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A STUDY OF RELATIONSHIP AMONG LEADERSHIP STYLES AS PERCEIVED BY LEADERS AND SUBORDINATES IN ZUARI CEMENTS LIMITED

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Abstract

Leadership means many things to many people. This is due to the changing environment of leaders in different roles in different functions in different settings starting from leadership of the family to the top positions in multinational organizations. The objective of the study is to examine the relationship among Leadership Styles of the employees in ZCL. The study found at Higher and Middle Level Managers of self perception of leadership styles, a significant inter relationship among leadership styles is found. in ZCL. But subordinate perception of leadership styles of Middle Level Managers, a significant inter relationship among leadership styles is found in certain styles and no significant inter relationship is found among other leadership styles in ZCL.

INTRODUCTION

There are as many definitions of leadership as there are scholars who have attempted to analyze and understand the concept, but there is no universally accepted definition of it. The word 'leader' stems from the root *leden* meaning 'to travel' or 'show the way'. It has been derived from the verb "to lead." This also implies "to advance," "to expel," "to stand out," to guide and govern the actions of others. A leader is a person who leads a group of followers.

RESEARCH METHODOLOGY AND DESIGN

The understanding of leadership has ever been very difficult due to the complexities involved in it. As such the concept of leadership creates more puzzles than solutions.

The specific objectives of the study is to examine the relationship among Leadership Styles of the employees as perceived by leaders themselves and as perceived by their immediate subordinates in ZCL.

HYPOTHESES: The hypotheses formulated for the study is

1. H0: There is no significant relationship among Leadership Styles of employees leaders self perceptionin ZCL.
2. H0: There is no significant relationship among Leadership Styles of employees as perceived by their subordinates in ZCL.

METHODOLOGY

The study is mainly based on primary data collected. The present study confines itself to Higher, Middle and lower hierarchical levels in ZCL. The leadership styles were measured as judged by the leader himself (Leader's Self Perception). For the analyses of leadership styles of the Higher and Middle level employees, the leader's self perception was used. Five Leadership Styles as judged by the leader himself viz., Authoritarian, Participative, Bureaucratic, Task-Oriented and Nurturant leadership styles were used. The total sample for the study consists of 168 officers of ZCL. Many studies have been undertaken on leadership styles adopted in different organizations. But relatively only a few attempts have been made to study the leadership styles in ZCL.

Analysis of the leadership styles as perceived by the leaders themselves and as perceived by their subordinates of ZCL

This paper discusses the leadership styles as perceived by the leaders themselves and as perceived by their subordinates of ZCL

Self-perception of leaders of ZCL:

In ZCL the total sample of the study was 168 officers belonging to three functional levels. Being at the extreme levels in the hierarchy the subordinates' perception has not been taken into account in the case of Higher Level Managers and the self perception is ignored in the case of Lower Level Managers, they being at the bottom of the hierarchy. Thus, the leader's self perception reveals about the styles of Higher level and Middle level officers of ZCL. The inter-correlations were computed among five leadership styles of officers in ZCL viz., Higher and Middle level Managers.

INTER-CORRELATION OF LEADERSHIP STYLES

Table 1

Inter-correlation of Leadership Styles for Higher Level Managers of ZCL (N=47)

Leadership Styles	Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
Authoritarian		**-0.71	**0.822	**-0.699	**-0.653
Participative			***-0.798	**0.903	**0.61
Bureaucratic				**-0.737	*-*0.337*
Task-orientation					**0.642
Nurturant					

Source: Compiled from field survey

Table 1 presents the inter-correlations among leadership styles for Higher Level Managers of ZCL.All the styles significantly correlated among each others. Hence, the hypothesis that "there is no significant relationship among leadership styles of employees in ZCL" is rejected.

Table 2

Inter-correlation of Leadership Styles for Middle Level Managers of ZCL (N=70)

Leadership Styles	Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
Authoritarian		**-0.723	**0.766	**-0.669	**-0.648
Participative			**-0.782	**0.726	**0.465
Bureaucratic				**-0.733	***-0.422*
Task-orientation					**0.536
Nurturant					

Source: Compiled from field survey

Table 2 presents the inter-correlations among leadership styles for Middle Level Managers of ZCL. All the styles significantly correlated among each others.Hence, the hypothesis that "there is no significant relationship among leadership styles of employees in ZCL" is rejected.

SUBORDINATES PERCEPTION OF LEADERS OF ZCL

This section presents the leadership styles perceived by subordinates viz., Middle Level Managers and Lower Level Managers of ZCL.

The inter correlations were computed among five leadership styles viz., authoritarian, participative, bureaucratic, task-orientation and nurturant, for officers of ZCL viz., Middle Level Managers and Lower Level Managers.

INTER-CORRELATION OF LEADERSHIP STYLES

Table 3

Inter-correlation of Leadership Styles of Middle Level Managers of ZCL (N=70)

Leadership Styles	Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
Authoritarian		**-0.577	0.004	-0.031	**-0.742
Participative			0.014	**0.511	**0.748
Bureaucratic				**-0.36	*-0.052*
Task-orientation					**0.342
Nurturant					

Source: Compiled from field survey

Table 3 presents the inter-correlations among leadership styles of Middle Level Managers of ZCL.The 'authoritarian' style was correlated significantly but negatively with 'participative' style(r= -0.577, P<0.01) and 'nurturant' style(r= -0.742, P<0.01) indicating that 'participative', and 'nurturant' styles decreases with the increase of 'authoritarian' style.The 'participative' style was correlated significantly and positively with 'task-orientation' style(r=0.511, P<0.01) and with 'nurturant' style(r=0.748, P<0.01) indicating that 'task-orientation' and 'nurturant' styles increases with the increase of 'participative' style. The 'bureaucratic' style was correlated significantly but negatively with 'task-orientation' style(r= -0.36, P<0.01) indicating that 'task-orientation' style increases with the decrease of 'bureaucratic' style. The 'task-orientation' style was correlated significantly and positively with 'nurturant' style(r=0.342, P<0.01) indicating that 'nurturant' style increases with the increase of 'task-orientation' style.Hence, the hypothesis that "there is no significant relationship among leadership styles of employees in ZCL" is rejected in the case of 'authoritarian' vs 'participative', 'authoritarian' vs 'nurturant', 'participative' vs 'task-orientation', 'participative' vs 'nurturant', 'bureaucratic' vs 'task-orientation', and 'task-orientation' vs 'nurturant' and is accepted in all other cases.

Table 4

Inter-correlation of Leadership Styles of Lower Level Managers of ZCL (N=51)

Leadership Styles	Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
Authoritarian		**-0.646	-0.185	-0.163	**-0.75
Participative			-0.17	**0.678	**0.694
Bureaucratic				**-0.374	*-0.259*
Task-orientation					**0.44
Nurturant					

Source: Compiled from field survey

Table 4 presents the inter-correlations among leadership styles of Lower Level Managers of ZCL. The 'Authoritarian' style was correlated significantly but negatively with 'participative'' style(r= -0.646, P<0.01) and with 'nurturant' style(r= -0.75, P<0.01) indicating that 'participative'' and 'nurturant' styles increases with the decrease of 'Authoritarian' style.The 'participative' style was correlated significantly and positively with 'task-orientation' style(r=0.678, P<0.01) and with 'nurturant' style(r=0.694, P<0.01) indicating that 'task-orientation' and 'nurturant' styles increases with the increase of 'participative' style.The 'bureaucratic' style was correlated significantly but negatively with 'task-orientation' style(r= -0.374, P<0.01) indicating that 'task-orientation' styles increases with the decrease of 'bureaucratic' style. The 'task-orientation' style was correlated significantly and positively with 'nurturant' style(r=0.44, P<0.01) indicating that 'nurturant' styles increases with the increase of 'task-orientation' style.Hence, the hypothesis that "there is no significant relationship

among leadership styles of employees in ZCL" is rejected in the case of 'authoritarian' vs 'participative', Authoritarian vs nurturant, 'participative' vs 'task-orientation', 'participative' vs 'nurturant', 'bureaucratic' vs 'task-orientation', and 'task-orientation' vs 'nurturant' and is accepted in all other cases.

Findings:

Findings of leader's self perception of ZCL.

(i) In Higher Level Managers, a significant inter relationship among leadership styles is found.

(ii) In Middle Level Managers, a significant inter relationship among leadership styles is found.

Findings of subordinate's perception on superior styles of ZCL.

(i) In Middle Level Managers, a significant inter relationship among leadership styles is found in the case of 'authoritarian' vs 'participative', 'authoritarian' vs 'nurturant', 'participative' vs 'task-orientation', 'participative' vs 'nurturant', 'bureaucratic' vs 'task-orientation', and 'task-orientation' vs 'nurturant'. No significant inter relationship is found among other leadership styles.

(ii) In Lower Level Managers, a significant inter relationship among leadership styles is found in the case of 'authoritarian' vs 'participative', Authoritarian vs nurturant, 'participative' vs 'task-orientation', 'participative' vs 'nurturant', 'bureaucratic' vs 'task-orientation', and 'task-orientation' vs 'nurturant'. No significant inter relationship is found among other leadership styles.

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