

# **The Study of Influence Behaviours of Administrative Leadership in the Indian Public Sector**

**GAUTAM PANT**



**DEPARTMENT OF MANAGEMENT STUDIES  
INDIAN INSTITUTE OF TECHNOLOGY, DELHI  
OCTOBER 2020**

© Indian Institute of Technology, Delhi (IITD), New Delhi, 2020

# **The Study of Influence Behaviours of Administrative Leadership in the Indian Public Sector**

*by*

**Gautam Pant**

**Department of Management Studies**

*Submitted*

In fulfilment of the requirement of the degree of Doctor of Philosophy

to the



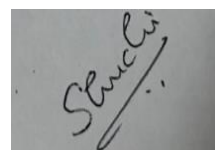
**INDIAN INSTITUTE OF TECHNOLOGY DELHI**

**OCTOBER 2020**

*This thesis is dedicated to my Guru Maharaj, who blessed me by  
saying that I shall always emerge as a winner in the main  
examinations of my life*

## CERTIFICATE

The thesis titled “**The Study of Influence Behaviours of Administrative Leadership in the Indian Public Sector**”, being submitted by **Mr. Gautam Pant** to the Indian Institute of Technology Delhi, for the award of the degree of **Doctor of Philosophy (Ph.D.)**, is a record of bonafide research work carried out by him. He has worked under my supervision and has fulfilled the requirements for the submission of this thesis, which has attained the standard required for the Ph.D. degree of the Institute. The results presented in this thesis have not been submitted elsewhere for the award of any degree or diploma.



Date: 30<sup>th</sup> October 2020

**(Prof. Shuchi Sinha)**

Research Supervisor

Assistant Professor

Department of Management Studies

Indian Institute of Technology Delhi

New Delhi, India

## ACKNOWLEDGEMENTS

At the outset, I would like to thank my guide, Prof. Shuchi Sinha, for handholding me through the journey of my Ph.D. I faced many personal challenges during this journey, which at times impacted my progress. My guide was ever so patient, always egging me on to continue and put in my best. What is remarkable about my guide is her thought process. She would challenge me every time I would present my thought process, to make it better. I owe the quality of my work to her insights. She has trained me wonderfully well, not just in being able to ideate and question my assumptions, but also by inculcating a methodological approach to doing research. I am indebted to her for life for giving me the fundamental question – “ What is the question that your research is answering?” This question has kept me going through the entire process and has shaped my perspective. Among the galaxy of stalwart professors that have taught me and with whom I have interacted, Prof. Sinha has a distinct place and all my respect.

I would like to thank IIT, Delhi for giving me a chance to fulfil my dream of earning a doctorate from such a prestigious institution. I would like to thank Prof. Kanika Bhal for allocating me to my guide, who has made such a huge impact on my life and for her valuable feedback on my research work. My gratitude to Professor Sushil, for agreeing to spare time out of his busy schedule to look at my work and correct me. His guidance helped me to understand the TISM-P process better.

My fellow research student Dr.Chitra Khari deserves a special mention. I would give her a lot of credit in helping me while I was pursuing my Ph.D. I am yet to meet such an angelic soul, always willing to help. She has spent hours critiquing my models. Seldom people spare so much time helping others. She has given me various crucial inputs during the Ph.D. process, not to mention the help she extended to me often to complete various administrative formalities.

Ms. Aarthi, who is also pursuing her research under my guide helped me a lot too; my thanks to her as well.

I wish to thank all my colleagues and seniors at my workplace who facilitated me so that I could complete my research work. Big thank you to Mr. Vipin Nuani, Mr. Saurabh Sharma, Mr. K. K. Kandpal, Mr. Anurag, Mr. Rishi, Ms. Mala Ghosh Choudhury, Ms. Ekta Das, Mr. D. Bhandari, Mr. D. N. Shukla and many others who helped me during various stages of my research process. To collect data from public sectors is a challenging job, yet many people supported me by either asking others to fill in their responses and also by filling my questionnaire; my heartfelt thanks to all those people. My gratitude is due also to Mr. Brijesh Bhatt and Mr. Saurav Dixit, who helped me with their inputs.

My family comprising of my father, mother, my sister, brother-in-law, my nephew, and my housekeeper made sure that they never put any undue demands on my spare time from my office so that I can complete my research work. My father passed away during the process of completion of my Ph.D. It was his dream to have the title of Doctor prefixed to my name. By completing this work I hope I have paid my gratitude to his soul. My father taught me to always be sincere, I hope that the quality of my work bears testimony to my sincerity towards the Ph.D. process. My mother, sister, and my brother-in-law and my mother have always been my pillar of strength. My sister and my mother have always been my emotional anchor, listening to my woes patiently while making me believe my potential. My brother-in-law ran from pillar to post contacting people from CISF, associated with central public sector enterprises (CPSEs) so that I could get some help for my research. My nephew also acted as a sounding board many times. My housekeeper, Dinesh, took many of my responsibilities and ensured that I don't have to worry about running the household. I hope that with the completion of this degree, I shall make them all proud.

My acknowledgments would not be complete without mentioning the name of my mentors Dr. S. N. Mandal who has been with me through thick and thin and has always provided me with requisite encouragement and critique when needed. I wish to thank Dr. Sanjay Bhattacharya as well, for always soothing my nerves and pointing towards the right direction.

Date:30/10/2020



**Gautam Pant**

## ABSTRACT

Various studies have documented the importance of leadership and its impact on organizational and employee outcomes (Do & Minbashian, 2020; Zaccaro, Green, et al., 2018). Focus on trait theory marks the commencement of a systematic study of leadership (House & Aditya, 1997). Subsequently, the focus shifted to the study of behaviours associated with leadership (Ibid). Discussion on contingency theories (Fiedler, 2018) followed along with the proposition about heroic styles of transformational (B. M. Bass, 1991) and charismatic leadership (Yukl, 1999). Later, discourse on leadership shifted to leadership associated with the mundane (Alvesson & Sveningsson, 2003). Despite extensive studies on leadership, certain aspects, particularly that of administrative leadership need more attention (Van Wart, 2013). The complexities and constraints associated with administrative leadership (Pedersen & Hartley, 2008) and its impact on public life make it a fit case to warranting the need for this study. Since the prominent studies on administrative leadership are embedded in the western context (Vogel & Masal, 2015), the study of administrative leadership of the central public sector enterprises in India is undertaken.

Leadership is about influence (Yukl, 2014), which has been the focus of this study. Prominent approaches of leadership, study leaders, from an entity perspective, focussing on traits, behaviours, and styles (Zaccaro, Dubrow, et al., 2018). The influence approach to the study of leadership focusses on leadership from a relationship perspective, the directionality of which is not fixed (Uhl-Bien, 2011). In this approach, followers participate in the co-production of leadership by exercising reverse influence (Kellerman, 2008). The context in which leadership and followership are situated provides boundaries to the influence of both leaders and followers. Context impacts the social identity of people who are in it (D. Van Knippenberg & Hogg, 2003), which impacts the typology of leadership that is more successful in influencing followers in that context (Ibid). The study thus focussed on the influence mechanism of administrative leadership, in the Indian public sector context and the associated reactions of the followers and consequent outcomes.

The implementation of new public management has not been consistent across geographies (Dunleavy et al., 2006). A need for the study of the Indian public sector context was thus felt to not only corroborate the findings of similar contexts but also understand the drivers impacting both leadership and followership in the context. Review about public sector leadership is also associated with the new public management philosophies (Vogel & Masal,

2015), with discussion on suitability and impact of leadership styles such as transformational and ethical(Ibid), with little convergence on a specific style(Aziz et al., 2012). Studies about followership style in the public sector context are also limited(Jin et al., 2016), though, limiting impact of the context on the followership is noted. The study aimed to address these gaps in the literature.

The scope of the study was limited to the central public sector enterprises in the energy sector. The study was divided into two phases, with phase-I focussed on the qualitative research conducted through semi-structured interviews, supported by the unique technique of photo-voice and elicitation(Liebenberg, 2018; Mannay, 2015). The responses for phase-I of the study were collected from three central public sector enterprises in the Indian power sector, within the Indian energy sector. The photo-voice and elicitation(Ibid) technique was improvised by using google repository of images, to facilitate the respondents to choose images associated with their perceptions about the prevalent and the ideal typology of leaders at the top and group level of their companies. The responses were later coded into themes and sub-themes(Saldaña, 2015). The emergent typologies about the prevalent leadership and followership were mapped against the implicit leadership typology(Epitropaki & Martin, 2004) and implicit follower typology(Sy, 2010) scale.

The findings of Phase-I of the study indicated that the public sector context in India, though welfare-oriented, is system driven and rigid enough to restrict decision making. There is a strong result focus within the context. However, risk-taking and innovation are limited by controls imposed by monitoring agencies and the stakeholders. The system seems to be apathetic to idiosyncrasies of employees, with little incentive to perform better than the rest.

These characteristics of the context impact the emergent leadership and followership. Monitoring induces rigidity in operations, which also mandates system compliance. This creates a filter of the system, which the followers use to gauge the alignment of the intent of the leader to public service motivation. Public Service motivation(Perry & Wise, 1990) involves the intention to serve the interests of the public and self-sacrifice(Tuan, 2016). The reaction of the followers is also impacted by their judgment of the leader's intent. The outcomes of the phase-I of the study point to dimensions of top and group leadership in the Indian public sector context, emerging as an interplay of dispositional and contextual characteristics. TISM-P(Sushil, 2018b) was used to generate a conceptual model using the collected responses and emergent themes from the data collected during the qualitative research.

Focus on results, induces the importance of tangible social exchanges (Cropanzano & Mitchell, 2005), which prompted the approach of phase-II of the study, which focussed on studying the dynamics associated with the grant of idiosyncratic deals (I-deals) (Rosen et al., 2013) in the public sector. These dynamics are studied by proposing models, utilizing the characteristics of the leaders, followers, and the context. In particular, group leadership in the energy sector and its impact of I-deals has been further explored, giving insights into how the influence is played out during the grant of I-deals.

The methodology of phase-II was designed to conduct the study from a social comparison perspective (Festinger, 1954; J. V Wood, 1996). Hypotheses were formulated based on the outcomes of the phase-I of the study and review of the relevant literature. To fulfill the objective of carrying out the study from a social comparison perspective, the questionnaires were designed to be administered to two cohorts, asking them to record their observations about the 'star-worker', in their workgroups. 'Star-workers', were defined as employees who have been acknowledged for their contributions by the organization. The perceptions about some of the organizational climate and the group leader's attributes were also collected. Specific models were formulated based on the hypotheses and tested utilizing the data obtained from the cohorts of leaders and co-workers of the 'star-worker'.

The phase-II findings validated some of the findings of phase-I of the study, about the perception of organizational climate and the group-leaders. The inflexibility of the organizations (Kerr & Jermier, 1978) was found to be significantly positively associated with the perception of politics (Kacmar & Ferris, 1991) in organizations. The group leaders were found to possess positive prototypical qualities. Negative dimensions of the prototypical characteristics were noted to be present in the group leaders, rated to be lower than the positive prototypical characteristics. However, for the cohort of co-workers (read followers) the specific indirect effect of the negative prototypical characteristics of group-leaders on the perception of politics and the political skills of the 'star-workers' was significant. The political skills (Ferris et al., 2005) of the 'star-workers' were found to be significantly positively associated with their reverse influence (Martinez et al., 2012).

The study has contributed to the literature about the public sectors, by not just corroborating the findings of the existing literature, but highlighting the impact of systems and policies on the influence of administrative leaders in the Indian context. The administrative leaders in the Indian context were noted to be 'system-verified' by their followers. The followers verify whether the intent of leaders behind their influence attempt is directed to achieve objectives

within system boundaries. The study also contributes significantly towards the theory building of administrative leadership, by highlighting the prevalent attributes of leadership in the Indian central public sector undertakings at top and group level and also mapping the attributes to the implicit leadership typology scales. A contribution is registered towards followership literature by identifying the prevalent attributes of the followers and 'star-workers', in the Indian public sector context. The study of the dynamics of the I-deals was conducted from a social-comparison perspective, addressing the gaps in the I-deals literature. Further, the aspect of a leader's discretion in the grant of I-deals has been uniquely identified. The study improvises the photo-voice and elicitation technique (Liebenberg, 2018; Mannay, 2015), which could be used to unearth the implicit beliefs of the respondents in future studies.

The findings have implications for the improvement in policies of the central public sector undertakings in India, to enhance flexibility and engagement. The findings can also be utilized in the selection and development of the public sector leadership in the Indian context, to ensure the presence and development of public service motivation and social capital in administrative leaders. Limitations of the study include the limitation in the scope, which was limited to the energy sector. The scope of future studies in this area may be enlarged for better generalizability of the findings. The nature of the study was cross-sectional. Longitudinal studies would help understand the impact of changing context, over time, on the administrative leaders and followers. The study was primarily focussed to study the behaviours of administrative leadership. Findings about followers in the public sectors emerged during the study. More focussed studies on followership in the Indian public sector would be required for further building the existing body of literature.

*Keywords: Leader, leadership, administrative leadership, public sector, influence, follower, idiosyncratic deals.*

## सार [ABSTRACT IN HINDI]

विभिन्न अध्ययनों ने नेतृत्व के महत्व और संगठनात्मक और कर्मचारी परिणामों (Do & Minbashian, 2020; Zaccaro, Green, et al., 2018) पर इसके प्रभाव का दस्तावेजीकरण किया है। नेताओं के व्यक्तित्व के अध्ययन से नेतृत्व से जुड़े हुए व्यवस्थित अध्ययनों की शुरुआत हुई (हाउस एंड आदित्य, 1997)। इसके बाद, नेतृत्व (Ibid) के साथ जुड़े व्यवहारों के अध्ययन पर ध्यान केंद्रित किया गया। आकस्मिक सिद्धांतों (बास, 1991) और करिश्माई नेतृत्व (युकल, 1999) की वीर शैलियों के बारे में प्रस्ताव के साथ आकस्मिक सिद्धांतों (फिडलर, 2018) पर चर्चा, बाद में, प्रचलित सांसारिक नेतृत्व (अल्वेसन एंड स्वेनिगसन, 2003) से ने से जुड़े अध्ययनों में स्थानांतरित हो गया। नेतृत्व पर व्यापक अध्ययन के बावजूद, कुछ पहलुओं, विशेष रूप से प्रशासनिक नेतृत्व पर अधिक ध्यान देने की आवश्यकता है (वान वॉर्ट, 2013)। प्रशासनिक नेतृत्व (पेडर्सन और हार्टले, 2008) से जुड़ी जटिलताएं और अड़चनें और सार्वजनिक जीवन पर इसका प्रभाव इस अध्ययन की आवश्यकता को पूरा करने के लिए एक उपयुक्त मामला है। चूंकि प्रशासनिक नेतृत्व पर प्रमुख अध्ययन पश्चिमी संदर्भ (Vogel & Masal, 2015) में अंतर्निहित हैं, इसलिए भारतीय संदर्भ पर ध्यान केंद्रित करना इस अध्ययन की पृष्ठभूमि रही है।

नेतृत्व प्रभाव (युकल, 2014) के बारे में है, जिसका अध्ययन इस शोध का दृष्टिकोण रहा है। नेतृत्व के प्रमुख दृष्टिकोण, अध्ययन के नेताओं, एक इकाई के दृष्टिकोण से, लक्षण, व्यवहार और शैलियों पर ध्यान केंद्रित (Zaccaro, Dubrow, et al., 2018)। नेतृत्व के अध्ययन के लिए प्रभाव दृष्टिकोण एक संबंध परिप्रेक्ष्य से नेतृत्व पर ध्यान केंद्रित करता है, जिसकी दिशा तय नहीं है (उहल-बिएन, 2011)। इस दृष्टिकोण में, अनुयायी रिवर्स प्रभाव (केलरमैन, 2008) का उपयोग करके नेतृत्व के सह-उत्पादन में भाग लेते हैं। जिस संदर्भ में नेतृत्व और अनुयायी स्थित हैं, वह नेताओं और अनुयायियों दोनों के प्रभाव को सीमा प्रदान करता है। प्रसंग उन लोगों की सामाजिक पहचान को प्रभावित करता है जो इसमें हैं (वान निप्पेनबर्ग एंड हॉग, 2003), जो उस संदर्भ में अनुयायियों को प्रभावित करने में अधिक सफल होने की नेतृत्व क्षमता को प्रभावित करता है (इबिड)। इस प्रकार इस अध्ययन का उद्देश्य भारतीय सार्वजनिक क्षेत्र के संदर्भ में और अनुयायियों की संबद्ध प्रतिक्रियाओं के परिणामस्वरूप प्रशासनिक नेतृत्व के प्रभाव व्यवहारों का अध्ययन करना है।

नए सार्वजनिक प्रबंधन का कार्यान्वयन भूगोलों (डनली एट अल, 2006) के अनुरूप नहीं रहा है। भारतीय सार्वजनिक क्षेत्र के संदर्भ के अध्ययन की आवश्यकता इस प्रकार महसूस की गई कि वे न केवल समान संदर्भों के निष्कर्षों की पुष्टि करें बल्कि यह भी समझें कि संदर्भ में नेतृत्व और अनुगामी दोनों को प्रभावित करने वाले चालक हैं। सार्वजनिक क्षेत्र के नेतृत्व के बारे में समीक्षा नए सार्वजनिक प्रबंधन दर्शन (वोगेल और मसल, 2015) के साथ भी जुड़ी हुई है। परिवर्तनकारी और नैतिक (इबिड) शैलियों की उपयुक्तता की चर्चा सार्वजनिक क्षेत्र के नेतृत्व के परिपेक्ष्य में हुई है, लेकिन ये चर्चा किसी खास सार्वजनिक क्षेत्र के नेतृत्व की शैली की और इंगित नहीं करती (अज़ीज़ एट अल, 2012)। सार्वजनिक क्षेत्र के संदर्भ में अनुयायियों की शैली के बारे में अध्ययन भी सीमित हैं (जिन एट अल, 2016), हालांकि, सदस्यता पर संदर्भ के प्रभाव को सीमित करने का उल्लेख किया गया है। शोध का उद्देश्य साहित्य में इन अंतरालों को संबोधित करना है।

अध्ययन का दायरा ऊर्जा क्षेत्र में केंद्रीय सार्वजनिक क्षेत्र के उद्यमों तक सीमित था। अध्ययन को दो चरणों में विभाजित किया गया था, चरण- I के साथ अर्ध-संरचित साक्षात्कार के माध्यम से किए गए गुणात्मक शोध पर ध्यान केंद्रित किया गया, फोटो-वॉयस (मनै, 2015) की अनूठी तकनीक द्वारा समर्थित, अध्ययन के चरण- I के लिए प्रतिक्रियाओं को भारतीय ऊर्जा क्षेत्र के भीतर तीन केंद्रीय सार्वजनिक क्षेत्र के उद्यमों से एकत्र किया गया था। उत्तरदाताओं को उनकी कंपनियों के शीर्ष और समूह स्तर पर नेताओं के प्रचलित और आदर्श टाइपोलॉजी के बारे में उनकी धारणाओं से जुड़ी छवियों को चुनने की सुविधा प्रदान करने के लिए, फोटो-वॉयस तकनीक को Google रिपॉजिटरी के चित्रों का उपयोग करके सुधार किया गया था। प्रतिक्रियाओं को बाद में विषयों और उप-विषयों (सल्दाना, 2015) में कोडित किया गया। प्रचलित लीडरशिप टाइपोलॉजी (एपिट्रोपाकी और मार्टिन, 2004) और निहित अनुयायी टाइपोलॉजी (Sy, 2010) के पैमाने के आधार पर शामिल सार्वजनिक उपक्रमों के नेता और उनके अनुयाइयों के प्रचलित शैली की टाइपोलॉजी को मैप किया गया था।

अध्ययन के चरण- I के निष्कर्षों से संकेत मिलता है कि भारत में सार्वजनिक क्षेत्र का संदर्भ, हालांकि कल्याणकारी है, प्रणाली संचालित है और निर्णय लेने को प्रतिबंधित करने के लिए पर्याप्त कठोर है। संदर्भ में परिणामों को हासिल करने अतिशय ध्यान केंद्रित है। हालांकि, जोखिम लेने और नवाचार निगरानी एजेंसियों और हितधारकों द्वारा लगाए गए नियंत्रणों द्वारा सीमित हैं। यह प्रणाली बाकी की तुलना में बेहतर प्रदर्शन करने के लिए बहुत कम प्रोत्साहन के साथ कर्मचारियों की विशिष्टताओं के प्रति उदासीन प्रतीत होती है।

संदर्भ की ये विशेषताएं उभरती हुई नेतृत्व और अनुगामीता को प्रभावित करती हैं। निगरानी संचालन में कठोरता को प्रेरित करती है, जो सिस्टम अनुपालन को भी अनिवार्य करती है। यह सिस्टम का एक फिल्टर बनाता है, जिसे अनुयायी नेता के इरादे को सार्वजनिक सेवा प्रेरणा के संरेखण को मापने के लिए उपयोग करते हैं। लोक सेवा प्रेरणा (पेरी एंड वाइज, 1990) में जनता के हितों और आत्म-बलिदान (तुआन, 2016) की सेवा करना शामिल है। अनुयायियों की प्रतिक्रिया भी नेता के इरादे के उनके निर्णय से प्रभावित होती है। अध्ययन के चरण- I के परिणाम भारतीय सार्वजनिक क्षेत्र के संदर्भ में शीर्ष और समूह नेतृत्व के आयामों की ओर इशारा करते हैं, जो संदर्भ में निहित कारकों एवं व्यक्ति-विशेष की व्यक्तित्व के आयामों के परस्पर संपर्क के रूप में उभरते हैं। TISM-P (सुशील, 2018) गुणात्मक अनुसंधान के दौरान एकत्र किए गए डेटा से एकत्रित प्रतिक्रियाओं और आकस्मिक विषयों का उपयोग करके एक वैचारिक मॉडल उत्पन्न करने के लिए उपयोग किया गया है।

परिणामों पर ध्यान, मूर्त सामाजिक आदान-प्रदान के महत्व को प्रेरित करता है (क्रोपानाज़ानो और मिशेल, 2005), जिसने अध्ययन के चरण- II के दृष्टिकोण को प्रेरित किया, जो कि सार्वजनिक क्षेत्र में इंडिओसिंक्रातिक सौदों (I- सौदों) (रोजेन एट अल, 2013) के अनुदान से जुड़े कारकों का अध्ययन करने पर केंद्रित है। ये अध्ययन I- सौदों के सार्वजनिक क्षेत्र में आदान-प्रदान के दौरान नेताओं, अनुयायियों और प्रसंगों की विशेषताओं का उपयोग करते हुए मॉडल द्वारा अध्ययन किया गया है। विशेष रूप से, ऊर्जा क्षेत्र में समूह के नेतृत्व और I-सौदों के इसके प्रभाव को और अधिक खोजा गया है, जिसमें यह बताया गया है कि I- सौदों के अनुदान के दौरान नेताओं और उनके अनुयायियों का परस्पर प्रभाव कैसे काम करता है।

चरण- II की पद्धति को सामाजिक तुलना के नजरिए से अध्ययन करने के लिए डिज़ाइन किया गया था (फेस्टिगर, 1954; वुड, 1996)। प्रासंगिक साहित्य के अध्ययन और समीक्षा के चरण -1 के परिणामों के आधार पर परिकल्पना तैयार की गई थी। सामाजिक तुलना के दृष्टिकोण

से अध्ययन को पूरा करने के उद्देश्य को पूरा करने के लिए, प्रश्नावली को दो सहकर्मियों को प्रशासित करने के लिए डिज़ाइन किया गया था, जो उन्हें अपने कार्यसमूहों में 'स्टार-कार्यकर्ता' के बारे में अपनी टिप्पणियों को दर्ज करने के लिए कहते थे। 'स्टार-वर्कर्स' को उन कर्मचारियों के रूप में परिभाषित किया गया था जिन्हें संगठन द्वारा उनके योगदान के लिए सम्मानित किया गया है। कुछ संगठनात्मक कारकों और समूह के नेता की विशेषताओं के बारे में धारणाएं भी एकत्र की गईं। विशिष्ट मॉडल, परिकल्पनाओं के आधार पर तैयार किए गए और 'स्टार-वर्कर' के नेताओं और सहकर्मियों से प्राप्त आंकड़ों का उपयोग करके परीक्षण किए गए।

चरण- II के निष्कर्षों ने अध्ययन के चरण I के कुछ निष्कर्षों को मान्य किया, जो की संगठनात्मक कारकों और समूह-नेताओं की धारणा के बारे में थे। संगठनों (Kerr & Jermier, 1978) के नियमों की दृढ़ता, संगठनों में राजनीति (Kacmar & Ferris, 1991) को प्रभावित करती है। समूह के नेताओं में सकारात्मक प्रोटोटाइप गुण पाए गए। प्रोटोटाइप की विशेषताओं के नकारात्मक आयामों को समूह के नेताओं में होना पाया गया, जो सकारात्मक प्रोटोटाइप विशेषताओं से हैं। हालाँकि, समूह के नेताओं के नकारात्मक आयामों का विशिष्ट अप्रत्यक्ष प्रभाव प्रभाव स्टार-वर्कर के राजनितिक कौशल्य एवं अनुयायियों का सार्वजनिक उपक्रमों में विद्यमान राजनीति के बारे में धारणाओं महत्वपूर्ण पाया गया। स्टार-वर्कर्स 'के राजनितिक कौशल (फेरिस एट अल, 2005) को उनके रिवर्स प्रभाव (मार्टिनेज एट अल, 2012) के साथ सकारात्मक रूप से संबद्ध पाया गया।

अध्ययन ने भारतीय संदर्भ में सार्वजनिक क्षेत्रों के बारे में साहित्य में योगदान दिया है, न केवल मौजूदा साहित्य के निष्कर्षों की पुष्टि कर रहा है, बल्कि प्रशासनिक नेताओं के प्रभाव पर प्रणालियों और नीतियों के प्रभाव को उजागर कर रहा है। भारतीय संदर्भ में प्रशासनिक नेताओं को उनके अनुयायियों द्वारा 'प्रणाली-सत्यापित' होने का उल्लेख किया गया था। अनुयायी यह सत्यापित करते हैं कि उनके प्रभाव के प्रयास के पीछे नेताओं की मंशा सिस्टम सीमाओं के भीतर उद्देश्यों को प्राप्त करने के लिए निर्देशित है या नहीं। यह अध्ययन शीर्ष और समूह स्तर पर भारतीय केंद्रीय सार्वजनिक क्षेत्र के उपक्रमों में नेतृत्व की प्रचलित विशेषताओं को उजागर करने और निहित नेतृत्व टाइपोलॉजी स्केल्स के गुणों को मैप करने के साथ प्रशासनिक नेतृत्व के सिद्धांत निर्माण की दिशा में भी महत्वपूर्ण योगदान देता है। अनुयायियों के प्रचलित गुणों और स्टार-वर्कर्स 'की पहचान करके, ये शोध, भारतीय फ़ॉलोवरेशिप साहित्य क्षेत्र के संदर्भ में एक योगदान पंजीकृत करता है। I- सौदों (I-deals) के प्रदान का अध्ययन सामाजिक-तुलनात्मक दृष्टिकोण से किया गया था, जो I- सौदों साहित्य में अंतराल को संबोधित करता है। इसके अलावा, I- सौदों के अनुदान में एक नेता के अधिकार-क्षेत्र के पहलू को विशिष्ट रूप से पहचाना गया है। अध्ययन फोटो-वॉयस तकनीक में सुधार करता है, जिसका उपयोग भविष्य के अध्ययन में उत्तरदाताओं की अंतर्निहित मान्यताओं का पता लगाने के लिए किया जा सकता है।

निष्कर्षों का भारत में केंद्रीय सार्वजनिक क्षेत्र के उपक्रमों की नीतियों में सुधार, लचीलापन और जुड़ाव बढ़ाने के लिए इस्तेमाल किया जा सकता है। निष्कर्षों का उपयोग भारतीय संदर्भ में सार्वजनिक क्षेत्र के नेतृत्व के चयन और विकास में भी किया जा सकता है, ताकि प्रशासनिक नेताओं में सार्वजनिक सेवा प्रेरणा और सामाजिक पूंजी की उपस्थिति और विकास सुनिश्चित हो सके। अध्ययन की सीमा ऊर्जा क्षेत्र तक सीमित थी। निष्कर्षों की बेहतर सामान्यता के लिए शोध के इस दायरे को भविष्य के अध्ययन द्वारा बढ़ाया जा सकता है। अध्ययन की प्रकृति पार-अनुभागीय थी। अनुदैर्ध्य अध्ययन प्रशासनिक नेताओं और अनुयायियों पर समय के साथ बदलते संदर्भ के प्रभाव को समझने में मदद करेगा। अध्ययन मुख्य रूप से प्रशासनिक नेतृत्व के व्यवहार का अध्ययन करने के लिए ध्यान केंद्रित किया गया था। अध्ययन के दौरान सार्वजनिक क्षेत्रों में

अनुयायियों के बारे में पता चला। फॉलोवैरशिप साहित्य के मौजूदा निकाय को और आगे बढ़ाने के लिए भविष्य में भारतीय सार्वजनिक क्षेत्र में फॉलोवैरशिप पर अधिक ध्यान केंद्रित अध्ययन की आवश्यकता होगी।

कीवर्ड: लीडर, लीडरशिप, एडमिनिस्ट्रेटिव लीडरशिप, पब्लिक सेक्टर, प्रभाव, फॉलोअर, इडिओसिक्रातिक डील।

## TABLE OF CONTENTS

CERTIFICATE.....	i
ACKNOWLEDGEMENTS.....	iii
ABSTRACT.....	1
संक्षेप [ABSTRACT IN HINDI].....	5
LIST OF FIGURES .....	14
LIST OF TABLES.....	16
1 CHAPTER 1-INTRODUCTION .....	19
1.1 Background .....	19
1.2 Public Sector Leadership.....	20
1.3 Public Sector Leadership in India: the context of this study.....	21
1.4 Influence as Approach of Study .....	21
1.5 Research Questions and Objective and Scope .....	22
1.6 Scope and Research Design .....	23
1.7 Significance of the Study .....	26
1.8 Organization of the Thesis .....	27
2 CHAPTER 2 LITERATURE REVIEW.....	31
2.1 Leadership: an overview .....	32
2.1.1 Leadership –Definitions & Outcomes .....	32
2.1.2 Criteria of Leadership Effectiveness.....	32
2.1.3 Traits and Behaviours of Leaders and emanating Influence.....	34
2.1.4 Tools for enhancing leader’s influence.....	47
2.2 Followers – The Other Significant half of the Influence Process .....	52
2.2.1 Followership as a role .....	52
2.2.2 Followership and Associated Reactions to Leader’s Influence .....	52
2.3 Context- The testing ground of leadership.....	55
2.3.1 Public Sector – Changing Paradigms.....	55
2.3.2 The intertwining of Politics and Public Management.....	59
2.3.3 Case of Indian CPSEs .....	60
2.4 Leadership and Followership in Public Sector context.....	64
2.4.1 Leadership in the Public Sector .....	64
2.4.2 Followership in Public Sector Context .....	66

2.4.3	Implications on Social Exchanges in Public Sector Context.....	69
2.5	Literature Gaps.....	70
2.5.1	Public Sector Leadership.....	70
2.5.2	Gaps in the Study of Followership.....	72
2.5.3	Context.....	72
3	CHAPTER 3 – METHODOLOGY FOR PHASE-I OF THE STUDY.....	75
3.1	Generic Approaches for Leadership Studies.....	76
3.1.1	Limitations associated with approaches to study leadership.....	77
3.2	New Approaches to studying leadership.....	80
3.3	Approach for the current study.....	81
3.4	Use of Total Interpretive Structural Modelling -With Polarity (TISM-P) To Generate A conceptual model.....	88
4	CHAPTER 4 – FINDINGS OF PHASE -I OF THE STUDY.....	91
4.1	Characteristics of the Context understudy.....	91
4.1.1	System induced negative impacts on culture.....	94
4.2	Prototypical Characteristics of Leaders.....	96
4.3	Impact of Context.....	99
4.3.1	On Top Leaders.....	99
4.3.2	On Group Leaders.....	100
4.3.3	On Creation Of Perception of Politics.....	100
4.4	Impact of context and leaders on emergent typical follower typology.....	102
4.5	Non Static nature of context and situated leadership.....	106
4.6	TISM-P and Generation of Conceptual Model.....	107
5	CHAPTER 5 METHODOLOGY& HYPOTHESIS FORMULATION FOR PHASE-II STUDY.....	125
5.1	Rationale for the phase-II study.....	126
5.2	Hypothesis Formulation.....	129
5.2.1	Leader’s characteristics and their impact.....	129
5.2.2	Followership dimensions and their association with I-deals.....	130
5.2.3	Contextual characteristics and their impact.....	134
5.3	Developing the Plan of the Phase-II of the study.....	140
5.3.1	Questionnaire Design.....	140
5.3.2	Operationalization of the Survey.....	144
5.4	Choice of Analysis Techniques.....	144
6	CHAPTER 6 - ANALYSIS OF PHASE-II STUDY.....	147
6.1	Sample Description for Study 2:.....	148

6.1.1	Respondents designated as Leaders( Cohort of Leaders) :	148
6.1.2	Respondents designated as Co-Workers:	149
6.2	Data Testing	150
6.2.1	Common Method Bias	150
6.2.2	Test for dimensions of I-deal- Validating Hypothesis H3	150
6.2.3	Scales Reliability and Construct Correlations	154
6.2.4	Two-Step Cluster Analysis	160
6.3	Model testing for the cohort of leaders and co-workers.	177
6.3.1	Model testing for the cohort of leaders	178
6.3.2	Model testing for Cohort of Co-Workers.	187
6.3.3	Comparison of the Hypothesis testing between the Models for Cohorts of Leaders and Co-workers.	197
7	CHAPTER -7- ANALYSIS & DISCUSSION	199
7.1	Findings of Phase-I &II of the study- Similarities and Dissimilarities	200
7.1.1	Similarities in Findings of Phase-I &II	200
7.1.2	Implications of Differences between the model testing for the cohort of leaders and followers	201
7.2	Context Characteristics and their Impact	202
7.2.1	Impact of and on Culture and Climate	202
7.2.2	Impact of Systems and stakeholders	203
7.2.3	Perception of climate – POP and OFLEX and its implication.	204
7.3	Emergent Leadership Typology	204
7.3.1	Cascading Influence of leaders	206
7.4	Public sector followership- Emerging scenarios	208
7.5	Process of Grant of I-deal.	210
7.5.1	Nature of the I-deals – High and low discretion	210
7.5.2	Characteristics of the star-worker	210
8	CHAPTER 8 – CONCLUSIONS, LIMITATIONS, AND DIRECTIONS FOR FUTURE RESEARCH.	213
8.1	Conclusions	214
8.1.1	The uniqueness of the public sector context studied.	214
8.1.2	Administrative leadership in the context	214
8.1.3	Followership	215
8.1.4	I-deals.	215
8.2	Implications of key findings.	216
8.3	Contribution	218

8.3.1	Towards the NPM literature in Indian Context.....	218
8.3.2	Towards Theory Building of Administrative Leadership:.....	218
8.3.3	Followership Literature.....	219
8.3.4	I-deals Literature.....	219
8.3.5	Methodology.....	220
8.4	The implication for research and practice.....	220
8.4.1	Wider use of Photo-Voice and elicitation technique :.....	220
8.4.2	Use of TISM-P.....	220
8.4.3	Re-look at Systems and Policies governing the Public Sector.....	221
8.5	Limitations and directions for future research.....	222
8.5.1	Limitations.....	222
8.5.2	Suggestions for future research.....	222
REFERENCES.....		225
ANNEXURES.....		253
CHAPTER 3 - ANNEXURE 1.....		253
CHAPTER 3-ANNEXURE 2.....		257
CHAPTER 5 - ANNEXURE 1.....		258
CHAPTER 6- ANNEXURE-I.....		292
CHAPTER 6- ANNEXURE 2.....		300



## LIST OF FIGURES

<i>Figure (Chapter 1-1)-1 Research Design Overview.....</i>	26
Figure (3)-3-1- Generic Processes of Research Studies .....	77
Figure (Chapter 3) -3-2 Representative Images showcasing context .....	86
Figure (Chapter 3) -3-3 Images showcasing leadership in association with followers .....	87
Figure( Chapter 4)-4-4 Images showcasing use of metaphors.....	87
Figure (Chapter 4)-4-1 Linear Diagraph.....	121
Figure(Chapter 4)-4-2 Conceptual Model .....	122
Figure(Chapter 4)-4-3 Driver and Dependence Graph .....	123
Figure(Chapter 5)-5-1- Model for the sample of Leaders .....	138
Figure (Chapter 5)-5-2- Model for the sample of Co-workers .....	139
Figure (Chapter 6) -6-1 Scree plot of I-deal components for the sample of leaders .....	151
Figure (Chapter 6) -6-2 Two factor component model for Sample of Co-workers.....	153
Figure( Chapter 6) -6-3 Model Summary for Two-Step Cluster Analysis for Cohort of Leaders .....	161
Figure ( Chapter 6) -6-4 Predictor Importance for Two-step cluster analysis for the cohort of Leaders.....	162
Figure( Chapter 6)-6-5 Cluster compositions for the cohort of leaders.....	163
Figure( Chapter 6) -6-6 Cluster Comparison for the cohort of leaders.....	164
Figure (Chapter 6) -6-7 Model Summary .....	166
Figure( Chapter 6)-6-8 Predictor Importance for Two-step cluster analysis for the cohort of Co-workers.....	167
Figure(Chapter6) -6-9 Cluster comparison for cohort of Co-workers.....	169
Figure( Chapter6)-6-10 Cluster compositions for cohort of Co-workers .....	169
Figure( Chapter 6) -6-11 Model with coefficients for the cohort of leaders(N=211).....	182
Figure (Chapter 6)-6-12Model with coefficients for the cohort of Co-workers.....	191
Figure( Chapter 7) -1 Cascading Influence and Possible Organizational Outcomes.....	208



## LIST OF TABLES

Table (Chapter2)-2-1-Compilation of definitions of leadership .....	32
Table(Chapter 3)-3-1 Summary of Respondents (N=33) .....	83
Table (Chapter 4)-4-1 Mapping the Prototypical characteristics of top and group leaders....	98
Table (Chapter 4)-4-2 – Relationships between Elements and their Explanations .....	109
Table (Chapter 4)-4-3 – Reachability Matrix including the transitivity.....	116
Table (Chapter 4)-4-4 – Level Partitioning Matrix.....	117
Table (Chapter 5) -1- Operational definitions used in the subsequent sections .....	128
Table ( Chapter 5)-5-2- Summary of the scales used .....	141
Table (Chapter 5)-5-3 Summary of the responses of the Pilot Study .....	143
Table( Chapter 6)-6-1 Demographic profile of the respondents designated as leaders (N=211) .....	148
<i>Table ( Chapter-6)-6-2 Demographic profile of the respondents designated as Co-workers (N=223) .....</i>	<i>149</i>
Table( Chapter 6)-6-3 Rotated Component Matrix <sup>a</sup> , for the sample of Leaders (N=211)....	151
Table( Chapter 6) -6-4 – Results of CFA.....	152
Table( Chapter 6)-6-5 Scales Summary and Spearman's rho (Correlation) between Variables for Sample of Leaders (N=211) .....	155
Table( Chapter 6)-6-6 Scales Summary and Spearman's rho (Correlation) between Variables for Sample of Co-Workers (N=223) .....	156
Table (Chapter 6) -6-7 Testing inference pertaining to the perception of organizational climate .....	157
Table ( Chapter 6) -6-8 Comparison of Leader's and 'Star-worker's' Characteristics .....	158
Table (Chapter 6) -6-9 Comparing Distribution of Predictor Variables across clusters in Leader's cohort .....	165
Table( Chapter 6)-6-10 Comparing Distribution of Predictor Variables across clusters in Co- workers' cohort.....	170
Table (Chapter 6) -6-11 Comparison of Predictor Importance across the sample of Leader's and Co-worker's.....	173
Table(Chapter 6)-6-12 Top 10 Characteristics of Leaders & Followers based on RII values .....	175
Table( Chapter 6) -6-13 Summary of Reliability and Discriminant Validity for the cohort of Leader .....	179
Table( Chapter 6)-6-14 Formative Constructs for the cohort of Leaders .....	180
Table (Chapter 6)-6-15 R <sup>2</sup> value for Various Endogenous Constructs for the cohort of Leaders .....	180
<i>Table (Chapter 6)-6-16 f<sup>2</sup> value for Various Endogenous Constructs for the cohort of Leaders .....</i>	<i>180</i>

Table(Chapter 6)-6-17 $Q^2$ value for Various Endogenous Constructs for the cohort of Leaders .....	181
Table ( Chapter 7)-6-18 Summary of Hypothesis Testing for Leader's Sample .....	183
Table( Chapter 6) -6-19 Mediation Effect of Political Skill of Star Worker on I-Deals .....	183
Table(Chapter 6)-6-20Mediation Effect of Organizational Inflexibility on Perception of Politics.....	184
Table (Chapter 6)-6-21Moderation effect of Organizational inflexibility.....	185
Table(Chapter 6)-6-22 Specific Indirect Effects of Leader's Characteristics for the cohort of leaders .....	185
Table( Chapter 6)-6-23Summary of Reliability and Discriminant Validity for the cohort of Co-Workers.....	188
Table(Chapter 6)-6-24 Formative Constructs for Cohorts of Co-Workers .....	189
Table (Chapter 6) -6-25 $R^2$ value for Various Endogenous Constructs for the cohort of Co-Workers.....	189
Table( Chapter 6) -6-26 $f^2$ value for Various Endogenous Constructs for the cohort of Co-Workers.....	189
Table( Chapter 6) -6-27 $Q^2$ value for Various Endogenous Constructs for the cohort of Co-Workers.....	190
Table( Chapter 6)-6-28 Summary of Hypothesis Testing for Co-worker's cohort .....	192
Table( Chapter 6)-6-29 <i>Mediation Effect of Reverse Influence of Star Worker between Political skills and I-Deals for Co-worker's cohort</i> .....	193
Table( Chapter 6) -6-30Mediation Effect of Organizational Inflexibility between leaders characteristics and Perception of Politics for Co-worker's cohort .....	193
Table ( Chapter 6) -6-31Moderation effect of Organizational inflexibility for Co-worker's cohort .....	194
Table( Chapter 6)-6-32Specific Indirect Effects of Leader's Characteristics for Co-worker's cohort .....	195
Table( Chapter 7) -7-1Comparison of findings .....	200

## **LIST OF ABBREVIATIONS**

**AVE-** Average Variance Extracted

**CFA-** Confirmatory Factor Analysis

**CI-** Confidence Interval

**CMB-** Common Method Bias

**CPSE-** Central Public Sector Enterprises

**DPE-** Department of Public Enterprises, Government of India

**HTMT-** Heterotrait-monotrait

**IFT-** Implicit follower typology

**ILT-** Implicit leadership typology

**I-Deals-** Idiosyncratic deals

**IDL-LDisc-** I- Deals associated with the low discretion of leaders

**IDL-HDisc-** I-Deals associated with high Discretion of Leaders

**INF-** Reverse influence of the ‘star-worker’

**L-CHARAC-** Leader’s Characteristics

**NPM-** New Public Management

**OFLEX-** Organizational Inflexibility

**PCA-** Principal Component Analysis

**POL-** Political Skill of the ‘Star-worker’

**POP-** Perception of Politics

**RII-** Relative Importance Index