

**Factors Related to Leadership Effectiveness and
Leadership Styles ; a Study on Middle Level
Managers in Public Sector Undertakings**

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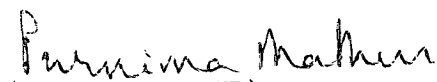
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CERTIFICATE

This is to certify that the thesis entitled "Factors Related to Leadership Effectiveness and Leadership Styles; A Study on Middle Level Managers in Public Sector Undertakings" being submitted by S.R. Yadav to the Indian Institute of Technology, Delhi for the award of the degree of Doctor of Philosophy, is a record of bonafide research work carried out by him.

S.R. Yadav has worked under my guidance and supervision and has fulfilled the requirements for the submission of this thesis, which to my knowledge, has reached the requisite standard.

The results contained in this thesis have not been submitted in part or in full, to any other University or Institute for the award of any degree or diploma.


(PURNIMA MATHUR)
SUPERVISOR

A C K N O W L E D G E M E N T


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(S.R. YADAV)

A B S T R A C T

Measurement of leader's behaviour led to the concept of leadership styles, and the efforts that linked styles with effectiveness. However, one interesting area remained rather neglected, that is delineation of those factors that predispose a leader to choose his style in a particular situation. Based on Hersey and Blanchard (1977)'s life cycle theory of leadership the present study is an attempt to delineate the relationship between leadership effectiveness as criterion variable and certain independent, background, personality and organizational variables, such as age, length of service, nature of work education, income, hierarchical position, place of origin and background variables and self-actualization, machiavellianism ethical situation, strain on job, technological orientation and styles of communication as personality and organizational variables.

The sample consisted of 200 middle level managers drawn from four public sector organizations. The data were collected through a set of tests namely LEAD-Self, POI, (Shostrom, 1963), Mach Test (Chistie, 1970), Communication style test (Mok, 1975) and Manning (1981)'s Strain on job, Ethical situation & Technological orientation inventories along with background information schedule. In all fourteen hypotheses were tested, which are grouped into three as below:

iv.

- to examine leadership effectiveness in relation to the background, personality and organizational variables.
- to explore differences between leadership effectiveness of three hierarchical levels namely, upper, middle and lower grades, and
- to explore significant predictors of leadership effectiveness and styles from three sets of variables.

Data were analysed by using various univariate, bivariate and multivariate statistical techniques. On the basis of results, it was concluded that :

- (i) Middle level public sector managers have low to average level of Leadership effectiveness and adopt mostly high task/ high relation leadership style as their basic styles with two style profile and wide style range.
- (ii) Middle level managers have shown low self-actualization medium manipulateness, good ethical situation, less job strain, soft technology orientation and thinker style of communication.
- (iii) Leadership effectiveness has no significant correlation with any of the background variables.
- (iv) Leadership effectiveness was related significantly to machiavellianism, and technological orientation.
- (v) Significant association and differences have been found between the leadership effectiveness of upper and middle grade managers.

(vi) Machiavellianism and technological orientation have emerged as significant predictors for leadership effectiveness. Income, age and communication styles have emerged as significant predictors for leadership styles.

The implications and limitations of the findings were discussed and suggestions for further research were made.

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