems, and that may be induced from the way that organization and/or its sub-systems deal with their members and environment.
Downward Influence Strategies

Power is exercised through the use of various behavioural strategies or methods. Both superiors and subordinates exercise their power but by using different methods, in different situations and for different reasons. There are different types of strategies used by superiors to influence their subordinates to get the work done by them. The strategies that are used are exchange and challenge, expertise and reasons, personalised help, coalition and manipulation, showing dependency, upward appeal and assertion. The research studies describe various types of strategies like upward, downward and lateral influence in organizations and some of them are described below.

Assertiveness: This involves demanding, telling a person to comply, expressing anger verbally, pointing out rules, or becoming a nuisance. Kipnis (1976), Kipnis, et al. (1980) and Mowday (1978) found a greater use of these tactics in influencing persons at all levels (superiors, co-workers and subordinates).

Coalition: This involves such things as the use of steady pressure for compliance by 'obtaining the support of co-workers and/or by 'obtaining the support of subordinates'. This technique is more often used to influence superiors than to
influence subordinates or colleagues.

Exchange: This strategy is used by managers with superiors, peers and subordinates to get their work done. It involves such things as 'offering an exchange' or 'offering to make personal sacrifices'. Kipnis, et al. (1980) and Mowday (1978) mentioned the use of this strategy in organizations.

Manipulation: Informing or arguing in such a way that the recipient is not aware of being influenced is termed 'manipulation' (Mowday, 1978, 1979; Porter, et al, 1981). Allen, et al. (1979) pointed out that this category of tactics involve withholding, distorting the information (sort of out right lying), or overwhelming the target with too much information.

Upward Appeal: This involves bringing additional pressure for conformity on the target of influence by calling a person at a higher level in the organization to help.

**Leader Behaviour (Leadership Styles)**

Leadership is generally considered as a process of influencing the activities of a group in an effort to achieve certain organizational goals. Style is a way of behaving and therefore every person may have his own style of functioning.
Researchers emphasized on three basic styles, i.e., authoritarian, nurturnant-task and participative leader behaviour. Later two more styles, viz., bureaucratic and task orientation have been added to have a more flexible approach to explain and understand the phenomena more comprehensively.

Nurturant-Task Style: The nurturant-task leader helps his subordinates to grow up and assume greater responsibility; gives responsibility as much as his subordinates can handle; openly shows affection for those who work hard; if subordinates need help he helps as much as he can; has affection for his subordinates and listens to their personal problems and family matters.

Participative Style: The participative leader places high value to maintaining partnership in the group and treats group members as equals, gives total freedom to subordinates even to the extent that they may disagree with him; believes in joint decisions and interactions of seniors and subordinates, helps his subordinates as much as he can; believes that all have more or less equal potentials; and above all he is a friendly type.

Bureaucratic Style: The leader who has this style believes in hierarchial disposition; maintains fair impersonal relationship in the group; follows standard rules and regulations;
believes in clear-cut demarcation of responsibility and work, tries to confine himself to his own jurisdiction; and believes that if people follow everything in writing then there will be less probability of conflicts in the organization.

Authoritarian Style: An authoritarian leader keeps important information to himself, considers power and prestige important for the control of subordinates; distinguishes considerably between his good and bad officers; takes most decisions himself and is confident of his own decisions; feels the necessity of strict supervision; cannot tolerate any interference; and feels that personal loyalty to the leader is an important virtue of a good subordinate.

These are the four types of leadership styles that were studied in the present investigation (both dependent and independent variables) and the subordinates are asked to identify the type of style employed by their superiors.

Independent Variables

In the present investigation three explanatory variables were considered, namely, job level (superiors - subordinates), type of organization (Banks, Schools and Government offices) and the job tenure, i.e., total years of service completed categorized into 3 levels, short job tenure (1-10 years), medium job tenure (11-20 years) and long job tenure (21 years
and above). All the managers of different branches of banks, the headmasters of the schools and the section superintendents in the government offices were considered as superiors in the present investigation, whereas, the employees other than the managers excepting the lower level cadre employees in the banks, the teachers in the schools and the clerical employees in the government offices who work directly under the supervision of the superintendents were regarded as the subordinates in the present study.

Types of Organizations: All the organizations exist in multiple environments. They exist within the culture and social structure of the larger society, and they co-exist in various relations to other organizations with similar purposes, as well as desperate social organizations and groups of people who may be owners, managers, employees, customers, clients or simply 'the public at large' (Schein, 1983, P.33).

In the present investigation three organizations were taken into consideration.

1. Business concerns which benefit primarily the owner -
   managers - Banks.

2. Service concerns which benefit primarily their clients -
   Schools, and
3. Commonweal settings which benefit the public at large - Government Offices.

Job Tenure: In assigning the subjects to different groups of job tenure the total years of service completed by them were taken into account. Thus the employees with a service of 10 years and below were categorised as 'short' job tenure employees, 11-20 years of service as 'medium' job tenure employees and who have put in 21 years and above service were treated as 'long' job tenure employees. Age was not considered in categorizing the employees.

Instruments Used

Work Involvement: The Kanungo's (1982) Work Involvement Questionnaire (WIQ) was used to find the work involvement of the subjects in their work in general. The scale consists of 11 items with 5 filler items. Each item in this scale has to be responded on a 6-point scale ranging from strongly agree to strongly disagree. A response on the strongly agree category is given a numerical value 6, agree 5, mildly agree 4, mildly disagree 3, disagree 2 and strongly disagree 1. The maximum and minimum possible scores on this scale are 36 and 6, respectively. A high score on this scale is considered to be high in work involvement and a low score is considered to be low in work involvement. The internal
consistency coefficient score of 0.75 on this scale indicates its high reliability.

**Job Satisfaction:** The Kanungo's (1982) job satisfaction scale was used to assess the subject's satisfaction on their jobs. The scale consists of 16 items to be responded on a 6-point scale - extremely satisfied to extremely dissatisfied. A response on extremely satisfied is given a numerical value 6, moderately satisfied 5, mildly satisfied 4, mildly dissatisfied 3, moderately dissatisfied 2, and extremely dissatisfied 1. The maximum and minimum possible score on this scale are 96 and 16, respectively. Higher the score higher is the job satisfaction of the subject and lower the score lower is the job satisfaction. Its internal consistency coefficient score was 0.89 indicating its high reliability.

**Job Involvement:** The Kanungo's (1982) job involvement questionnaire (JIQ) was used for the assessment of subject's involvement in their present job in specific. The JIQ scale consists of 15 items with 5 filler items. Each statement has six response categories ranging from strongly agree to strongly disagree. A response on the strongly agree category is assigned a numerical value 6, agree 5, mildly agree 4, mildly disagree 3, disagree 2 and strongly disagree 1. The maximum and minimum possible score on this scale are
60 and 10, respectively. Higher the score higher the job involvement and lower the score lower the job involvement of the subject. Its reliability is high as is observed from its high internal consistency coefficient score of 0.87.

Organizational Climate: The Ansari's (1990) Organizational Climate Questionnaire (modified version of Litwin and Stringer, 1968) was used to tap the respondents' perception of the organizational climate. This scale consists of 13 items, divided into 3 sub-factors, namely, structure, reward and participation and warmth and support. The items are to be responded on a 5-point scale ranging from a very great extent to almost no extent. A response on to a very great extent is given a numerical value 5, to a great extent 4, to some extent 3, to a small extent 2, and almost no extent 1. The maximum and minimum possible score on the factor 'structure' is 25 and 5, on the factor 'reward and participation' is 25 and 5, and on the factor 'warmth and support' is 15 and 5, respectively. High score indicate that the employees perceive the climate of their organizations as favourable and lower the score on this scale they perceive the climate unfavourably. The reliability coefficient scores for the factors, structure (0.78), reward and participation (0.80) and warmth and support (0.64) are high showing their high reliability.
Downward Influence Strategies: The Ansari's (1990) downward influence strategy measures were employed to obtain information about how the superior go about changing the mind or opinion of his subordinates, so that they agree with him. The scale contains 28 items divided into seven types of strategies, viz., exchange and challenge, expertise and reasons, personalised help, coalition and manipulation, showing dependency, upward appeal, and assertion, containing 5, 6, 3, 4, 4, 3 and 3 items each, respectively. The respondents have to respond on a 5-point scale (very often 5, often 4, sometimes 3, seldom 2 and never 1). The maximum and minimum possible score on exchange and challenge strategy are 25 and 5, on expertise and reasons are 30 and 6, on personalised help are 15 and 3, on coalition and manipulation are 20 and 4, on showing dependency are 20 and 4, on upward appeal are 15 and 3 and on assertion are 15 and 3, respectively. It is an indication that the strategy which gets the highest score is being used by the superior to influence his subordinate to agree with him (highest score on a particular strategy clearly indicates that the same is used by the superiors in influencing their subordinates to agree with them). The high reliability of this scale is obvious by their coefficient value. For exchange and challenge it is 0.76, for expertise and reasons it is 0.71, for personalised help it is 0.69, for coalition and manipulation it is 0.65, for showing dependency it is 0.69, for
upward appeal it is 0.66 and for assertion it is 0.47.

Leadership Behaviour Measures: The Ansari's (1990) leadership behaviour measures were used to measure the leadership styles of the superiors as perceived by their subordinates. The scale has 26 statements divided into 4 types of styles - nurturant-task, participative, bureaucratic and authoritarian containing 9, 8, 3 and 6 items each, respectively. The respondents are to respond on a 5-point scale (quite true 5, true 4, doubtful 3, false 2 and quite false 1). The maximum and minimum possible score on nurturant-task style is 45 and 9, on participative style it is 40 and 8, on bureaucratic style it is 15 and 3 and on authoritarian style it is 30 and 6, respectively. Higher the score the more the leaders are using that style (as perceived by their subordinates). The reliability coefficient value for nurturant-task style is 0.89, for participative style it is 0.89, for bureaucratic style it is 0.77 and for authoritarian style it is 0.68, indicating its high reliability.

Administration

The subjects were met individually and the booklet consisting the scales of work involvement, job involvement, job satisfaction, organizational climate and downward influence strategy measures were distributed to the superior employees,
and a booklet consisting the scales of work involvement, job involvement, job satisfaction, organizational climate and leadership behaviour measures were distributed to the subordinate employees. The subjects were requested to go through the instructions carefully and record their responses for various sub-scales and also requested to furnish their personal information at the end. The completed book-lets were collected personally and/or by post and were scored and the scores are tabulated.

**Statistical Analysis**

All the questionnaires thus collected were scored separately for each scale by using the scoring keys and the values are tabulated. Since the items in the sub-scales of organizational climate questionnaire, downward influence strategy measures and leadership behaviour measures were unequal in number the responses on these items were subjected to 'Angular Transformations'** and the scores thus obtained from that table were used for the statistical analysis.

** Source: R.A. Fisher and Y. Yates, Statistical Tables for Biological Sciences - Table x Angular Transformations, Pp.74 & 75.**
The scores thus obtained on various scales were subjected to statistical analyses, such as, means, standard deviations, t-tests, Stepwise multiple regression analysis, Analysis of variance and Duncan's Multiple range tests to test the hypotheses formulated.