

## **RELATIONSHIP BETWEEN LEADERSHIP STYLES AND SOCIO-ECONOMIC ORGANIZATION POSITION VARIABLES WITH RESPECT TO NBCL**

<sup>1</sup>Uma Devi, Y, <sup>2</sup>Murali Krishna, V

<sup>1</sup>Research Scholar in Management, Barathiar University, Coimbatore, INDIA

<sup>2</sup>Research Supervisor and Assistant Professor, SITAMSS, Chittoor, INDIA

**Abstract:** The purpose of the paper is to investigate the relationship between leadership styles and Socio economic position variables in Nippo Batteries Company Limited, Nellore in Andhra Pradesh. This relationship examined in three levels like top management, middle management and low level management in NBCL.

**Keywords:** Leadership Styles, SEOP Variables, NBCL.

### **INTRODUCTION**

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. However, the essentials of leadership are the same to all leaders in all positions. Nevertheless, due to the variation in the skills required, roles played, functions performed, issues tackled and the relationships promoted, different leaders have different perceptions of leadership. As such, several attributes have been made both for the success and failure of leadership in the form of properties and processes or traits and styles of leaders. Further, even these attributes cannot provide a totally satisfactory guidance for the success of leadership. Hence, theoreticians and practitioners of leadership have gone to the extent of developing the 'contingency approach', which emphasizes that there is 'No single best way'. The functions, roles, variables, power, influence, success and effectiveness of leaders, leadership theories and leadership in general discussed by different writers, researchers and practitioners are discussed.

### **DEFINITION OF LEADERSHIP**

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.

Hodge and Johnson are of the opinion that "Leadership is fundamentally the ability to form and mould the attitudes and behaviour of other individuals, whether informal or formal situation and that management relates to the formal task of decision and command."

Ivancevich, Szilagyi and Wallace, define Leadership as "the relationship between two or more people in which one attempts to influence the other toward the accomplishment of some goal or goals."

### **STATEMENT OF THE PROBLEM**

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. This is due to the fact that the theory and practice of leadership are associated with many fields of knowledge like economics, sociology, anthropology, psychology, political science, public administration, ethics and so on. Further it is closely related to different management and organisational behaviour subjects like motivation, communication, personality, group dynamics, team building and organisational development.

### **NEED OF THE STUDY**

The principal purpose of the current study is to find a the relationship between socio economic and organizational position variables in public sector enterprise with respect to LIC.

### **OBJECTIVES OF THE STUDY**

The specific objective of the study is:

To examine the relationship of Leadership Styles with certain Socio Economic and Organization Position (SEOP) variables of the employees in NBCL.

### **HYPOTHESES**

The following are the hypotheses formulated for the study:

H1: There is no significant inter-relationship among the SEOP variables of employees in NBCL.

H2: There is no significant relationship between Leadership Styles and the SEOP variables of employees in NBCL.

### **METHODOLOGY**

#### **(i) Source of Data:**

The study is mainly based on primary data collected in three phases. In the first phase the purpose and objectives of the schedule are explained to the respondents who are requested to go through the schedule thoroughly. In the second phase doubts of the respondents about the contents of the schedule, if any, are clarified. In the third phase the schedules are collected from the respondents and further discussions were held with them to elicit additional information from them.

The present study confines itself to Higher, Middle and lower hierarchical levels in NBCL

#### **(ii) Sampling**

In NBCL the employees are categorized as workers, supervisors and officers. For the present study only the officers are taken into consideration. The officers are in several Grades, from Grade-I to Grade-XII in the rising order of seniority in the hierarchy, i.e. from Assistant Engineers to Chairman and Managing Director. However for the present inquiry, officers from several Grades are taken into consideration. The departments at different levels in several Grades are viz., Production, Research and Development, Marketing, Personnel, and Finance.

The number of samples drawn from each grade is listed below. The total sample for the study consists of 168 officers of NBCL.

<b>Designation</b>	<b>Number of Officers</b>	<b>Samples drawn</b>
	<b>NBCL</b>	<b>NBCL</b>
Higher Level Managers	47	47
Middle Level Managers	70	70
Lower Level Managers	51	51
Total	168	168

#### **(iii) Tools for Data Collection:**

The schedules supplied to each category of officers are as follows:

For Higher level Managers schedule used covers: SEOP variables, leader's self-perception about their styles.

For Middle level managers the schedule used covers: SEOP variables, leader's self-perception about his style and subordinate's perception of the superior's style.

For Lower level Managers the schedule used covers: SEOP variables, subordinate are perception of the superior's style.

#### **(iv) Field Study**

Field investigation was conducted by adopting the personal interview method. During the investigation considerable help was received from Officers in different Grades of NBCL.

**INTER-CORRELATION OF SEOP VARIABLES**

**A. Higher level Managers of NBCL**

For the inter-correlation, the degree of freedom (df) is N-2. In NBCL, Higher level Managers stood at 47, where N=47, the df=47-2=45. For 45 df the entries at 0.01 and 0.05 by linear interpolation are 0.372 and 0.288 respectively (for 3 decimals). The correlation values with two stars are significant at 0.01 level and those with one star are significant at 0.05 level.

Table 1.1

Inter-correlations among SEOP Variables for Higher level Managers of NBCL (N=47)

Sl. No.	SEOP Variables	Designation	Age	Experience	Education	Economic Status
1	Designation		0.128	-0.125	-0.036	0.171
2	Age			0.226	-0.27	0.149
3	Experience				0.163	-0.014
4	Education					-0.033
5	Economic Status					

Source: Compiled from field survey

Table 1.1 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education and economic status for Higher Level Managers of NBCL.

None of the socio-economic and organizational position variables, however, were found to be significantly inter-correlated. They are rather, independent of each other.

Hence, the hypothesis that “there is no significant inter relationship among socio-economic and organizational position variables of employees in NBCL” is accepted in all cases.

**B. Middle Level Managers of NBCL**

For the inter-correlation, the degree of freedom (df) is N-2. In NBCL, Middle Level Managers stood at 56, where N=70, the df=70-2=68. For 68 df the entries at 0.01 and 0.05 by linear interpolation are 0.302 and 0.232 respectively (for 3 decimals). The correlation values with two stars are significant at 0.01 level and those with one star are significant at 0.05 level.

Table 1.2

Inter-correlations among SEOP Variables for Middle Level Managers of NBCL (N=70)

S.No	SEOP Variables	Designation	Age	Experience	Education	Economic Status
1	Designation		0.024	-0.041	-0.094	-0.057
2	Age			**0.596	0.121	*0.241
3	Experience				0.159	*0.252
4	Education					0.188
5	Economic Status					

Source: Compiled from field survey

Table 1.2 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education and economic status for Middle Level Managers of NBCL.

The variable 'age' was significantly and positively correlated with 'experience' ( $r=0.596$ ,  $P<0.01$ ) indicating that the higher the age, the greater the 'experience'. 'age' was also significantly and positively correlated with 'economic status' ( $r=0.241$ ,  $P<0.01$ ) indicating that higher the age, greater the 'economic status'

The variable 'experience' was significantly and positively correlated with 'economic status' ( $r=0.252$ ,  $P<0.05$ ) indicating that the persons who have higher experience are with higher economic status.

None of the other socio-economic and organizational position variables, however, were found to be significantly inter-correlated. They are rather, independent of each other.

Hence, the hypothesis that "there is no significant inter relationship among socio-economic and organizational position variables of employees in NBCL" is rejected in the case of age vs experience; age vs economic status and experience vs economic status, and is accepted in all other cases.

### Comparison of Higher Level Managers and Middle Level Managers of NBCL

In Higher Level Managers, any of the SEOP variables were not significantly correlated whereas in Middle Level Managers, 'age' was significantly and positively correlated with 'experience' and 'economic status'; and 'experience' was significantly and positively correlated with 'economic status'.

### C. Lower Level Managers of NBCL

For the inter-correlation, the degree of freedom (df) is  $N-2$ . In NBCL, Lower Level Managers stood at 51, where  $N=51$ , the  $df=51-2=49$ . For 49 df the entries at 0.01 and 0.05 by linear interpolation are 0.354 and 0.273 respectively (for 3 decimals). The correlation values with two stars are significant at 0.01 level and those with one star are significant at 0.05 level.

Table 1.3

Inter-correlations among SEOP Variables for Lower Level Managers of NBCL (N=51)

S. No.	SEOP Variables	Designation	Age	Experience	Education	Economic Status
1	Designation		-0.08	0.026	-0.058	0.003
2	Age			**0.702	-0.022	-0.051
3	Experience				-0.051	0.16
4	Education					0.067
5	Economic Status					

Source: Compiled from field survey

Table 1.3 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education, and economic status for Lower Level Managers of NBCL.

The variable 'age' was significantly and positively correlated with 'experience' ( $r=0.702$ ,  $P<0.01$ ) indicating that the higher the age, the greater the 'experience'.

None of the other socio-economic and organizational position variables, however, were found to be significantly inter-correlated. They are rather, independent of each other.

Hence, the hypothesis that "there is no significant inter relationship among socio-economic and organizational position variables of employees in NBCL" is rejected in the case of age vs experience, and is accepted in all other cases.

### Comparison of Middle Level Managers and Lower Level Managers of NBCL

In Middle Level Managers, 'age' was significantly and positively correlated with 'experience' and 'economic statuses'; and 'experience' was significantly and positively correlated with 'economic statuses'. Whereas, in Lower Level Managers 'age' was significantly and positively correlated with 'experience'.

**INTER-CORRELATION BETWEEN SEOP VARIABLES AND LEADERSHIP STYLES**

Table 1.4

Inter-correlation between SEOP variables and Leadership Styles for Higher Level Managers of NBCL (N=47)

Sl.No	SEOP Variables	Leadership Styles				
		Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
1	Designation	0.148	-0.064	0.037	-0.078	-0.21
2	Age	0.014	0.051	-0.037	0.11	-0.028
3	Experience	0.106	-0.026	0.058	0.025	0.042
4	Education	0.257	-0.139	0.069	-0.218	*-0.323
5	Economic Status	-0.123	0.166	-0.251	0.213	0.025

Source: Compiled from field survey

Table 1.4 presents the inter-correlation between socio-economic and organizational position variables and five leadership styles viz., authoritarian, participative, bureaucratic, task-orientation and nurturant for Higher Level Managers of NBCL.

‘Education’ was correlated significantly but negatively with ‘nurturant’ style ( $r = -0.323$ ,  $P < 0.05$ ) indicating that ‘nurturant’ style decreases with the increase of ‘education’.

None of the other socio-economic and organizational position variables, however, were found to be significantly correlated with leadership styles.

Hence, the hypothesis that “there is no significant relationship between socio-economic and organizational position variables and leadership styles of employees in NBCL” is rejected in the case of ‘education’ vs ‘nurturant’ and is accepted in all other cases.

Table 1.5

Inter-correlation between SEOP variables and Leadership Styles for Middle Level Managers of NBCL (N=70)

Sl. No	SEOP Variables	Leadership Styles				
		Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
1	Designation	-0.049	-0.085	-0.004	-0.035	0.0031
2	Age	-0.038	0.005	0.071	0.011	0.222
3	Experience	0.13	-0.13	0.241	-0.046	-0.029
4	Education	0.03	0.054	0.076	-0.086	-0.179
5	Economic Status	0.155	-0.032	0.1491	-0.111	-0.12

Source: Compiled from field survey

Table 1.5 presents the inter-correlation between socio-economic and organizational position variables and five leadership styles viz., authoritarian, participative, bureaucratic, task-orientation and nurturant for Middle Level Managers of NBCL.

None of the socio-economic and organizational position variables were found to be significantly correlated with leadership styles.

Hence, the hypothesis that “there is no significant relationship between socio-economic and organizational position variables and leadership styles of employees in NBCL” is accepted.

### **Comparison of Higher Level Managers and Middle Level Managers of NBCL**

In Higher Level Managers, 'education' was correlated significantly but negatively with 'nurturant' style, whereas in Middle Level Managers, none of the SEOP variables were significantly correlated with leadership styles.

#### **FINDINGS**

- i. No significant inter relationship among socio-economic and organizational position variables of employees in NBCL" is accepted in all cases.
- ii. No significant inter relationship among socio-economic and organizational position variables of employees in NBCL" is rejected in the case of age vs experience; age vs economic status and experience vs economic status, and is accepted in all other cases.
- iii. No significant inter relationship among socio-economic and organizational position variables of employees in NBCL" is rejected in the case of age vs experience, and is accepted in all other cases.
- iv. No significant relationship between socio-economic and organizational position variables and leadership styles of employees in NBCL" is rejected in the case of 'education' vs 'nurturant' and is accepted in all other cases.
- v. no significant relationship between socio-economic and organizational position variables and leadership styles of employees in NBCL" is accepted.

#### **CONCLUSION**

This study has investigated the relationship of leadership styles and Socio Economic Organization Variables in a private sector enterprise NBCL. The results of this study revealed that there is no relationship between leadership styles and SEOP variables .On the basis of the study , it can be concluded that leadership styles have no effect on SEOP variables.

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