

FACTORS RELATED TO LEADERSHIP EFFECTIVENESS;
A STUDY ON INDUSTRIAL MIDDLE LEVEL MANAGEMENT
IN INDIA AND IRAN

by

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CERTIFICATE

This is to certify that the thesis entitled
"Factors Related to Leadership Effectiveness;
A Study on Industrial Middle Level Management in
India and Iran" being submitted by Hamid Reza Hossaini
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.

Hamid Reza Hossaini 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 S

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ABSTRACT

There have been many attempts to provide meaningful objectives for the development of more adequate leaders. Leader behaviour investigations, situational and reciprocal causation investigations, leadership effectiveness theories, and normative leadership approaches made it clear that any comprehensive theory or research on leadership must take into account the leader and his psychological attributes, the follower with his attitudes and needs, and the group situation in which the leader and the followers are related together. The framework for the present research integrates the previous leadership studies and takes into account these three factors.

This investigation attempts to study the relationship between management effectiveness as the criterion variable and some independent variables. The independent variables are education, experience, type of the organization (Govt.-Pvt.), and size of the organization on one hand, and the personality variables of achievement motivation, adaption-innovation, and locus of control, on the other hand.

These variables have been measured using appropriate questionnaires based on the theories underlying each variable. Information were sought from the respondent on Adaption-Innovation Inventory (Kirton-1977), Sentence Completion Test (Mukherjee-1959), Internal-External Locus of Control (Rotter-1972), and LEAD (Hersey and Blanchard-1978).

The sample consisted of 250 middle level managers in India and 250 in Iran. The sampling was purposive to have a uniform respondents of the middle level managers who were involved in similar job specifications, and with engineering qualifications.

The hypotheses tested can be grouped into three:

- The hypotheses that examine
- I management effectiveness in relation to the background variables,
 - II management effectiveness in relation to the personality variables,
 - III the differences between the Indian and Iranian samples.

On the basis of the bivariate and multiple correlation and multiple regression analysis of the data, it was concluded that:

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- i) Management effectiveness is correlated with the background and the personality variables significantly.
- ii) Personality variables and experience are potential significant predictors of management effectiveness.
- iii) Indian and Iranian samples do not show any significant difference in adaption-innovation and locus of control variables. They show significant difference in achievement motivation variable.

The report covered a comprehensive treatment of variables with their underlying theories and impact of culture on them.

On the basis of the findings, recommendations for further research were made.

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