Chapter – I

INTRODUCTION
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Human beings are the most precious part of the organisation. In the organisation, effective utilisation of the capacity of human resources depends upon management. Management can get the results from the people in the organisation in two ways: (i) by exercising authority (ii) by winning support of the people. Out of these, the second method is better as it has a lasting effect over the people’s motivation. However, it is only possible when a manager becomes their leader in the real sense to influence their behaviour in desired direction. This leadership is an essential ingredient for successful organisation. It is an integral part of Management and plays a vital role in Managerial Operations. Success of any organisation depends upon the dynamic and effective leadership.

Meaning and Definition of Leadership:

Leadership is an influencing process. It is an important element of directing process. To get things done by subordinates, the manager has to lead and guide their activities. Leadership is a study of influencing the behaviour of subordinates. By influencing the working behaviour of subordinates the manager directs it towards the accomplishment of organisational objectives. Leadership is required in every organisation, the success or failure of an organisation to the great extent depends on the quality of leadership
particularly on the part of top management. It is true that the manager can manage without having qualities of leadership but if he has leadership qualities he can manage efficiently. In this regard Peter Drucker has rightly pointed out that “the managers or business leaders are the basic and scarce resource of any business enterprise and most of the failures of the business establishment has been attributed to ineffective leadership”. It is because by using leadership qualities the manager develops vision about organisation and directs the activities of members in that direction. The managers at every level of organisation are expected to be leaders of work group so that subordinates may carry out their instructions and accept their guidance. Thus leadership is the study of leader’s influenced over the thoughts, feelings, opinions, beliefs, attitudes and actions of the followers.

The term leadership has been defined by many authors and some of the important definitions are given hereunder.

Leadership as “influencing people to follow the achievement of common goals. It is the ability to exert interpersonal influence by means of communication towards the achievement of goals”. – Koontz O, Donnell.

“As a process of interpersonal influence by which executive or manager influences the activities of other in choosing and attaining given goals”. – Mc. Farland.
Leadership is “the ability of influencing people to strive willingly for mutual objectives”. – Terry.

“Leadership is the relation function between an individual and a group around some common interest and behaving in a manner directed or determined by them”. – Encyclopaedia of Social Science.

Managerial leadership “as a process of directing and influencing the task related activities of group members.” – Relph M. Stodill.

A more recent definition of leadership is as follows:

“Leadership is the process of influencing and supporting others to work enthusiastically towards achieving objectives”.

An analysis of these definitions brings certain features of leadership which are as follows:

1. Leadership is a continuous process of behaviour; it is not one-shot activity.

2. Leadership may be seen in terms of relationship between a leader and his followers, individuals as well as groups functioning for common goals.

3. By exercising his leadership, the leader tries to influence the behaviour of individuals or group of individuals around him to achieve common goals.
4. The followers work willingly and enthusiastically to achieve those goals. Thus, there is no coercive force which induces the followers to work.

5. Leadership gives an experience of help to followers to attain common goals. It happens when the leader feels the importance of individuals, gives them recognition, and conveys them about the importance of activities performed by them.

6. Leadership is exercised in a particular situation, at a given point of time, and under specific set of circumstances. It implies that leadership styles may be different under different situations.

Concept and Significance of Leadership:

The concept of leadership has undergone a sea change from the concept of ‘born-leader’ to ‘situation-leader’ and to effective leader. Views, assumptions and theories of leadership have changed significantly in recent years. Business and industry have set managers more as leaders to achieve the challenges. The quality of leadership provided by the managers determine the degree of success of business. Some people are born leaders and need little training or development. But many managers do not born with qualitative leadership skills. They need training and development to develop leadership skills. However, born leaders can be more efficient with little training.4
Leadership is an important part of managing process. The manager becomes more effective and efficient if he is a good leader. Without having the qualities of a good leader he may find it difficult to direct the activities of subordinates for achieving organisational objective. More so, the success, development and growth of an organisation depends on the leadership qualities of its managers. Significance of leadership can be understood on the following grounds.5

1. Directing and Motivating the Subordinates: Leader helps in motivating the members of the group to work for the accomplishment of objectives. Leadership may be regarded as an important factor in directing and channelising all energies of the employees in this direction. The leader creates an urge among the employees for higher performance. In the words of George Terry “the will to do is triggered by leadership and lukewarm desires for achievement and transformed into a burning passion for successful accomplishment by the skilful use of leadership”. Thus it is only with the help of effective leadership a sense of belongingness, loyalty and commitment can be created among the employees working in an organisation.
2. Getting cooperation of employees: Manager can secure high level cooperation of employees for achieving objectives, when they are good leaders. As a leader the manager persuades his subordinates to work more enthusiastically. To seek maximum cooperation from the followers he modifies their working behaviour and makes it more comfortable and meaningful for achieving organisational goals.

3. Creating confidence among employees: By providing guidelines and support to his employees create confidence among the employees. He provides psychological support and spirit of enthusiasm among the followers so that they can realise their capabilities and potentialities.

4. Creating conducive work environment: Leadership, primarily aims at creating congenial and proper environment in work setting so that the employees can make maximum contribution for seeking the objectives of organisation. The leader maintains rapport with the followers and has reciprocal relation with them which helps in creating an environment of mutual help and trust.

5. Introducing Change: Leadership also helps in introducing change in the organisation. The manager who has the qualities of leadership finds it easy to convince the employees about the positive effects of change to be introduced and thereby reduces their resistance to change. He takes them into confidence and seek their full cooperation for implementing
the change. Thus the leader may be regarded as change facilitating agent in the organisation.

6. Following discipline among members: An effective leader has qualities to get his orders and instruction, followed by the members. He always attempts to produce goal-directed working behaviour among members and forces them to work in a disciplined manner. He does not exercise an authority but shows exemplary character to maintain discipline ultimately to achieve the common goals.

7. Representing the members: The leader is a representative of members to lead the people. Although he makes all efforts for directing the behaviour of members towards the accomplishment of group goals. But he also takes care of personal interest of the members. He attempts to protect and promote their interest and integrates it with that of common interest.

8. Providing Satisfaction to the members: One of the important characteristics of leader is to provide satisfaction to his members. The real and effective leader is capable of satisfying personal needs and wants of the members in order to motivate and maintain team spirit of members. Thus leader has capacity to solve the problems and difficulties of the members.
Leader Vs. Manager:

The leaders in the new millennium like Mr. Bill Gates of Microsoft, Dheerubai Ambani of Reliance Petrochemicals have created new external environment in the competitive corporate world but the managers in the past like Mr. Krishna Murthy of Maruti Udyog Limited ran the business under the relatively stable environmental factors.

As Bennis put it, “To survive in the twenty-first century, we are going to need a new generation of leaders – leaders not managers. The distinction is an important one. Leaders conquer the context – the volatile, turbulent, ambiguous surroundings that sometimes seem to conspire against us and will surely suffocate us if we let them-while managers surrender to it.”

Thus managers surrender to the external environment, while leaders fight with the environment and create new environment. Theorists and practitioners are differentiating the leader from managers only in recent years. This is more so, particularly after globalisation and liberalization of world economies. Abraham Zalenznik argues that leaders and managers are very different kinds of people. They differ in motivation, personal history etc. Managers tend to be impersonal towards goals while leaders take active and personal attitude towards goals.
• Managers tend to view work as an enabling process while leaders work from high task positions, seek out risk and danger when opportunity and reward appear high.

• Managers work with people while leaders relate ideas to people in more intuitive and empathetic ways.

• Managers cope up with change whereas leaders bring change. Leaders develop a vision and direction for the future.⁸

• Manager has to refer all the functions of management like planning, organising, directing and controlling. Leader does not required to refer all the functions of management. Leader only influences the people.⁹

The differences between Manager and Leader can be presented in Exhibit 1.1.

Exhibit – 1.1 Difference between Manager and Leader

<table>
<thead>
<tr>
<th>Managers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administers</td>
<td>Innovates</td>
</tr>
<tr>
<td>A copy</td>
<td>An original</td>
</tr>
<tr>
<td>Maintains</td>
<td>Develops</td>
</tr>
<tr>
<td>Focuses on systems and structures</td>
<td>Focuses on People</td>
</tr>
<tr>
<td>Relies on control</td>
<td>Inspires trust</td>
</tr>
<tr>
<td>Short-range view</td>
<td>Long range perspective</td>
</tr>
<tr>
<td>Asks how and when</td>
<td>Asks what and why</td>
</tr>
<tr>
<td>Eye on the bottom line</td>
<td>Eye on the horizon</td>
</tr>
<tr>
<td>Imitates</td>
<td>Originates</td>
</tr>
<tr>
<td>Accepts the Status Quo</td>
<td>Challenges the Status Quo</td>
</tr>
<tr>
<td>Classic good soldier</td>
<td>Own person</td>
</tr>
<tr>
<td>Does things right</td>
<td>Does the right thing</td>
</tr>
</tbody>
</table>

Characteristics of a Leader:

A leader has certain inherent qualities and traits which assist him in directing and guiding role to influence the people. Some of these traits according to Stogdill as given below:

1. Physical features
2. Intelligence
3. Emotional stability
4. Human relations
5. Emphathy
6. Objectivity
7. Motivating skills
8. Technical skills
9. Communication skills
10. Social skills

1. Physical Features:
   Physical feature of a man determined by heredity factors. It is the transmission of the qualities from ancestor to descendant physical features of man includes height, weight, physique, health and appearance. To some extent these are important for leadership.

2. Intelligence:
   High level of intelligence is required for an effective and successful leader. It is expressed in terms of mental ability and natural quality which is related to brain. It can be increased through various training programmes.
3. **Emotional Stability:**

A leader should be free from bias. He is consistent in action, and refrains from anger. He should be well-adjusted without having anti-social attitudes. He is self-confident to solve the problems based on the situations. Thus a leader should have high level of emotional stability.

4. **Human Relations:**

A leader has to maintain the good human relations to influence the people according to his objective. Leader also requires to understand the behaviour and knowledge of the people to satisfy their needs. The leader has to maintain good human relations with all the employees working in the organisation for the success of his leadership.

5. **Empathy:**

Empathy is understanding the things and situations from others point of view. A leader has to observe the things from others point of view for the success of his leadership. Empathy requires respect for the other persons, and their rights, beliefs, values and feelings. Thus it is essential for the leader.

6. **Objectivity:**

Objectivity relates to relevant facts and information. Leader has to assess these without any bias or prejudice. Objectivity should be based on his relationship. Thus a leader has to make clear objective for success of his leadership.
7. **Motivating Skills:**

   A leader should require quality to motivate his followers. Motivation of employees will help to improve the performance for better results. Motivation may be financial or non-financial. Thus leader has to motivate his employees to do work effectively and efficiently for the success of his leadership.

8. **Technical Skills:**

   A successful leader should have the ability to plan, organise, delegate, analyses seek advice, make decision, control and with cooperation. All these will help to compete leadership.

9. **Communication Skills:**

   A successful leader should know how to communicate the ideas effectively to his follower. A leader has to send the message skillfully and in stimulating process for the success of his leadership.

10. **Social Skills:**

    A leader has to understand the strength and weaknesses of his people. He has the ability to cooperate the people to do the work. Thus successful leader requires social skills.

    Through all these qualities contribute to the success of leadership. They may not be possessed by successful leader in equal quality. The above list of qualities may be suggestive and not comprehensive / compulsory.

    The above traits are not universal in nature, nor all the leaders have all these traits. Not all these traits work all the time. Some of these characteristics
are different from leader to leader. The leadership behaviour is directly related to individual and group work activity, loyalty of the group, absence, turnovers and employee morale. These are some of the indicators, which to some degree reflect the effectiveness of leadership behaviour. Thus all these qualities may be suggestive and not comprehensive.

**Difference Between Leadership and Management**

Leadership and management are related but they are not the same. A person can be an effective manager, a leader, both, or neither. This is due to the fact that leadership differs from management on some aspects. Many researchers have studied the both leadership and management concepts. They have concluded that leadership differs from management in terms of the emphasis that is put on four activities-creating an agenda, developing a human network for achieving the agenda, executing plans, and outcomes of activities. While leadership emphasises change in these activities, management believes in *status quo*. Stephen Covey, a consultant on developing leadership, has emphasised the difference between leadership and management as follows.¹¹

1. Leadership deals with vision-keeping the mission in sight-and with effectiveness and results. Management deals with establishing structure and systems to get those results.

2. Leadership focuses on the top line; management focuses on the bottom line. Leadership derives its power from values and correct principles,
whereas Management organises resources to serve selected objectives to produce the bottom line.

3. Leadership inspires and motivates people to work together with a common vision and purpose. Management involves controlling and monitoring results against plans, identifying deviations, and then planning and organising to solve the problems.

4. Leadership emphasises transformation aspect and, therefore, transformational leadership emerges. On the other hand Management focuses on transactional aspect and, therefore, transactional leadership emerges.

The differences between leadership and management can be summarised as shown in Exhibit 1.2.

Exhibit – 1.2 Differences between leadership and management

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Factors</th>
<th>Leadership</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Source of power</td>
<td>Personal abilities</td>
<td>Authority delegated</td>
</tr>
<tr>
<td>2.</td>
<td>Focus</td>
<td>Vision and purpose</td>
<td>Operating results</td>
</tr>
<tr>
<td>3.</td>
<td>Approach</td>
<td>Transformational</td>
<td>Transactional</td>
</tr>
<tr>
<td>4.</td>
<td>Process</td>
<td>Inspiration &amp; influencing</td>
<td>Directing &amp; Controlling</td>
</tr>
<tr>
<td>5.</td>
<td>Emphasis</td>
<td>Collectivity</td>
<td>Individualism</td>
</tr>
<tr>
<td>6.</td>
<td>Futurity</td>
<td>Proactive</td>
<td>Reactive</td>
</tr>
<tr>
<td>7.</td>
<td>Type</td>
<td>Formal and informal</td>
<td>formal</td>
</tr>
<tr>
<td>8.</td>
<td>Progress</td>
<td>Innovating</td>
<td>Planning &amp; Organising</td>
</tr>
</tbody>
</table>

Source: Present Study.
Formal and Informal Leadership:

Leadership broadly divided into two types: 1. Formal Leaders, 2. Informal Leaders. The formal leaders are appointed or elected based on official authority. For example, anyone who is appointed to the job of a manager is also given the authority to exercise formal leadership in relationship to his subordinates. Similarly, a formally elected leader of a country or a state acquires the authority of leadership and in giving directions to the country or state. Informal leaders are exercised the power based on their interpersonal influence. They are not designated any authority or power. They emerge in certain situations because of their intelligence, skills and knowledge. Informal leaders are generally influence the people based on the influencing capacity.¹²

The informal leaders use interpersonal influence in a group without designated authority or power. These leaders are not officially elected. These leaders emerge in certain situations because of their charm, intelligence, skills or other traits and to whom other people turn to for advice, direction and guidance. Religious and civic leaders fit into this category. Successful managers who exercise their given authority in a formal way are also capable to exercising informal leadership relationships with people both within as well as outside the organization.
Women as Leaders and Managers:

Women have been discriminated in our male-dominated society. Mostly girls were married when they were in their teens, widow re-marriages were considered to be a social taboo, education beyond the primary or at the most school level was rare; girls especially in rural and small towns, were deliberately under-nourished and denied access to outside world. Women were considered to be fit to cook food but not to work in business establishments. Even the constitution has not been free from bias against the fair sex. Daily newspapers publish reports about rape, bride burnings, dowry deaths and wives beaten to death. Women are afraid of going out alone after dark and cannot go for shopping without male escorts.13

As we go into the future, discrimination against women will certainly go and they will sure occupy equal status along with male counterparts. Today girls are better educated, more assertive and more bold. Added to this is women’s liberation movement, to protect and improve bold. Added to this is women’s liberation movement, to protect and improve lot of women. Business and other professional activities are multiplying, demanding the services of the talented people, including women. The Government is also keen on uplifting the status of women.
Women as Managers and Employees:

Participation of women in business as owners, managers and employees is less encouraging, considering the size of the population and the vast opportunities available. While women account for 48% of the population, the 1991 census the female workforce 20.85% occupying top positions are few and far between. Reasons are not difficult to seek. The main reasons are women are known to have lower attachment to work and therefore content with lower positions. They do not consider themselves primary earners. They lack education and training. They are less preferred to men in recruitment and selection process because of legal and other problems.
Review of Literature

Review of some studies in Indian context:

The studies on leadership styles in Indian context are limited. The literatures so far reviewed relates to the studies conducted outside India. Only in the recent years some studies have started gaining proper attention from the academicians and the practising managers. A brief review of the studies on the Indian context on the Indian leadership styles is given hereunder. Apart from the studies on leadership in Indian context concerns itself with identifying the authoritarian or democratic of business managers.

Ganguly has conducted a study on leadership effectiveness in a State-owned Engineering Factory in 1964. He found that the prevailing pattern ranged midway between the Bureaucratic and Autocratic, i.e., between the impersonal and the assertive superior, although the majority of the managers preferred the Autocratic style, and an interesting finding of the workers\(^\text{14}\) (13 percent) indicated their preference for Autocratic leadership. Myers conducted interviews on leadership pattern with Industrialists, Government officials, labour leaders and managers in both Indian and Foreign owned firms. He concluded that many Indian top managers are relatively authoritarian in their relationships with their lower management and labours.\(^\text{15}\)
Bhushan has conducted a field study in 1968 to examine the effect of personal factors on the determination of leadership choice. In this study, he found that persons of middle age and higher education and those coming from the urban areas had significantly greater preference for democratic style of leadership. The sex of the person was not found to be important in this regard. Casio in a cross cultural study found that Indian managers preferred to deal in decision making with the uninvolved passive subordinates. In a sample of 627 managers from 21 countries there are 37 managers from Indian Business organizations. Only 29.4% of the Indian managers preferred participating style.

Dhingra examined participative style of managers in the public sector industry in India. In order to get a measure of a dominant orientation of the managers a semi projective techniques is used. A personal value questionnaire is administered to randomly selected sample of 265 managers working in the public sector industry in India. It was found that only 16.23 percent of the managers studied had a clear participative pre-disposition. The rest of them had either non-participative or mixed pre-disposition. The non-participative pre-disposition was found to be higher among the managers at the top level. ‘Staff’ managers were more participative than the ‘line’ managers.

The Indian culture has a main role in describing the leadership orientation of mangers in business enterprise. Sociologists have described
Indian adult society as authoritarian and hierarchy. According to this view, the manager in India is a creative of the family, where he has spent his earliest years as a child in the ‘next warmth’ of a close relationship with his parents, a relationship which leads to long period of dependence. Authoritarianism is only an obverse of dependence which socialisation in an extended in a family system commonly fosters in once personality. This thinking has been supported by Chattopadhyaya and others.19

England’s study on Private sector managers in India examines their values. He found that group of people in one’s organizational environment do not play as significant a part in the value system of Indian mangers as is the case with the mangers from other countries. Similar studies regarding this lower participation of Indian managers have been made by other researchers who use different samples.20

Bose studied the relationship between workers’ and supervisors’ attitudes and productivity level of the workgroup. 68 supervisors and 400 workers from three industrial organizations were studied. With the use of appropriate attitude scales, four principle dimensions of satisfactions were measured. The total score was found as the morale score. Employee centered was found to have a positive relationship with the morale of workers.21
Kalra has studied the views and attitudes of managers about participation. Seventy Five percent of the managers studied expressed satisfaction with a decision in which sub-ordinates were in favour of participative decision making. The Authors ascribed this attitude to the forces in the Indian culture suggesting that in a majority of cases, parents do not consult children or encourage them to participate them in important family decisions. A manager acts like a traditional father and expects obedience from his sub-ordinates.

Singh and Pestonjee have investigated the influence of supervisory behaviour on the job-satisfaction of workers. They attempted to ascertain whether there was any significant difference in job satisfaction of workers working under two different styles of supervision, i.e., employee oriented and production oriented types. For the evaluation of supervisory behavior a supervisor's orientation schedule was used. This instrument is an untimed 60-action scheduled for determining the type of supervisory behavior of first level supervisors. The study was carried out at Rajhara iron ore mines, Bhilai Steel plant. 16 first level supervisors and 100 rank and file workers participated in the investigation. It was found that the level of overall job-satisfaction of workers under employee-oriented supervision was significantly higher in comparison to the overall job-satisfaction under production oriented supervision.
A study was conducted by Saiyadain, testing the hypothesis of the supervisory practices characterized by participative styles are more satisfying to employ than those characterised by Directive style. A sample of 76 employees were taken and questionnaires were administered to them. Satisfaction with superiors was used as a dependent variable. The results of the study indicated that the style characterized by flexible, responsive, and considerate attitude to the needs of subordinates (participative style) induces greater satisfaction compared to the one, which is production oriented, rigid and inconsiderate of the feeling of the employees.24

Malvia has studied the relations of perception of participation in decision making with job-satisfaction, job-effectiveness and personality structure. The study was conducted in the two textile mills of Gujarat taking a sample of 189 supervisory personnel for measuring participation and job-satisfaction questionnaires were used. The assessment of job effectiveness was based on the summary appraisals by the departmental heads. A positive relation between 'participation-satisfaction' and 'participation-effectiveness' was found. The group higher on perception of participation was more satisfied and more effective except hierarchy level no other bio-data variable-age, education, experience etc., in the unit and the salary was found to be co-relate of participation.25
Kumar and Bohra have conducted a study on job-satisfaction on workers perception of the organizational climate. They concluded that the perceived organizational climate tended to significantly affect the job-satisfaction of the workers. The sample was sixty workers from various industrial units of private sector. In this study, they found that the workers who perceived the existing organizational climate as democratic, experienced higher job satisfaction than workers perceiving the same climate as autocratic.26

Thus the studies conducted up to the 80’s made tentative conclusions that Indian manager’s dominant orientations is authoritarian, and that they exist a positive relationship between participative leadership style and morale and satisfaction. Sinha briefly tested out primarily three types of leadership styles;

a) Participative leadership
b) Authoritarian leadership
c) Authoritative leadership

The conceptualization of three of the stated styles is as follows.27 ‘The participative leadership’ is the style in which the focus is on the participation of decision making and on the issues of promotions, hiring of new staff, resolving the inter-personal conflicts, evaluating the performances, adoption of new policies, adoption of new programmes, and the preparation of the
Authoritarian leadership could be explained as the de-valuating the subordinates, demand of personal loyalty nurturing of whims and seeking pleasure in letting down the subordinates. 'Authoritative leadership' also called 'nurturant task leadership', constitutes emphasis on the target, clear understanding of each other, encouraging the subordinates for hard work, imparting specific instructions and enforcing rules and regulations uniformly and equitably.

The study of Singh and Janak Pandey conducted through a sample of 250 respondents of an electronic undertaking in North India concludes that the participative and authoritative styles are the positive styles of leadership. The authoritative may substitute the participative, till conditions in an organization permit.28

Swarna Pratap and Sri Vastava made a comparative study of 80 executives of private public and Government organizations located in the city of Kanpur(U.P) and was found that high task - high relationship was predominant among the executives of all organizations. They also emphasize that the Indian executives do think on the lines of 'concern for people' but many of them still like to be benevolent autocrats rather than participative managers.29

Daniel Goleman who is well known for his two books 'Emotional Intelligence' and 'Working with Emotional Intelligence' – in an article titled
"Leadership That Get Results" in Harvard Business Review dated March-April 2000 attributes this reason for lack of quantitative research that demonstrates which precise leadership behaviour yield which type of organizational results. He points out the research of consulting firm Hay/McBer on random sample of 3,871 executives selected from a database of more than 20,000 executives, which has demystified the effective leadership. The research found six distinctive leadership styles such as coercive style, authoritative style, affiliative style, democratic style, pacesetting style and coaching style.  

Need for the Study:

Inspite of the vast reservoir of human and physical resources, India has belied the growth and developmental hopes of many. Economic performance of productivity and general level of efficiency in the Industrial sector are still lagging behind. This stands out in sharp contrast to the Industrial economy in other developed nations. To investigate the peculiar growth and economic performance of countries like Japan and Korea, number of socio-economic and historical hypothesis have been developed. However none of them adequately explained the reasons for India’s low economic performance. There may be cases where significant differences do not exist between the resources endowments of the countries, however, the difference in the management systems styles and processes cause variations in the success in
economic development. As a matter of fact, countries like Japan, Israel and Switzerland do not have much of natural resources, but their economic progress has been phenomenal and is attributed to the quality of human resources and managerial methods and practices. While successful countries have developed management styles including that of leadership in business in consonance with their own cultural ethos and experiences, India has been importing the ‘latest’ in management systems and styles. Therefore, there is a great need to generate relevant literature in regard to our country in this sphere.

From the post independence phase of development, there has been very limited number of adequate or serious grass root efforts to evolve leadership styles that are tuned to Indian ethos culture and experience. Recent years have brought qualitative changes in the relations between the managers and the subordinates in maintaining the authority and control in the organization. Earlier it was believed that a manager could be successful if he is intelligent, imaginative, enterprising, quick and accurate in decision making and had the ability to inspire and lead his subordinates. But with the emergency of behavioral approach and the concept of group dynamics, attention was focussed towards the members of the group rather than solely on the leader. The human relations movement and the need to understand motivational method has undermined the utility of autocratic leadership. Many studies have
shown the usefulness of the 'democratic' leadership, and many organizations have shown preferences for this style and consequently the same has been incorporated in the training programmes to develop leaders.

The decisions of the leaders are generally classified by the followers as authoritarian or democratic. This has lead to confusion and dilemma in the minds of the modern manager to find himself and his behavioral characteristics. It has also been realised that to predict the behavior of the group members; to inspire them and to make good decisions and communicate with them effectively and appropriate style of leadership is necessary. Basically, the manager and the leader may be different in their approaches. The leaders have to innovate new ways and make new approaches to explore, whereas the managers besides discharging have to execute the operations effectively. Under the increasing pressures for change on technological, economic and political fronts, there is increasing realisation that the managers have to delegate and adopt democratic approach to manage effectively.

Hence, a study of this type by exposing the reader to various aspects of managerial leadership patterns will increase the awareness about the alternatives available to a manager and may help them in selecting the one that they may deem most suitable.
Research Problem:

The present study is aiming at the exploration of the leadership patterns that are followed by managers of Visakhapatnam Port Trust, keeping in view their situational needs and work ethos, the study focuses the leader as a change-agent towards his followers by setting his standards through his acts.

The study also analyses the socio-economic background of managers of Visakhapatnam Port Trust and attempts to compare their socio-economic status with their achieved goals assuming that leaders behaviour in an organization depends on the system of values generated by the culture setting. Moreover, the study tries to find out the appropriate leadership style relevant to the Indian situation.

Objectives of the Study:

The main objective of the study is to examine the leadership pattern followed by the managers in Visakhapatnam Port Trust, Visakhapatnam, Andhra Pradesh. The other objectives of the study are;

1. To find out the leadership style of managers at higher, middle and lower levels in order to determine their suitability for practical use and find out various variables forming the different styles.

2. To examine relationship of socio-economic variables with the leadership styles of selected manger-leaders.
3. To find out the difference in the style of leadership between the operational and non-operational managers of Visakhapatnam Port Trust.

4. To identify the basis on which the leader's style can be identified.

5. To assess the effectiveness of each leadership style in terms of achieving individual and organizational goals.

Hypothesis:

The present study is explorative in nature. Hence the following hypothesis have been developed which will be a basis for testing the results of the study.

1. The style can be distinguished on the basis of leader's use of authoritarianism and participative approach towards the people.

2. The socio-economic background of the managers plays a crucial role in choosing an appropriate leadership style.

3. The style that a leader adopts, will be influenced by cultural ethos in which he grows and works.

4. The post independence Indian managers are the change seekers and more participative as they might be influenced by the policies and practices adopted in the democratic India.

5. The managers of the operational and non-operational are likely to differ in the use of authoritarianism and participative approach towards the people.
6. The perceived personal and organisational goals may influence the style of behavior.

7. The motivators, the beliefs and values influence the style of leadership.

8. The managers of top level, middle level, and lower level have different styles of leadership.

Scope of the Study:
The present study is confined to different departments of Visakhapatnam Port Trust, Visakhapatnam, such as personnel department, administration department, civil engineering department, mechanical engineering department, marine department, maintenance department, medical department, research and planning, finance department and traffic department. It is hoped that the investigations in Visakhapatnam port trust can yield effective results to draw pertinent and meaningful conclusions.

Sources of Data:
The study is based on primary and secondary sources of data. The main sources of primary data are the managers belonging to the various departments of Visakhapatnam Port Trust. Data collected through primary sources consist of information collected through structured open end questionnaire designed for personal interviews with the managers and on the other hand data is collected through secondary sources consisting of information collected through booklets, personal manuals, magazines of Visakhapatnam port trust, Journals and Reference books etc.
Methodology:

The study is explorative as well as comparative in nature. It intends to explore the leadership behavior of the managers of Visakhapatnam Port Trust and compare the role and effectiveness of operational and non-operational managers of VPT. The sample is selected on the basis of random sampling technique drawn from Visakhapatnam Port Trust. A sample of 100 managers out of 408 managers (covering 25% of population) 36 from top level, 48 from middle level and 16 from lower level were chosen for the study. Area wise respondents are 65 from operational, 35 from non-operational managers are selected in Visakhapatnam Port Trust. A list of sample selected executives is given in Annexure – II.

Techniques of Data Collection: For the purpose of collecting primary data from the managers of Visakhapatnam Port Trust both operational and non-operational managers, a structured open end questionnaire has been designed to elicit information on leadership styles. The study requires data relating to behaviour, attitudes and perceptions of managers. Hence with the help of structured questionnaire, personal interviews are conducted by the Researcher. The collection of primary data was done in three phases, in the first phase the purpose and objectives of the study were explained to a few of the sample respondents picked out of the total sample and the questionnaire were given to
them. At the second phase, doubts in respect of questions if any, were clarified and suitable modifications were made and then questionnaires were administered in the pilot study. In the third phase the questionnaires were collected from the respondents.

The variables selected for the present study are

1. Authoritarianism.
2. Initiating structure
3. Participation
4. Organizational Goals
5. Personal Goals
6. Interpersonal trust
7. Adoption Propensity
8. Risk-taking Propensity

Pilot Study:

In view of the accuracy, appropriateness and feasibility of the questionnaire and to measure the time consumed in filling the questionnaire a pilot study was conducted, 10 managers from two areas were personally contacted and requested to fill the questionnaire. The pilot study was helped to modify the questionnaire in some minor aspects.

Data Analysis:

While analysing the data relating to the comparative study of the leadership styles of managers in Visakhapatnam port trust, the following statistical tools have been employed.
For the purpose of testing hypothesis and the significance of calculated values a test by name ‘two tail’ test was used.

(i) Formula for the calculation of rank correlation co-efficient

\[ r = \frac{1 - 6\Sigma d^2}{n(n^2 - 1)} \]

\( d^2 \) = sum of the squares of the differences between the ranks
\( n \) = number of observed items

(ii) Test for the significance of correlation co-efficient:

\[ t = \frac{r}{\sqrt{\frac{n-2}{1-r^2}}} \]

\( r \) = correlation coefficient.
\( n \) = number of observed items.
‘\( r \)’ value to be significant at 0.05 level is computed by substituting table.
‘\( t \)’ value at (n-2) degrees of freedom in this formula.

This ‘\( r \)’ value is compared with the calculated ‘\( r \)’ value for testing the significance.

(iii) \( t \)-test for difference of means. Formula used for this purpose are:

Standard Deviation formula:

\[ r = \sqrt{\frac{\Sigma fd^2}{n} - \left( \frac{\Sigma fd^2}{n} \right)^2} \]

\( n \) = number of observed items
\( d = x - A \)
\( A = \) Assumed when
\( F = \) Frequency
Weighted Mean:- In calculating arithmetic mean we suppose that all the items in the distribution have equal importance. If some items in a distribution are more important than others, then this point must be borne in mind, in order that average computed is representative of the distribution. In such cases proper weightage is to be given to various items—the weights attached to each item being proportional to the importance of the item in the distribution.

Let $W_i$ be the weights attached to the items $X_i$, $i = 1,2,3,.................n$. Then we define weighted arithmetic Mean or

\[
\text{Weighted mean} = \frac{\sum_i W_i X_i}{\sum_i W_i}
\]

Weighted Mean results in higher value than the simple mean if smaller weights are given to smaller items and larger weights to larger items.
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