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LEADERSHIP STYLES ACROSS ORGANISATIONAL TYPES: A COMPARATIVE STUDY IN ADMINISTRATIVE AND FINANCIAL ORGANISATION

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ABSTRACT

The primary purpose of the present investigation was to examine leadership across two organisation types and two job categories. 100 adult employees (50 from administrative organisations and 50 from financial organisations) were randomly sampled for the study. Half of the participants in each organisation type were assistants and the other half of the participants were supervisors. Thus, the study adopted a 2 (organisation type) X 2 (job category) factorial design. The participants were individually administered a leadership style questionnaire developed by J.B.P.Sinha. It may be indicated that the questionnaire measures several dimensions include paternalistic, nurturant task, nurturant, task oriented, dependency, fascist, personalised, and status conscious styles. The sub-groups (assistants in administrative organisation, supervisors in administrative organisations, assistants in financial organisations and supervisors in financial organisations) were compared with respect to each of the leadership style dimensions. The result indicated that the employees in administrative organisations indicated higher scores than the employees in financial organisations with respect to each of the dimensions. Furthermore, assistants indicated greater score than the supervisors on nurturant task, nurturant, task oriented, bureaucratic, dependency styles. On the contrary, supervisors revealed higher scores than the assistants with respect to fascist and status conscious leadership patterns. The higher score of employees in administrative organisation was explained in terms of importance attached to control and supervision in administrative organisations. Similarly higher scores of supervisor on the dimension of fascist and status conscious dimension was conceivable in terms of the greater power and authority associated with supervisors. The role of socio-demographic features was accordingly explained. The findings of the study were explained in the light of current theories. The implications of the study were pointed out and the directions for the future research were outlined.

KEYWORDS

leadership style, administrative organisation, financial organisation.

INTRODUCTION

In 1970s, the late onset of leadership research in India doesn't minimise its importance for Indian organisations. On the contrary, in the context of development, leadership research assumes greater importance in India, particularly when Indian organisations are going to face new the traditional view of leadership provides some initial inputs for subsequent development. It is important to recognize that social scientists and management professional from many different disciplines including Human Resource Management have contributed during such evolution of ideas.

A modification of the Great Man Theory is the Trait Theory, which argues that leadership qualities or traits can be acquired. Traits are personal characteristics of the individual, including the physical characteristics, social background, intellectual ability, personality, task orientation, and social skills. The trait theory attempts to isolate the attributes of successful and unsuccessful leaders. Trait includes skills such as creativity, Organisation persuasiveness, diplomacy, tactfulness, knowledge of the task and the ability to speak well.

Others criticize the trait theory because it focuses attention only on the leader, disregards the dynamics of the leadership process and ignores the followers and the leadership situation, which makes the emergence of a leader possible.

THE IOWA LEADERSHIP STUDIES

A series of pioneering leadership studies conducted in the late 1930s by Ronald Lippitt and Ralph K. White under the general direction of Kurt Lewin at the University of Iowa. Lewin is recognized as the father of dynamics and as an important cognitive theorist. The study focuses on their different leadership styles like authoritarian, democratic and laissez faire. The authoritarian leader was very directive and allowed no participation; the democratic leader encouraged group discussion and decision-making; and the laissez faire leader gave complete freedom to the group members to initiate the process and taking decisions.

BALE'S STUDY

Bale (1958) also investigated the pattern of leadership and adopted the method of observation to probe into the leadership. He observed groups in action such as classroom situation, workers' meeting and other group meetings. On the basis of his observation Bale concluded that the leaders are likely to have two kinds of orientation: task orientation and socio-emotional orientation. The leaders with the task orientation are concerned with the task procedures, work deadlines; performance appraisals and work linked feedbacks whereas the leaders with the socio-emotional orientation are particular about relationship aspect, welfare programmes and group happiness.

THE MICHIGAN LEADERSHIP STUDIES

Like the Bales' Study, the Michigan group came up with two dimensions of leadership behaviour- labeled as: (1) The job-centered (task oriented) leadership style, emphasizing the use of rules, procedures and close supervision of subordinates and (2) the employee-centered (relationship oriented) leadership style emphasizing delegation of authority and responsibility and concern for employees welfare, needs advancement and personal growths.

GROUP DYNAMICS STUDIES

Dorwin Cartwright and Alvin Zander, summarizing the findings of numerous studies at the Research Centre for Group Dynamics, claim the group objectives fall into one of two categories: (1) the achievement of some specific group goal and (2) the maintenance of strengthening of the group itself. Goal achievement seems to coincide with the task concept and the task-orientation leadership style is emerged out of it. Whereas group maintenance parallels the relationship concept and out of it democratic leadership style is usually emerged.

THE OHIO-STATE LEADERSHIP STUDIES

The Ohio-state leadership studies certainly gain value for the study of leadership as because they were the first to point out and emphasize the importance of both task and human dimensions in assessing leadership. They have identified two dimensions of leadership: initiating structure and consideration. Initiating structure refers to the extent to which a leader is likely to define and structure his/her role and also involves the degree to which the leader concentrates on group goal attainment. On the other hand, consideration involves the extent to which the leader is approachable and shows personal concerns for the subordinates and as well for the teammates.

BEHAVIOURAL THEORIES OF LEADERSHIP

Behavioural theories propose that there are specific behaviours that differentiate leaders from non-leaders. Successful leaders are engaged in some crucial behaviours and these behaviours influence sub-ordinate performance and satisfaction.

SITUATIONAL THEORY OF LEADERSHIP

One of the popular approaches to management style training and development is the life cycle approach to leadership. It is an extension of the managerial grid approach. Situational leadership is based on the interplay among (1) the amount of guidance and direction, a leader gives, (2) the amount of socio-emotional support a leader provides, and (3) the readiness level that followers exhibit in performing a specific task, function or objective. The basic concept of situational leadership is, there is no one best way to influence people. Which leadership style a person should use with individuals or groups depends on the maturity level of the people the leader is attempting to influence?

The key to using situational leadership is to assess the maturity level of the followers and to behave as the model prescribes. Implicit in situational leadership is the idea that leader should help followers grow in maturity as far as they are able and willing to proceed.

EMERGING DIMENSIONS

While the mainstream leadership research has generated the elements of contingencies among style, followers, and situation, some emerging trends have pointed the significance of a few new dimensions. Recent development in the area of charismatic leadership is one such trend. Similarly, the recent upsurge of interest in the study of emotional intelligence (EQ) and its linkage with the leadership represent another interesting development.

CHARISMATIC LEADERSHIP

Charismatic leadership is a very rich and complex social phenomenon and its manifestation among different kinds of leaders and its overpowering effects on followers have lent it an elusive and mystical character. Yet, in spite of complexity, its effects are widely recognized. Charismatic must view as an attribution made by followers. The role played by a person makes that individual not only a task leader or a social leader and a participative or directive leader but also a charismatic or non-charismatic leader.

EMOTIONAL INTELLIGENCE

Effective leaders are alike in one crucial way: they all have a high degree of Emotional Intelligence (EQ). There is relationship between EQ and effective performance, especially in leaders. There are some components of EQ, like self-awareness, self-regulation, motivation, empathy and social skills which are highly demanding to create a better leader.

THE INDIAN SCENARIO

In every society, Organisations are formed to provide a variety of goods and services that promote the well-being of its members. In order to achieve the purpose of the Organisation, it is often necessary to develop a structure and specification of tasks, roles and status of organisational members' structure and role specification imply that some members assume leadership status and other assume the status of followers. It is the task of the leaders to assess the environmental demands and Organisational capabilities to respond to such demands.

As Ganesh and Rangarajan (1983) observed in their review of Organisational behaviour research in India, "Leadership as a theme has emerged environmental demands resulting from globalisation and liberalisation of business and politics (Kanungo and Mendonca, 1996a).

Leadership is often thought of as a set of functions performed by a superior vis-à-vis subordinates, such as task and interaction facilitation, goal emphasis and nurturance or support (Bowers & Seashore, 1996). Leadership may be an important mechanism for the process of socialization, Organisational integration and institutional building. Sinha (1979, 1980, 1984) has argued that in a culture with high dependency proneness, a work ethic, a strong bonding orientation, a firm directive but nurturant leadership is an essential first step in socializing a work force into a culture of autonomy, work ethic and professionalism. In partial contrast to the analyses of Sinha, Singh et.al. (1982), visualised that participative and democratic style leadership style as the best. From their research findings, Singh, Warrior, and Das (1979), reported that the authoritarian leadership style affected group productivity negatively while democratic, participative leadership affected it positively. Similarly the more democratic the style, the higher tended to be work satisfaction and group cohesion. Apart from the authoritarian participative leadership continuum another continuum has been focused, that is the production vs. employee oriented supervision. Singh and Srivastava (1979), reported that performance of subordinates is better under production oriented supervision.

Leadership style somewhat affect the Organisational climate. Habibullah and Sinha (1980) found that the perceived authoritarianism of leadership style is negatively correlated with organisational climate being perceived as affiliative. Broadly speaking organisational climate is the psychological feel of a work place, or an organisational unit and the organisational norms that seem to correspond to this feel. Ansari (1980) measured the organisational climate in terms of perceived leadership style support to personal and bureaucratization. He supports that organisational climate viewed as molar or aggregated organisational construct. Das (1977b) observed the relationship between the department's style or culture of decision making and the values of the department's managerial staff. He found that in the autocratic and benevolent autocratic groups or departments "to be force supervision", i.e. autonomy ranked first as a managerial value, while in the consultative groups or departments using special abilities and talents ranked first and in the democratic departments or groups "to be creative and original" ranked first.

Morrison, et.al. (1997) studied in The Relation between Leadership Style and Empowerment on Job Satisfaction. They noticed that both transformational and transactional leadership were positively related to job satisfaction, as was empowerment. Differences in the contributions of empowerment and leadership style in predicting job satisfaction for licensed and unlicensed workers was evident.

Srivastava and Sharma (1992), conducted a research to examine the relationship between managerial effectiveness and leadership style. He found that there is significant relationship between managerial effectiveness and low task and low relationship leadership behaviour was noticed. Vidhu Mohan (1993) assessed the effect of intensive human resource development (HRD) training on the leadership style and effectiveness. He noticed that (a) the highest scores were obtained on the participative style and the least on the delegatory style; (b) training led to a significant increment in the mean score of leadership style and (c) pronounced change was noticed in leadership effectiveness. Ansari, Mahfooz and Saxena (1994), investigated the role of leadership styles and perceived supervisory control on the use of integrative tactics with the immediate supervisor. Podder (1994) explores the team leader's role in achieving succession team work. An understanding of group dynamics, member's needs and feelings and involving all members in decision making on the part of the manager lead to high morale and productivity in the group.

Ruddy (1994), examines the leadership styles adopted by managers of Govt. and Pvt. Sector Industries while dealing with their subordinates. He found that in the Govt. sectors the predominant style perceived to be adopted by managers was delegation followed by participation and consultation, however, according to the subordinates, delegation, negotiation and direction were most frequently used styles. Pradhan (1999), assess the impact of organisational culture on leadership and bases of power in service and industrial organisations. This research finding indicated that there were significant differences, between managers of banks and industries with regard to their perception about different styles of leadership. Rastogi & Verma (1999), examines the effectiveness of bureaucracy of organisations on need satisfaction. Results revealed significant differences in the mean scores of bureaucracy of teachers and scientists.

Agarwal & Krishnan (2000) examines the relationship between a person's values systems and leadership styles. Findings revealed that relation oriented leadership style was positively related to values of benevolence and security.

Schippers, Hartog, Koopman, & Knippenberg (2008) studied on the role of transformational leadership in enhancing team reflexivity. They found that Team members rated reflexivity and leadership, while external managers rated team performance. We hypothesized and tested a meditational model proposing that transformational leadership is related to the adoption of a shared vision by the team. This in turn relates to team reflexivity, which leads to higher team performance. Results support this model.

RATIONALE AND OBJECTIVES

As indicated, leadership research has expanded in many directions. Although such research activities in India show the diversity and complexity, there is a lack of integration. It may be pointed out that Behavioural scientists of the present era are emphasizing cultural relevance of psychological theories. In other words, the development of indigenous theories and models is stressed.

Considered from this angle, a great deal of empirical research is needed in Indian context. While some of the studies carried out in Indian context have been reviewed and there seems to be a research gap. Although several styles of leadership have been identified, an important question concerns the prevalence of these styles in Indian situation. Sinha (1980) has spoken of “nurturant-task leadership” as an effective pattern in India.

Prior to validating Sinha’s (1980) claim, it is important to examine the use of model leadership styles in Indian situation. The present investigation is directed to examine several leadership studies in Indian Organisational settings. Considering the fact that the Organisational type is a relevant variable, the present study examines leadership styles in two types of Organisation: administrative and financial.

AN OVERVIEW OF THE DESIGN

The present study adopts a 2 (Organisational type) X 2 (job category) factorial design where employees from two different types of Organisations were sampled. The participants in each Organisation types were from two job categories: supervisors and assistants. Following the classification, the participants of these four sub-groups (Financial Supervisors, Financial Assistants, Administrative Supervisors, and Administrative Assistants) were individually administered on Sub-ordinate Leadership Style Questionnaire, which measures nine specific leadership styles like- Paternalistic (P), Nurturant Task (NT), Fascist (F), Nurturant (N), Task (T), Bureaucrat (B), Dependency (D), Personalized (PE), and Status Conscious (SC).

PARTICIPANTS

One hundred employees (50 financial and 50 administrative) were randomly sampled for the study. Fifty employees from financial Organisations were selected. These fifty employees were selected from different banks located in and around Puri and Bhubaneswar of Odisha state. Similarly fifty administrative employees were selected from different administrative Organisations like Orissa Power Generation Corporation (OPGC) and GRID Corporation of Odisha (GRIDCO) located in and around Bhubaneswar. Half of the employees in each Organisational type were from higher positions (Supervisors) where as the other half of the employees were from the sub-ordinate positions (Assistants).

MEASURE

The study includes Sub-ordinate Leadership Style Questionnaire. This questionnaire was developed by Prof. J.B.P.Sinha (1980). This questionnaire presents 60 items configuring nine basic leadership styles like Paternalistic (P), Nurturant Task (NA), Fascist (F), Nurturant (N), Task (T), Bureaucratic (B), Dependency (D), Personalized (P), & Status Conscious (S).

So far, the questionnaire is concerned; participants are asked to indicate how they deal with their immediate subordinates. Respondents are asked to indicate their preference on a five-point rating scale. The five response categories include ‘always’, ‘usually’, ‘sometimes’, ‘rarely’, and ‘never’. Each item of the questionnaire is positively keyed where scoring system is 5 for always, 4 for usually, 3 for sometimes, 2 for rarely, and 1 for never. Furthermore, the complete score for each leadership dimension is also computed.

PROCEDURE

The study has adopted a 2 X 2 factorial design. Fifty employees from financial and fifty employees from administrative Organisation, located in and around Puri and Bhubaneswar were randomly sampled. Again, each Organisational type was split into two job categories like supervisors and assistants. At the very outset, a formal concept over leadership was given to each employee. Later the employees for the study were individually administered Sub-ordinate Leadership Questionnaire. For each leadership dimensions, separate analyses were carried out.

RESULT AND DISCUSSION

The primary purpose of the investigation is to identify and compare leadership dimensions across Organisational types and job categories. The Organisational type involves financial and administrative settings. The job category pertains to supervisors and assistants in respective Organisations. In addition, the analysis is also directed to examine the association between certain demographic features and stylistic dimensions.

The Analysis of Variance (ANOVA) is performed on paternalistic leadership scores. The results indicate significant effect for Organisational type, $F(1,96) = 249.18$, $P < .01$ (see Table-1). As shown by table-2, employees in administrative Organisations show greater paternalistic leadership than do employees in financial Organisations. ($M = 37.70$ and 24.66 , respectively). However, the result shows non-significant job category effect, $F(1,96) = 0.28$, n.s. The examination of mean scores shows that supervisors reveal as much paternalistic style scores as do assistants ($M = 30.17$ and 30.84 respectively). Furthermore, the result shows significant Type X Category effects, $F(1,96) = 23.46$, $P < 0.01$. As shown by Figure-1, the gap between the employees of financial Organisations and employees of administrative Organisation with respect to paternalistic leadership scores widens when employees move from their assistant to supervisory job categories.

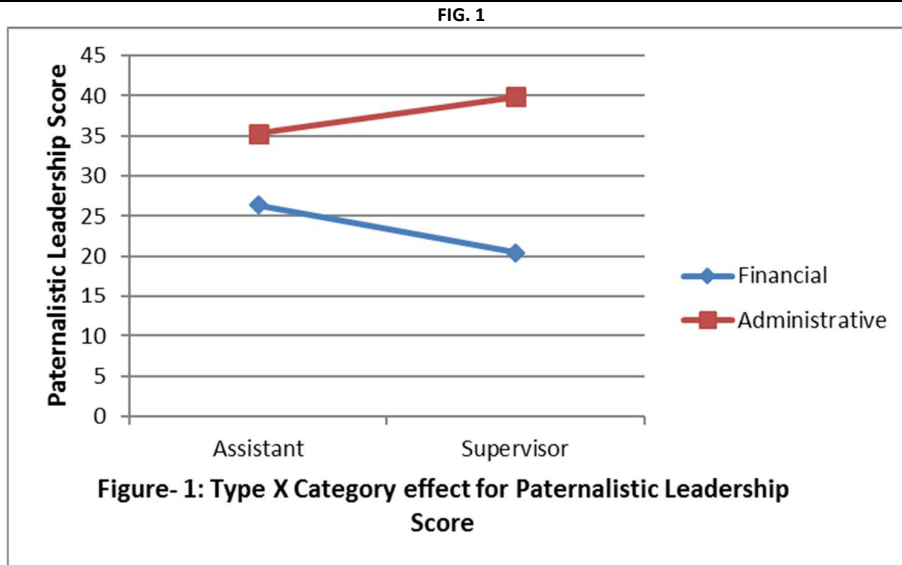
TABLE 1: ANOVA PERFORMED ON PATERNALISTIC LEADERSHIP STYLE SCORES

Source	df	MS	F
Organisational Type	1	4251.04	249.18*
Job Category	1	4.84	0.28
Type X Category	1	400.16	23.46*
Error (Within)	96	17.06	

* $P < 0.01$

TABLE 2: MEAN AND SD ON PATERNALISTIC LEADERSHIP STYLE SCORES

Groups	Financial		Administrative		All	
	M	SD	M	SD	M	SD
Supervisor	20.46	8.27	39.88	3.24	30.17	11.56
Assistant	26.37	2.92	35.32	5.30	30.84	6.19
All	24.66	4.20	37.70	4.87	--	--



The ANOVA is computed on nurturant task leadership style scores. The result reveals significant effect for Organisational types, $F(1.96) = 1128.99, P < 0.01$ (see Table-3) As shown by Table-4, employees in administrative Organisation manifest higher nurturant task leadership than that of financial Organisation ($M = 43.52$ and 22.81 respectively). Similarly, there is significant effect for job category, $F(1.96) = 14.70, P < 0.01$ (see Table-3). As shown by Table-4, assistants are manifesting higher nurturant task leadership than do supervisors ($M = 34.36$ and 32.00 respectively). Even the result shows significant Type X Category effects, $F(1.96) = 107.81, P < 0.01$. As shown in Figure-2, the gap between employees of financial Organisation and employees of administrative Organisation with respect to nurturant task leadership style scores widen when employees move from their assistants to supervisor job categories.

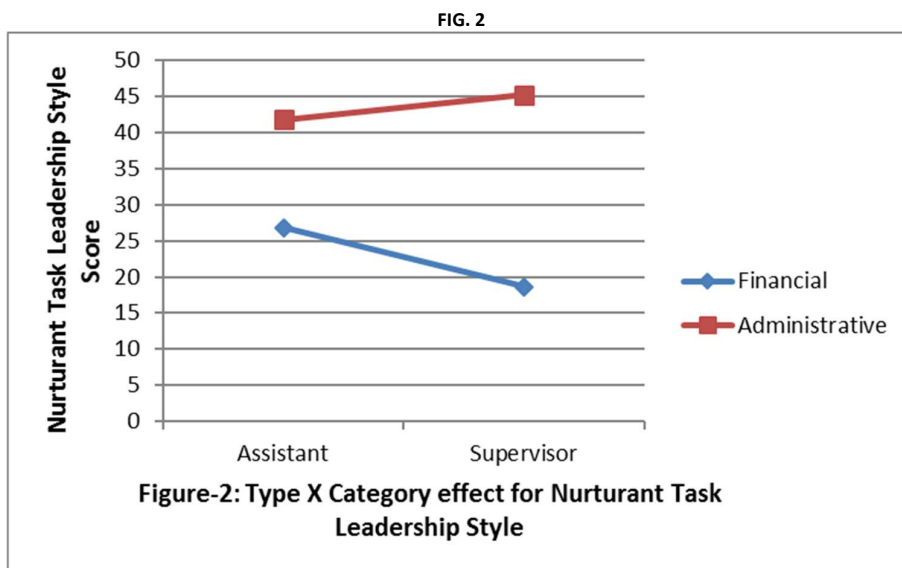
TABLE 3: ANOVA PERFORMED ON NURTURANT TASK LEADERSHIP STYLE SCORES.

Source	df	MS	F
Organisational Type	1	10691.56	1128.99*
Job Category	1	139.24	14.70*
Type X Category	1	1021.00	107.81*
Error (Within)	96	9.47	

* $P < 0.01$

TABLE 4: MEAN AND SD ON NURTURANT TASK LEADERSHIP STYLE SCORES

Groups	Financial		Administrative		All	
	M	SD	M	SD	M	SD
Supervisor	18.76	4.32	45.24	2.50	32.00	13.70
Assistant	26.92	2.10	41.80	3.88	34.36	8.07
All	22.84	5.31	43.52	3.69	--	--



The ANOVA is performed on fascist leadership style scores, where the result indicates significant effect fro Organisational Types, $F(1.96) = 4.04, P < 0.01$ (see Table-5). As shown by Table-6 employees in administrative Organisations show higher fascist leadership than employees of financial Organisations ($M = 37.02$ and 35.26 respectively). Similarly, there is significant job category effect, $F(1.96) = 19.65, P < 0.01$. The examination of mean scores (see Table-6) reveals that supervisors manifest higher fascist leadership than assistants ($M = 38.08$ and 34.20 , respectively).

TABLE 5: ANOVA PERFORMED ON FASCIST LEADERSHIP STYLE SCORES

Source	df	MS	F
Organisational Type	1	77.44	4.04*
Job Category	1	376.36	19.65*
Type X Category	1	36.00	1.88
Error (Within)	96	9.47	

* P < 0.01

TABLE 6: MEAN AND SD ON FASCIST LEADERSHIP STYLE SCORES

Groups	Financial		Administrative		All	
	M	SD	M	SD	M	SD
Supervisor	38.00	3.12	38.16	5.80	38.08	4.66
Assistant	32.52	2.50	35.88	4.98	34.20	4.28
All	35.26	3.91	37.02	5.52	--	--

The ANOVA computed on nurturant leadership style scores. The result reveals significant effect for Organisational Types, $F(1.96) = 41.60$, $P < 0.01$ (see Table-7). As Table-8 projects, employees of administrative Organisations show higher nurturant leadership than employees of financial Organisations. ($M = 36.12$ and 31.36 respectively). There is also significant job category effect, $F(1.96) = 129.44$, $P < 0.01$ (see Table-7). The examination of mean scores shows that assistants are manifesting higher nurturant leadership style than supervisors. ($M = 37.80$ and 29.68 respectively). Even there is significant Type X Category effects, $F(1.96) = 15.23$, $P < 0.01$. As presented in Figure-3, the gap between the employees of administrative Organisation and employees of financial Organisation with respect to their nurturant leadership scores widens as employees move from assistant to supervisory position.

TABLE 7: ANOVA PERFORMED ON NURTURANT LEADERSHIP STYLE SCORES

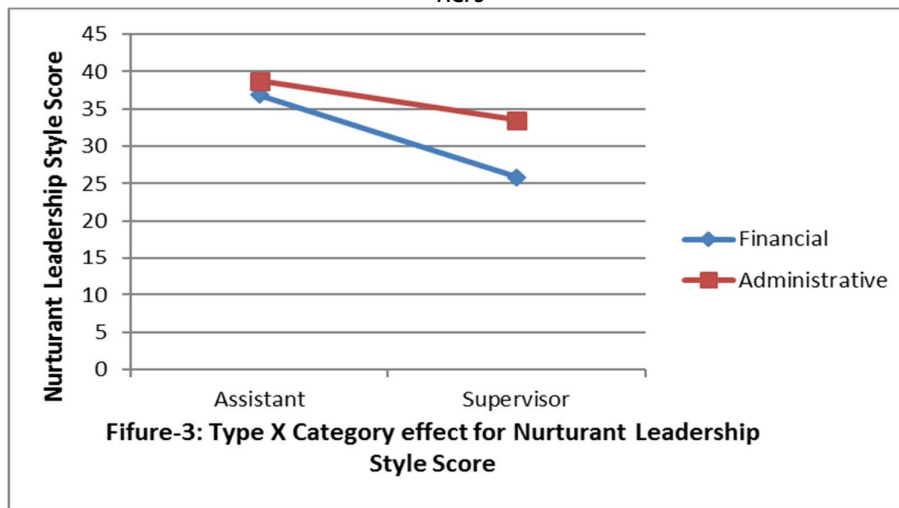
Source	df	MS	F
Organisational Type	1	542.89	41.60*
Job Category	1	1689.21	129.44*
Type X Category	1	198.81	15.23*
Error (Within)	96	13.05	

* P < 0.01

TABLE 8: MEAN AND SD ON NURTURANT LEADERSHIP STYLE SCORES

Groups	Financial		Administrative		All	
	M	SD	M	SD	M	SD
Supervisor	25.84	2.54	39.52	3.22	29.68	4.81
Assistant	36.88	3.81	38.72	4.24	37.80	4.13
All	31.36	6.39	36.12	4.57	--	--

FIG. 3



The ANOVA result of task leadership style score indicates significant effect for Organisational types, $F(1.96) = 69.26$, $P < 0.01$ (see Table-9). As shown by Table-10, employees in administrative Organisations show greater task: leadership style than that of employees of financial Organisations ($M = 43.24$ and 36.28 respectively). Similarly, as shown in Table-9 there is significant job category effects, $F(1.96) = 15.96$, $P < 0.01$. It is revealed that supervisors of both financial and administrative Organisations show higher task leadership style than that of assistants ($M 41.46$ and 38.06 respectively).

TABLE 9: ANOVA PERFORMED ON TASK LEADERSHIP STYLE SCORES

Source	df	MS	F
Organisational Type	1	1225.00	69.29*
Job Category	1	282.24	15.96*
Type X Category	1	27.04	1.53
Error (Within)	96	17.78	

* P < 0.01

TABLE 10: MEAN AND SD ON TASK LEADERSHIP STYLE SCORES

Groups	Financial		Administrative		All	
	M	SD	M	SD	M	SD
Supervisor	38.48	2.78	44.44	3.43	41.46	4.31
Assistant	34.08	5.58	42.04	4.72	38.06	6.52
All	36.28	4.91	43.24	4.29	--	--

The ANOVA result of bureaucratic leadership style indicating significant effect for Organisational type, $F(1.96) = 9.18, P < 0.01$ (see Table-11). As shown by Table-12, employees in financial Organisations show higher bureaucratic leadership style than do employees in administrative Organisations ($M = 39.96$ and 36.45 respectively) Moreover, from Table-11 it is revealed that there is significant effect for job category, $F(1.96) = 5.46, P < 0.01$. As has been observed from Table-12, assistants are showing higher bureaucratic leadership style then do supervisors ($M = 38.81$ and 36.90 respectively).

TABLE 11: ANOVA PERFORMED ON BUREAUCRATIC LEADERSHIP STYLE SCORES

Source	df	MS	F
Organisational Type	1	179.56	9.18*
Job Category	1	104.04	5.46*
Type X Category	1	12.96	0.66
Error (Within)	96	19.56	

* $P < 0.01$

TABLE 12: MEAN AND SD ON BUREAUCRATIC LEADERSHIP STYLE SCORES

Groups	Financial		Administrative		All	
	M	SD	M	SD	M	SD
Supervisor	38.60	4.28	35.20	5.05	36.90	4.98
Assistant	39.92	3.94	37.70	3.84	38.81	4.04
All	39.96	4.12	36.45	4.34	--	--

The ANOVA result of dependency leadership style scores presents significant effect for Organisational type, $F(1.96) = 333.21, P < 0.01$ (see Table-13). From Table-14 it is clearly visible that employees of administrative Organisations show higher dependency leadership style Behaviour than do employees in financial Organisations ($M 41.66$ and 31.06 respectively). There is also significant effect for job category $F(1.96) = 1.04, P < 0.01$. From Table-14 it is also clear that assistants manifest greater dependency leadership than supervisors ($M = 37.28$ and 35.44 , respectively). Even the result shows the significant Type X Category effects, $F(1.96) = 29.61, P < 0.01$. As depicted in Figure-4 the gap between the employees of administrative Organisation with respect to their dependency leadership style scores widens as employees move from assistant to supervisory position.

TABLE 13: ANOVA PERFORMED ON DEPENDENCY LEADERSHIP STYLE SCORES

Source	df	MS	F
Organisational Type	1	2890.00	333.21*
Job Category	1	84.64	10.04*
Type X Category	1	249.64	29.61*
Error (Within)	96	8.43	

* $P < 0.01$

TABLE 14: MEAN AND SD ON DEPENDENCY LEADERSHIP STYLE SCORES

Groups	Financial		Administrative		All	
	M	SD	M	SD	M	SD
Supervisor	28.56	2.53	42.32	2.64	35.44	7.35
Assistant	33.56	2.81	41.00	3.47	37.28	4.88
All	31.06	3.65	41.66	3.15	--	--

FIG. 4

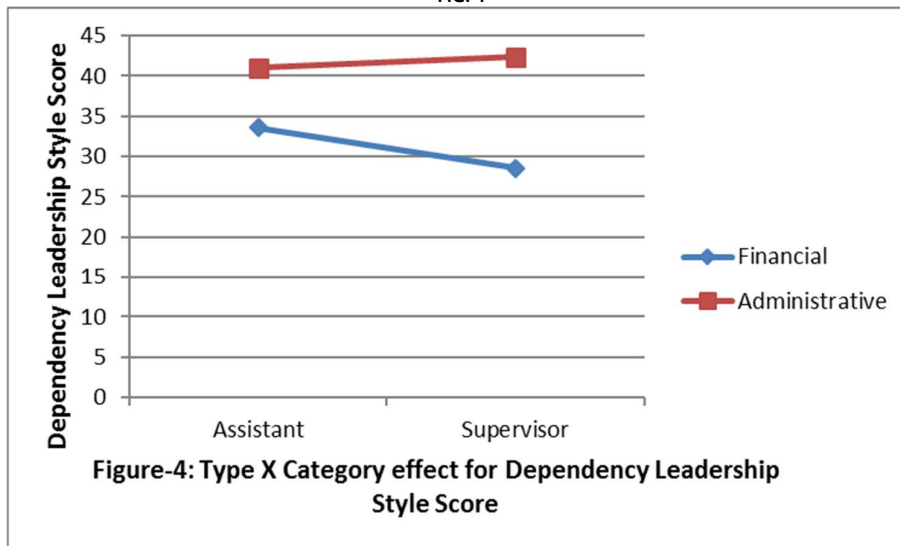


Figure-4: Type X Category effect for Dependency Leadership Style Score

ANOVA computed for personalized leadership style scores. The result reveals significant effect for Organisational type, $F(1.96) = 9.19, P < 0.01$ (see Table-15). As stated by Table-16 employees of administrative Organisations show greater personalized leadership style scores than employees of financial Organisations ($M = 39.58$ and 30.62 respectively).

TABLE 15: ANOVA PERFORMED ON PERSONALIZED LEADERSHIP STYLE SCORES

Source	df	MS	F
Organisational Type	1	2007.04	9.19*
Job Category	1	7.84	0.03
Type X Category	1	96.04	0.44
Error (Within)	96	218.29	

* $P < 0.01$

TABLE 16: MEAN AND SD ON PERSONALIZED LEADERSHIP STYLE SCORES

Groups	Financial		Administrative		All	
	M	SD	M	SD	M	SD
Supervisor	29.92	2.63	40.84	3.68	35.38	6.33
Assistant	31.32	1.87	38.32	3.96	34.82	4.67
All	30.62	2.36	39.58	4.02	--	--

Finally, ANOVA performed on status conscious leadership style scores. The result indicates significant effect for Organisational type, $F(1.96) = 86.34, P < 0.01$ (see Table-17). From the Table 18 it is observed that employees of administrative Organisation show higher status conscious leadership than employees of administrative Organisations. (M 38.78 and 33.14 respectively). Table-17 also indicates significant effect for job category, $F(1.96) = 8.03, P < 0.01$. Similarly from Table -18, it is noticed that supervisors reveal as much status conscious leadership style scores as assistants (M = 36.82 and 35.10 respectively). Moreover, the result indicates significant Type X Category effects, $F(1.96) = 3.91, P < 0.01$ (see Figure- 5). As shown by Figures-5, the gap between the employee of administrative Organisation and employees of financial Organisation with respect to their status conscious leadership style scores widen as employees move from assistant to supervisory positions.

TABLE 17: ANOVA PERFORMED ON STATUS CONSCIOUS LEADERSHIP STYLE SCORES

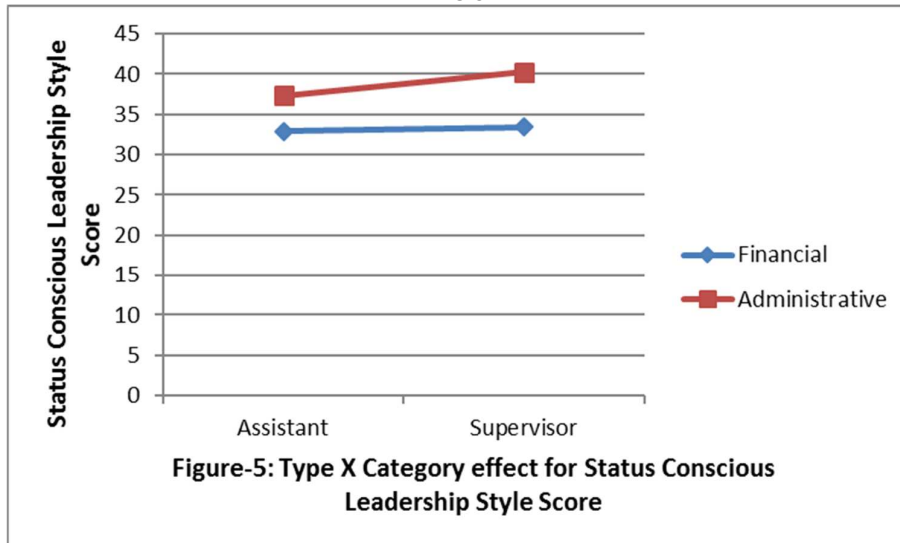
Source	df	MS	F
Organisational Type	1	795.24	86.34*
Job Category	1	73.96	8.03*
Type X Category	1	36.00	3.91*
Error (Within)	96	9.21	

* $P < 0.01$

TABLE 18: MEAN AND SD ON STATUS CONSCIOUS LEADERSHIP STYLE SCORES

Groups	Financial		Administrative		All	
	M	SD	M	SD	M	SD
Supervisor	33.40	3.08	40.24	2.29	36.82	4.36
Assistant	32.88	3.10	37.32	3.40	35.10	3.94
All	33.14	3.10	38.78	3.19	--	--

FIG. 5



Taken, together the result shows that employees in administrative Organisation indicate greater leadership style scores than do employees in financial Organisations. This is reflected in the areas of paternalistic, nurturant task, fascist, nurturant, task oriented bureaucratic, dependency, personalized and status conscious leadership styles. With regard to the role of job categories, it is shown that assistant indicate higher scores in the areas of nurturant task, nurturant, task oriented, bureaucratic, and dependency leadership pattern. On the contrary, supervisors reveal higher scores in the areas of fascist and status conscious pattern of leadership.

The basic objective of the study was twofold. First, the purpose was to compare the employees of administrative Organisation with those of employees of financial Organisation. Second, the objectives were also to examine the role of job categories. For such comparison, several dimensions of leadership were considered. The included paternalistic, nurturant task, nurturant, task-oriented, fascist, dependency, bureaucratic, personalized and status conscious styles.

The comparisons indicated a number of interesting features. It was shown that the employees in administrative Organisation indicated higher scores than employees of financial Organisations with respect to each of the dimensions. Furthermore, assistants indicated higher scores with respect to nurturant-task, nurturant, task oriented, bureaucratic, dependency and personalized styles whereas, supervisors reveal higher scores on fascist and status conscious patterns.

As has been pointed out, the employees in administrative Organisation revealed higher scores on each of the dimensions although it is difficult to put forward definitive casual explanations. Some plausible reasons may be pointed out. It seems that the higher scores of employees in the administrative Organisations are the product of the emphasis placed on controls and supervision in administrative Organisation.

In administrative Organisations, there are clear channels of control. The supervisor is expected to direct and control his or her subordinate. In other words, the need for supervision or leadership is more clearly felt in administrative Organisations than in financial Organisations.

It may be noted that the financial Organisation in this study includes banks. In financial Organisation, there are clear-cut guidelines in the form of rules and regulations to control the activities of the employees. A Bank officer or an assistant in the bank looks at the guidelines and does the work. There is relatively less need of human supervision. On the contrary, the activities in the administrative Organisation require human supervision. Many of the rules are to be collected from seniors, many rules are interpreted and decision making are to be properly guided. Because of this difference in the nature of activity in administrative Organisation vis-à-vis banks, the higher scores of employees on administrative Organisation are conceivable.

The result revealed that assistants surpass the supervisors with respect to many leadership dimensions. These include nurturant-task, nurturant, task oriented, bureaucratic, dependency, and personalized leadership styles. It is interesting to know that the assistants revealed higher scores both on the positive and negative aspects of leadership. They report positive aspects such as nurturant, nurturant-task; task oriented, and personalized styles. It is possible that their liberal attitudes

during the early part of their careers help them to make good leaders. On the contrary, the supervisors have higher scores on fascist, and status conscious leadership pattern. Perhaps, supervisors become autocratic and display fascist style. Similarly, they become very much conscious of their position and authority and behave in a status conscious manner.

Both education and experience revealed similar kind of relationship with most of the leadership dimensions. With increasing education and experience, the scores increase. It implies that people tend to use more of their leadership functions with increasing education and experience. When they became more and more educated, they are promoted to supervise more and more. Similarly, with increasing levels of experience, employees are motivated to behave like leaders. This explains positive association between education and each leadership dimensions and between experiences and leadership dimensions. The positive relationship between income and leadership dimensions is reflected in all aspects of leadership.

MAJOR IMPLICATIONS

The study offers a number of implications. First, it is shown that the supervisors in administrative and financial Organisation exhibit a greater degree of fascist and status conscious leadership. This is not a desirable and fascist style implies rigid authoritarian and anti-democratic management style. Similarly, status conscious pattern reflects an undue emphasis on power and position. Since these are not the desirable goals, supervisors need to be trend to reduce these tendencies. They should be encouraged to develop democratic and liberal attitudes.

There is another implication suggested by the study. Leadership is situation specific. The comparison of leadership in two Organisation type reveals different styles. It implies that different types of Organisations promote varied patterns of leadership. So it is inappropriate to expect similar patterns from different Organisations.

DIRECTIONS FOR FUTURE RESEARCH

The present study has been directed to investigate an important issue. This issue involves styles of leadership in two different types of Organisations. It is important to recognize that the investigation has employed a Leadership Style Questionnaire, which is relevant in Indian socio-cultural context. In addition, it has included a large number of dimensions. Yet, there are several areas where refinements can be brought in the form of future studies.

The present study has survey only two types of Organisation: administrative and financial. The future research may be extended to include other Organisational types such as industrial, educational and research Organisations. Similarly, the comparison can be undertaken with respect to private and public Organisations. It's likely that such as extended comparison would provide more meaningful information.

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