CHAPTER 3

PURPOSE OF THE STUDY

Analysis of available literature suggested that the need for identification and effectiveness of the influence process that a leader is to go through while exercising their power. The influence processes, as elaborated in the preceding chapter, encompass bases of power, leader behaviour, style, influence strategies, and organizational behaviour. Ansari (1990) have conducted such study in Indian environment on public organizations, hospitals and government owned organization. Saraf (1995) have conducted a study to identify leadership styles and its effectiveness on librarian working in academic libraries in India. So far no attempt is made to identify librarians influence process and exercise of power. The study conducted by Saraf is one of the first studies that define Indian librarians as leaders.

OBJECTIVE OF THE STUDY

Librarians as leaders and libraries as organization have librarians exercising influence over subordinates to achieve the library objectives. There is no library without its own objectives. However, the relation of librarians and library staff is yet to be viewed as that of leader and follower relationship. The nature of how library professionals influence the behaviour of the subordinate and how their behaviour of library professionals are in turn influence by subordinate is investigated in this study. In this study an attempt is made to establish that libraries personals can be superiors and subordinates and they both influences each other, exercise power on each other by way of different influence strategies in different circumstances or situations. Therefore, the objectives of the present study are listed as follows -

1. To identify various power bases among library professional in India
2. To identify the leadership styles of librarians
Chapter 3: Purpose of the Study

3. To identify the organizational climate of libraries in India
4. To examine the relationship between power bases and librarian choice of leadership style
5. To investigate how a library professional with certain leadership style influence, the behaviour of the subordinate and superior
6. To investigate if superior leadership styles affect the subordinate's use of influence strategies
7. To examine the relationship between perceived organizational climate and influence strategic
8. To examine organizational climate as a moderating factor between leadership style and influence strategies
9. To examine organizational climate as a moderating factor between bases of power and influence strategies
10. To study the effect of basis of power in the choice of leadership style
11. To identify the strategies used to influence subordinate and superior

HYPOTHESIS TO BE TESTED

With the above objective the present study attempts to examine the relationship between the exercise of power and leadership style with organizational climate as the moderating factor. The study being conducted in a similar environment the choices of power strategies are not expected to have significant difference among library professionals. However, the choice of influence strategies in varying leadership styles will have significant difference. In other words library professionals are likely to adopt similar leader behaviour. Since the use of influence strategy being directed not only to subordinate but also toward the superior, the subordinate choice of influence strategies towards their immediate superior will be persuasive in nature. Organizational climate being the moderating factor, it is expected that
organizational climate will have significant effect both on leadership behaviour and influence strategies. With these assumptions in mind the hypothesis to be tested are:

**Hypothesis # H₁**: The more favourable the organisational climate is, more participative is the leadership style and the more unfavourable the organisational climate is the more authoritative is the leadership style.

**Hypothesis # H₂**: Among the background variables age factors significantly mediate the leadership styles.

**Hypothesis # H₃**: In a more favourable organizational climate the exercise of power are more non-authoritative whereas, in less favourable organizational climate the exercise of power are more authoritative.

**Hypothesis # H₄**: The participative types of leaders encourage the subordinates to adopt rational tactics whereas; autocratic types of leader encourage the subordinate to adopt non-rational tactics.

**Hypothesis # H₅**: Professional and legitimate types of power are used in the downward influence process whereas; persuasive types of power are used in the upward influence process.