

## **CHAPTER IV**

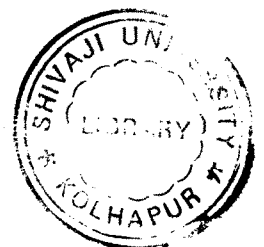
### **LEADERSHIP PATTERNS AND EFFECTIVENESS**

#### **4.1 Leadership Patterns**

- Trait - approach
- Decision Making
- Observance of Rules and Regulations
- Supervision
- Concern for Work-performance and Subordinates
- Motivation
- Consistency in Treatment of Subordinates
- Directives and Guidance
- Superiors - Subordinates Relationship
  - Help to Solve Subordinates Problems
  - Reference of the Problems of the Subordinates to Higher Authorities
  - Cooperation
  - Nature of Relationship
  - Formal - Informal Relationship
  - Mutual Trust

#### **4.2 Effectiveness of Leadership Patterns**

- Trait - approach
- Decision Making



- Observance of Rules and Regulations
- Supervision
- Concern for Work performance and Subordinates
- Motivation
- Consistency in Treatment of Subordinates
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## **CHAPTER IV**

### **LEADERSHIP PATTERNS AND EFFECTIVENESS**

In this chapter the investigator has presented the data through tabulations, analysis and interpretation. The contents are mentioned under two sections :

#### **4.1 Leadership Patterns**

#### **4.2 Effectiveness of Leadership Patterns**

#### **4.1 Leadership Patterns**

Under this section the views of the respondents namely executives, supervisors and workers about the various facts of leadership approaches are indicated in the following order :

- i. Executives' perception about the predominant leadership approach about self and immediate superiors.
- ii. Supervisors' perception about the predominant leadership approach about self and executives (immediate superiors).
- iii. Workers' perception about the predominant

leadership approach of supervisors (immediate superior).

### Trait - approach in Leadership

Possession of leadership qualities have its own significance in leadership. Therefore, the investigator has categorically studied and analysed the existence of these qualities in the superiors in the following tables.

TABLE 4.1

**Executives' Perception about Self and  
Superiors' Leadership Qualities**

Leadership Qualitites	Self		Superior	
	No.	Percent	No.	Percent
- Intelligence	12	100	10	83.33
- Courage	9	75	9	75.00
- Initiative	9	75	9	75.00
- Reliability	12	100	10	83.33
- Judgemental ability	12	100	10	83.33
- Foresight & anticipation	9	75	8	66.67
- Ability to take proper decisions	12	100	8	66.67
- Ability to maintain good relationship	12	100	10	83.33
- Ability to control subordinates	8	66.67	8	66.67
- Acceptance of responsibility	12	100	10	83.33
- Emotional maturity	12	100	9	75.00
- Adoptability	12	100	9	75.00

The table makes it clear that all the executives are of the opinion that they have qualities of intelligence, reliability, judgemental ability, ability to take proper decisions, ability to maintain good relationship, acceptance of responsibilities, emotional maturity and adaptability. Whereas, 75 percent are found to express that in addition to the mentioned qualities they also possess the qualities like courage, initiativeness, foresight, and anticipation.

83.33 percent executives feel that their superiors have the leadership qualities of intelligence, reliability, judgemental abilities, ability to maintain good relationship and acceptance of responsibilities. 75 percent executives opine that in addition to the mentioned qualities their superiors also possess the qualities of courage, initiative emotional maturity and adaptability. 66.67 percent of the executives are of the opinion that their superiors also have the qualities of foresight and anticipation, ability to take proper decision, and ability to control subordinates.

It is evident from the responses of 66.67 percent of the executives that they and their superiors have all the qualities of leadership. 25 percent of the executives and 16.67 percent superiors based on the opinion of the executives are found to have 9 to 11 leadership qualities.

Only 8.33 percent executives believed that their superiors have 6 to 8 leadership qualities. 8.33 percent of the executives expressed that their superiors do not have any leadership qualities at all.

On comparing the qualities of the executives and their superiors based on the perception of the executives, it is observed that in terms of assessing the presence of qualities, the executives have considered themselves to be better than that of their superiors in terms of possession of leadership qualities.

TABLE 4.2

**Supervisors' Perception about Self and  
Executives' Leadership Qualities**

Leadership Qualities	Self		Executive	
	No.	Percent	No.	Percent
- Intelligence	22	91.67	20	83.33
- Courage	20	83.33	18	75.00
- Initiative	18	75.00	18	75.00
- Reliability	24	100.00	22	91.67
- Judgemental ability	22	91.67	20	83.33
- Foresight & anticipation	22	91.67	18	75.00
- Ability to take proper decisions	22	91.67	18	75.00
- Ability to maintain good relationship	24	100.00	22	91.67
- Ability to control subordinates	20	83.33	20	83.33
- Acceptance of responsibility	24	100.00	22	91.67
- Emotional maturity	24	100.00	20	83.33
- Adoptability	24	100.00	18	75.00



At a glance, table no.4.2 manifests that 100 percent of the supervisors are of the opinion that they have the qualities of reliability, ability to maintain good relationship, acceptance of responsibilities, emotional maturity, and adaptability. 91.67 percent of the supervisors feel that in addition to the mentioned qualities they have the qualities of intelligence, judgemental ability, foresight, <sup>and</sup> anticipation, and ability to take proper decisions.

Comparing the given table with the preceding table it is observed that 100 percent of the executives opined about themselves that they have the qualities of intelligence, judgemental ability and emotional maturity. While these qualities are perceived to be possessed by executives in the opinion of 83.33 percent of the supervisors.

From the given table it is observed that 91.67 percent of the supervisors feel that the executives have the qualities of reliability, ability to maintain good relationship and acceptance of responsibilities. These are found to be predominant qualities of leadership present in the executives based on the perception of supervisors.

The predominant qualities found to be present in the supervisors based on their self perception are reliability, ability to maintain good relationship, acceptance of responsibilities, emotional maturity and adoptability. These are the qualities which one realizes should be present in every leader and denial of the same would amount to excessively degrading one self in terms of leadership.

75 percent supervisors feel that they and their executives have all the qualities of leadership. This reveals that these supervisors rate themselves and their executives at par.

TABLE 4.3

**Workers' Perception about Leadership Qualities  
of their Supervisors**

Leadership Qualities	Number	Percentage
- Intelligence	64	88.89
- Courage	56	77.78
- Initiative	53	73.61
- Reliability	56	77.78
- Judgemental ability	64	88.89
- Foresight & anticipation	49	68.06
- Ability to take proper decisions	57	79.17
- Ability to maintain good relationship	59	81.94
- Ability to control Subordinates	55	76.39
- Acceptance of responsibilities	57	79.17
- Emotional maturity	51	70.83
- Adoptability	42	58.33

It is evident from the above mentioned table that 88.89 percent of the workers are of the opinion that their supervisors have qualities of intelligence and judgemental ability. These two qualities are inter related and one can not exist without the other in the leaders. 79.17 percent workers expressed that their supervisors have the ability to take proper decisions and accept their responsibilities. 81.94 percent workers opined that their supervisors have the ability to maintain good relationship.

Further the findings reveal that 50 percent of the workers feel that their supervisors have all the leadership qualities mentioned in the table. 15.28 percent workers expressed that out of the total twelve qualities their supervisors have 9 to 11 qualities. 12.50 percent workers mentioned that their supervisors have 6 to 8 leadership qualities. 11.11 percent perceived that their supervisors possess 3 to 5 qualities. Whereas, 11.11 percent workers opined that their supervisors do not have any leadership qualities at all and they are found to be from the maintenance section, It is further observed that there is non-existence of mutual trust between these workers and their supervisors. This appears to be the reason for degrading the supervisors in terms of possession of qualities.

The predominant qualities perceived by the workers in their supervisors are intelligence and judgemental ability. These are the qualities which are distinctly perceivable by the subordinates i.e workers. These two qualities are very frequently exhibited in day to day functioning by the supervisors. Hence, its prescence is found to be more clearly visualised by the workers.

The existance of all the leadership qualities among the superiors is important. But, there are certain qualities which are extremely important for superiors to possess to exercise efficient leadership. These qualities include; intelligence, ability to take proper decisions, initiative, courage, ability to maintain good relationship and judgemental ability.

### Decision Making

Decision making is one of the important funtions of superior as a leader. Under this heading the data is detailed out indicating the approach superiors predominantly use in decision making and the reason for adopting the specific approach.

TABLE 4.4

Executives' Perception about Self &amp; Superiors' Predominant Approach in Decision Making

Self Approach	Superiors' Approach										Total
	Autocratic	Autocratic	Benevolent Autocratic	Consultative	Participative	Free-rein	Absolute Free-rein	Absolute Free-rein	Absolute Free-rein	Absolute Free-rein	
Autocratic	0	0	0	0	0	1	8.33	0	0	0	1 8.33
Benevolent-Autocratic	0	2	16.67	0	0	0	0	0	0	0	2 16.67
Consultative	0	0	0	5	41.67	0	0	0	0	0	5 41.67
Participative	1	8.33	0	0	0	2	16.67	0	0	0	3 25.00
Free-rein	0	0	1	8.33	0	0	0	0	0	0	1 8.33
Absolute Free-rein	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>1</b>	<b>8.33</b>	<b>3</b>	<b>25.00</b>	<b>5</b>	<b>41.67</b>	<b>3</b>	<b>25.00</b>	<b>0</b>	<b>0</b>	<b>12 100</b>

Coefficient of correlation = 0.90

Probable error of Correlation Coefficient = 0.05

A glance at the Table 4.4 reveals that 41.67 percent of the executives perceive that they and their superiors adopt consultative approach in decision making i.e. they present problems and invite suggestions from subordinates before taking decisions. This approach implies that they have substantial, but not complete confidence and trust in the abilities of subordinates and therefore, they make use of their ideas, opinions by presenting problems to invite suggestions before taking decisions. This approach gives sense of recognition to the subordinates; and superiors are also able to get good ideas.

25 percent of the executives visualise that they adopt participative approach, and the same percentage of the executives expressed the similar views about the approach adopted by their superiors. Participative approach indicates that the decisions are taken through active participation of the subordinates. This signifies that the executives and their superiors have complete trust and confidence in subordinates in all matters. They get ideas and opinions from subordinates and constructively use them through their active participation in decision making. This approach further implies mutual sharing of responsibilities and development of sense of acceptance and satisfaction on the part of superiors and subordinates.

16.67 percent executives expressed that they and their superiors adopt benevolent - autocratic approach in decision making i.e. they present ideas and invite comments from subordinates before taking decisions. This denotes that they have a patronizing confidence and trust in subordinates. They invite some comments from their subordinates on their ideas, the superiors already have in their minds, for the solution of the problem, to make the subordinates feel that their views are sought. Although they listen considerately to their subordinates' opinions, the decisions are their own.

8.33 percent of the executives feel that their superiors adopt autocratic approach i.e. he makes and announces decisions. This implies that the superiors have little trust in subordinates and want to limit decision making to their level.

8.33 percent of the executives are of the opinion that they use Free-rein pattern of leadership i.e. they define the limits and let their subordinates take decisions. This connotes that the executives have complete trust and confidence in the abilities of their subordinates that if the limits are set, they will be able to take correct decisions independently. This further implies that they are mainly acting only as a resource person, to supply necessary



information to their subordinates, to enable them to take and cultivate the potentialities for taking the right decisions.

It is very significantly observed, that no executive perceives that he, or his superior exercises absolute free-rein approach in decision making i.e. leaving entire responsibilities on the subordinates to take decisions. This reflects that all the executives and their superiors, are cautious enough to realise the implications of the use of this approach and hence, prefer not to adopt this approach at all.

Further one of the facts very clearly noted is that 75 percent of the executives perceive that similar approach is used by them and their superiors in decision making. The coefficient of correlation reveals positive, high and significant correlation between the approaches adopted by executives and their superiors based on the perception of executives. This enables us to infer that the executives are influenced by their superiors in adopting decision making approach.

The fact supports the hypothesis that superiors in an organisation are influenced by the leadership patterns of their immediate superiors.

TABLE 4.5

Supervisors' Perception about Self &amp; Executives' Predominant Approach in Decision Making

Self Approach	Executives' Approach												Total
	Autocratic	Benevolent Autocratic-ative	Consult-ative	Particip-ative	Free-rein	Absolute Free-rein							
No	P	No	P	No	P	No	P	No	P	No	P		
Autocratic	2	8.33	0	0	0	0	0	0	0	2	8.33		
Benevolent-autocratic	0	0	0	0	0	0	0	0	0	0	0		
Consultative	2	8.33	0	0	9	37.50	0	0	1	4.17	0		
Participative	2	8.33	0	0	0	0	2	8.33	1	4.17	0		
Free-rein	2	8.33	1	4.17	0	0	0	2	8.33	0	5		
Absolute free-rein	0	0	0	0	0	0	0	0	0	0	0		
Total	8	33.33	1	4.17	9	37.50	2	8.33	4	16.67	0		
										24	100		

Coefficient of correlation = 0.77

Probable error of correlation coefficient = 0.11

The Table 4.5 indicates that 62.50 percent of the supervisors perceive that their self-approach and executive's approach is the same in decision making. Out of these 37.15 percent supervisors feel that they and their executives present problem and invite suggestions from subordinates before taking decisions i.e. the use of consultative approach.

20.83 percent of the supervisors opined that decisions are taken through the active participation of the subordinates i.e. they use participative approach. Same percent of the supervisors are found to practice free-rein approach i.e. they define the limits and let the subordinates take decisions. The same opinion is found to be expressed by 16.67 percent of the supervisors for their executives mode of decision making.

It is further observed that none of the supervisors perceive that they or their executives, leave entire responsibility on their subordinates to take decisions i.e. use absolute free-rein approach. This approach being extreme and not desirable for effective functioning of the organisation is not at all used by any of the supervisors and executives.

The coefficient of correlation indicates positive and significant correlation between the perception about the self-approach of the supervisors and approach of their executives in decision making. Thus, the inference can be drawn that supervisors are influenced by the approach of their executives in decision making, proving the hypothesis that superiors get influenced by the leadership patterns of their immediate superiors.

Comparison between the tables of executives' perception and supervisors' perception following variations are observed.

- i. 8.33 percent executives are found to express that they adopt autocratic approach, whereas, 33.33 percent supervisors believed that the same is adopted by their executives.
- ii. 25 percent executives feel that they use participative approach in decision making but the same is expressed to be exercised by the executives by comparatively very less number i.e. 8.33 percent of the supervisors.

Table 4.6

**Workers' Perception about Supervisors'  
Predominant Approach in Decision Making**

Approach	Number	Percent
Autocratic	19	26.39
Benevolent-autocratic	1	1.39
Consultative	16	22.22
Participative	15	20.83
Free-rein	6	8.33
Absolute free-rein	15	20.83
Total	72	100

26.39 percent workers feel that their supervisors adopt autocratic pattern in decision making. The table further explains the different patterns perceived by different set of workers about the decision making patterns of supervisors.

Comparing the mentioned and the preceding table the following facts are observed.

- i. 50 percent of the supervisors expressed that they adopt consultative approach in decision making, while, it is perceived by comparatively less percentage i.e. 22.22 percent of the workers to be adopted by their supervisors.
- ii. 8.33 percent supervisors opined that they use autocratic approach but the same approach to be used by the supervisors is perceived by 26.39 percent of the workers.
- iii. Though none of the supervisors believe that they adopt absolute free-rein pattern it is perceived to be adopted by the supervisors by 20.83 percent of the workers.

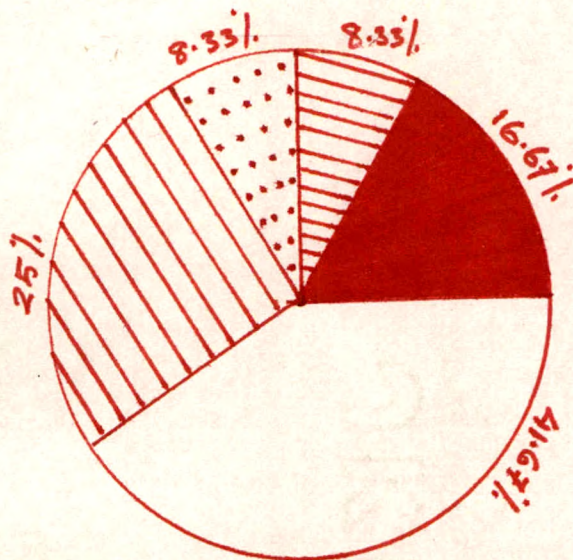
This indicates variations in the perceptions of supervisors and the workers.

Main finding : From the responses of all the respondents it is observed that consultative approach for decision making is mainly used by the superiors. This approach gives scope for the mutual sharing of ideas and opinions and responsibilities between the superiors and subordinates.

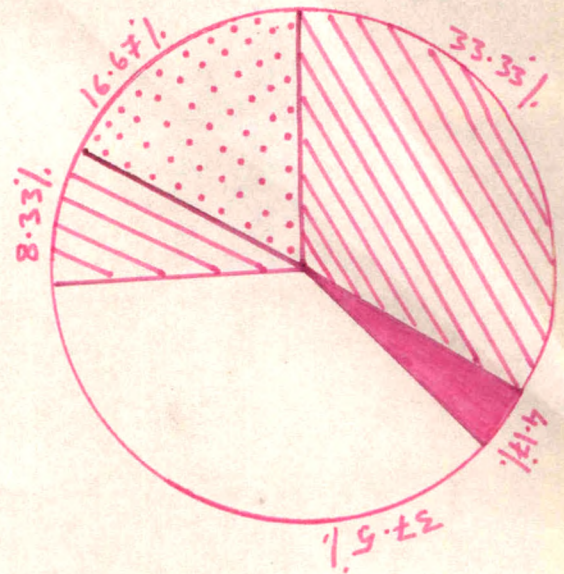


# Superiors' - Subordinates' Perception about the Superiors' Leadership Pattern in Decision Making

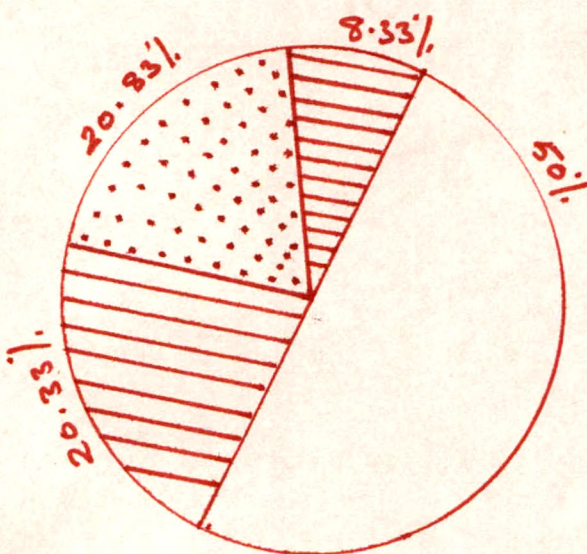
Self Perception of the Executives



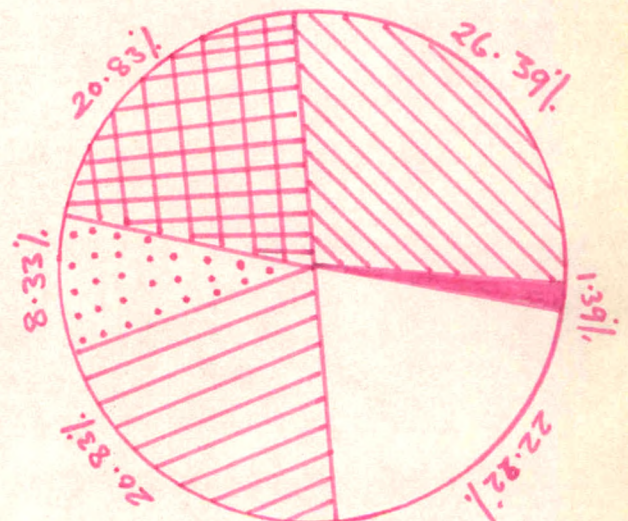
Supervisors' Perception about the Executives



Self Perception of the Supervisors



Workers' Perception about the Supervisors



Autocratic



Benevolent autocratic



Consultative



Participative



Free-rein



Absolute free-rein



Correlation between the perception of the superiors and subordinates about the predominant approach in decision making :

- i. The calculated coefficient of correlation between the self perception of the executives about the predominant approach in decision making and the approach perceived by the supervisors is 0.15. The probable error of correlation coefficient is 0.27.

This indicates that the coefficient of correlation is positive but insignificant.

- ii. The coefficient of correlation between the perception of the supervisors about their predominant approach in decision making pattern and the pattern perceived by workers is 0.34. The probable error of correlation coefficient is 0.24.

This shows correlation is positive but insignificant.

Reason for adopting specific pattern by the Executives and Supervisors in decision making : On being enquired as to why the executives and supervisors are adopting the specific pattern in decision making? The following responses are given :



<u>Autocratic pattern</u>	Executives	Supervisors
i. Subordinates are incapable of taking decisions.	8.33%	4.17%
ii. Subordinates are not interested in decision making.	0	4.17%
<u>Benevolent autocratic pattern</u>		
i. To make the subordinates feel that their opinions are sought.	16.67%	0
<u>Cosultative pattern</u>		
i. Subordinates make good suggestions.	25.00%	37.50%
ii. To get active participation from the subordinates in implementing decisions.	16.67%	12.50%
<u>Participative pattern</u>		
i. Subordinates make good suggestions.	0	4.17%
ii. To get active participation from the subordinates in implementing decisions.	0	8.33%
iii. To enable the subordinates to take correct decisions.	25.00%	8.33%
<u>Free-rein pattern</u>		
i. Subordinates are capable of taking decisions if the limits are set.	8.33%	20.83%

On asking the respondents as to why their immediate superiors adopt a specific pattern of leadership in decision making, they gave the following answers :

<u>Autocratic pattern</u>	Executives	Supervisors	Workers
i. By virtue of superiors' status, he is required to take independent decisions.	8.33%	16.67%	8.33%
ii. He thinks that only he is capable of taking decisions.	0	0	8.33%
iii. He does not like sub-ordinates' participation.	0	16.67%	9.72%

Benevolent autocratic pattern

i. To make the subordinates feel that their opinions are sought.	16.67%	4.17%	1.39%
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Consultative pattern

i. Subordinates make good suggestions.	16.67%	4.17%	20.83%
ii. To get active participation of the subordinates in implementation of decisions.	16.67%	20.83%	1.39%

	Executives	Supervisors	Workers
iii. TO make the subordinates feel that their opinions are sought.	8.33%	12.50%	0

Participative pattern

i. Subordinates make good suggestions.	0	0	8.33%
ii. To get active participation of subordinates in implementation of decisions.	25.00%	8.33%	12.50%

Free-rein pattern

i. Subordinates are capable of taking decisions if limits are set.	0	16.67%	8.33%
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Absolute free-rein pattern

i. Subordinates are capable of taking independent decisions.	0	0	13.89%
ii. Superiors prefer to avoid responsibilities.	0	0	6.94%

The analysis of the reasons given for adopting a specific pattern as a predominant approach by the superiors in decision making elucidate that the decision making depends on the following factors :

Implicit or explicit motives of the immediate Superiors

They include :

- i. To make the subordinates feel that their opinions are sought.
- ii. To get active participation of subordinates in implementation of decisions.
- iii. Superiors prefer to avoid responsibilities.
- iv. Superiors do not like subordinates participation in decision making.
- v. To enable the subordinates to take correct decisions.

Status of the Superiors : By virtue of the formal status of the superiors specially of the higher order in the organisational hierarchy, they are required to take independent decisions.

Outlook of the Superiors :

- i. Superiors think that only they are capable of taking decisions. It implies superiors command

and expect compliance.

- ii. Superiors believe in the potentialities of subordinates. Therefore, their involvement is sought through consultation and participation in decision making. Further, subordinates are given freedom by setting the limits to take the work decisions by themselves. In some cases the subordinates get the liberty to take decisions independently.

Characteristics of the Subordinates :

- i. Subordinates are incapable of taking decisions.
- ii. Subordinates are not interested in making decisions.
- iii. Subordinates give good suggestions.
- iv. Subordinates are capable of taking decisions if the limits are set.
- v. Subordinates are capable of taking decisions independently.

Further, leaving the predominant approach of the superiors aside, it is also the situation that influences the decision making pattern.

### Observance of Rules and Regulations

As a leader every superior is expected to maintain discipline among his subordinates. To maintain discipline observance of rules and regulations of the organisation is necessary.

In the following tables information is given about the patterns or approaches adopted by the superiors in making the subordinates observe the rules and regulations.

**TABLE 4.7**

**Executives' Perception about Self & Superiors' Predominant Approach in Observation of the Rules & Regulations by the Subordinates**

Self-approach	Superiors' approach						Total	
	Strict		Occassional relaxation		Least Concerned			
	No.	P	No.	P	No.	P	No.	P
Strict	0	0	1	8.33	0	0	1	8.33
Occassional relaxation	0	0	11	91.67	0	0	11	91.67
Least Concerned	0	0	0	0	0	0	0	0
Total	0	0	12	100	0	0	12	100

Coefficient of correlation = 0.75

Probable error of correlation coefficient = 0.17

The above table clearly manifests that out of three alternatives given to the respondents (executives) namely :

- i. Stick to strict observance of rules & regulations by the subordinates.
- ii. Giving occasional relaxations to the subordinates in some of the rules and regulations.
- iii. Least concerned about the observance of rules and regulations by the subordinates.

A predominant percentage of the executives i.e. 91.67 percent opined that they and their superiors give occasional relaxation to the subordinates from some of the rules and regulations. The reason expressed for adopting this approach is that on humanitarian grounds and circumstances one is required to give such relaxation. 8.33 percent of the executives opined to be strict for enforcing discipline. It is also observed that none of the executives expressed for himself or for his superior, that they are least concerned about the observance of the rules and regulations by the subordinates. It is amply clear that the executives and their superiors understand the importance of

observing rules and regulations for ensuring discipline for the effective functioning of the organisation. However, based on the humanitarian circumstances they had to be lenient.

The coefficient of correlation indicates positive and a good evidence of significance of correlation, inferring that the executives are influenced by their superior's approach in observance of rules and regulations. This strengthens the hypothesis that superiors in an organisation are influenced by the leadership pattern of their immediate superiors.



TABLE 4.8  
Supervisors' Perception about Self and their Executives'  
Predominant Approach in Observation of the Rules and  
Regulations by the Subordinates

Self approach	Executives Approach						Total	
	Strict		Occassional		Least			
					relaxation			
					concerned			
	N	P	N	P	N	P	N	P
Strict	1	4.17	0	0	0	0	1	4.17
Occasional	0	0	23	95.83	0	0	23	95.83
relaxation								
Least concerned	0	0	0	0	0	0	0	0
Total	1	4.17	23	95.83	0	0	24	100

Coefficient of Correlation = 1

Probable error of Correlation Coefficient = 0

The figures mentioned in the table evince that except 4.17 percent supervisors every one feels that, they and their executives give occassional relaxation to the

subordiantes in some of the rules and regulations, based on the circumstances and on humanitarian grounds.

The coefficient of correlation indicates positive, significant and absolute correlation between the self-approach and opinion about the approach of the executives. It implies that the supervisors are influenced by the pattern adopted by their executives in observance of the rules and regulations. This fact supports the hypothesis that superiors in an organisation are influenced by the leadership pattern of their immediate superiors.

**TABLE 4.9**

**Workers' Perception about the Supervisors' Predominant  
Approach in Observance of the Rules and Regulations  
by the Subordinates**

Approach	Number	Percent
Strict	9	12.50
Occassional relaxation	54	75.00
Least concerned	9	12.50
Total	72	100

The Table 4.9 points out that 75.00 percent of the workers perceive that their superiors give occasional relaxation in observance of some of the rules and regulations based on the circumstantial and humanitarian grounds.

12.50 percent feel that their supervisors are strict for bringing about discipline and other 12.50 percent workers feel that their supervisors are least concerned about the observance of the rules and regulations by the workers. The reason given is that, workers never care to observe rules and regulations properly. However, from the preceding table regarding the self-perception of supervisors, it is noticed that none of the supervisors, are found to feel that they are least concerned about observance of the rules and regulations by the subordinates.

Main finding : It is distinctly observed from the responses of all the respondents that in the factory, the superiors, mainly use the approach of giving occasional relaxation to the subordinates, in some of the rules and regulations on the humanitarian grounds indicating that they are lenient in their approach.

It indicates that superiors do understand the human difficulties and therefore, adopt humanistic approach in dealing with their subordinates.

Correlation between the perceptions of the Superiors and Subordinates about the Superiors' approach in observance of rules and regulations : Self perceptions of superiors and the perception of th subordinates about the pattern adopted for the observance of the rules and regulations is specified in the mentioned sub-heading.

- i. The coefficient of correlation between the perception of the executives about their own pattern and the pattern perceived by their supervisors is found to be 1 and probable error of correlation coefficient is 0. It indicates that there is absolute positive significant correlation between the attributes.

Thus, it can be implied that there is no difference between the perception of executives about their own pattern and the pattern perceived by their subordinates regarding the observance of the rules and regulations.

- ii. The coefficient of correlation between the supervisors' perception about their pattern and the pattern perceived by their subordinates (workers) is 0.75 and the probable error of correlation coefficient is 0.17. This reflects

positive and incidence of significance of correlation between the attributes.

Thus, it can be concluded that there is no difference of perception between the supervisors about their pattern and the pattern perceived by the workers. This refutes the hypothesis that there are differences between the perceptions of superiors and subordinates about the leadership patterns of the superiors.

### Supervision

Every superior is expected to supervise the working of his subordinates to ensure proper performance. Under this heading, data is mentioned which clarify the nature of supervision given by the superiors and perceived to be received by the subordinates.

**TABLE 4.10**

**Executives' Perception about Self and Superiors'  
Predominant Approach of Supervision**

Self-approach	Superiors' approach							
	Regular Supervision		Occassional Supervision		No supervision		Total	
	N	P	N	P	N	P	N	P
Regular Supervision	1	8.33	4	33.33	0	0	5	41.67
Occassional Supervision	0	0	6	50.00	1	8.33	7	58.33
No Supervision	0	0	0	0	0	0	0	0
Total	1	8.33	10	83.33	1	8.33	12	100,00

Coefficient of correlation = 0.87

Probable error of correlation coefficient = 0.05

The Table 4.10 evinces that 58.33 percent of the executives perceive to exercise occasional supervision of their subordinates. Out of these 50 percent tendered the view that their superiors also exercise the occasional supervision.

41.67 percent of the executives feel that they give regular supervision to their subordinates, out of these 33.33 percent believe that regular supervision is also given by their superiors.

The coefficient of correlation indicates positive, high and significant correlation between the self-approach and the superiors' approach in exercising supervision of the subordinates.

Thus, the inference can be drawn that the executives are influenced by their superiors approach of supervision.

This proves the hypothesis that the superiors in an organisation are influenced by the leadership pattern of their immediate superiors.

TABLE 4.11

**Superiors' Perception about Self & Executives'**  
**Predominant Approach of Supervision**

Self-approach	Executives' approach							
	Regular Supervision		Occassional Supervision		No-supervision		Total	
	No.	P	No.	P	No.	P	No.	P
Regular Supervision	7	29.17	4	16.67	0	0	11	45.83
Occassional Supervision	5	20.83	8	33.33	0	0	13	54.17
No Supervision	0	0	0	0	0	0	0	0
Total	12	50	12	50	0	0	24	100

Coefficient of correlation = 0.75

Probable error of correlation coefficient = 0.17

The table manifests that 54.17 percent of the supervisors are of the view that they exercise occassional supervision, out of these 33.33 percent perceive that their executives are also giving occasional supervision.



45.83 percent supervisors opined that they practice regular supervision, Out of these 29.17 percent perceive that the same supervision is given by the executives.

On the whole it is observed that 62.50 percent of the supervisors found to exercise the supervision believed by them to be exercised by the executives i.e. their superiors.

The coefficient of correlation indicates positive, significant correlation between the self-approach and the executives' approach in supervision exercised.

This is the substantial evidence to prove that superiors in an organisation are influenced by the leadership patterns of their immediate superiors.

TABLE 4.12

**Workers' Perception about the Supervisors'**  
**Predominant Approach of Supervision**

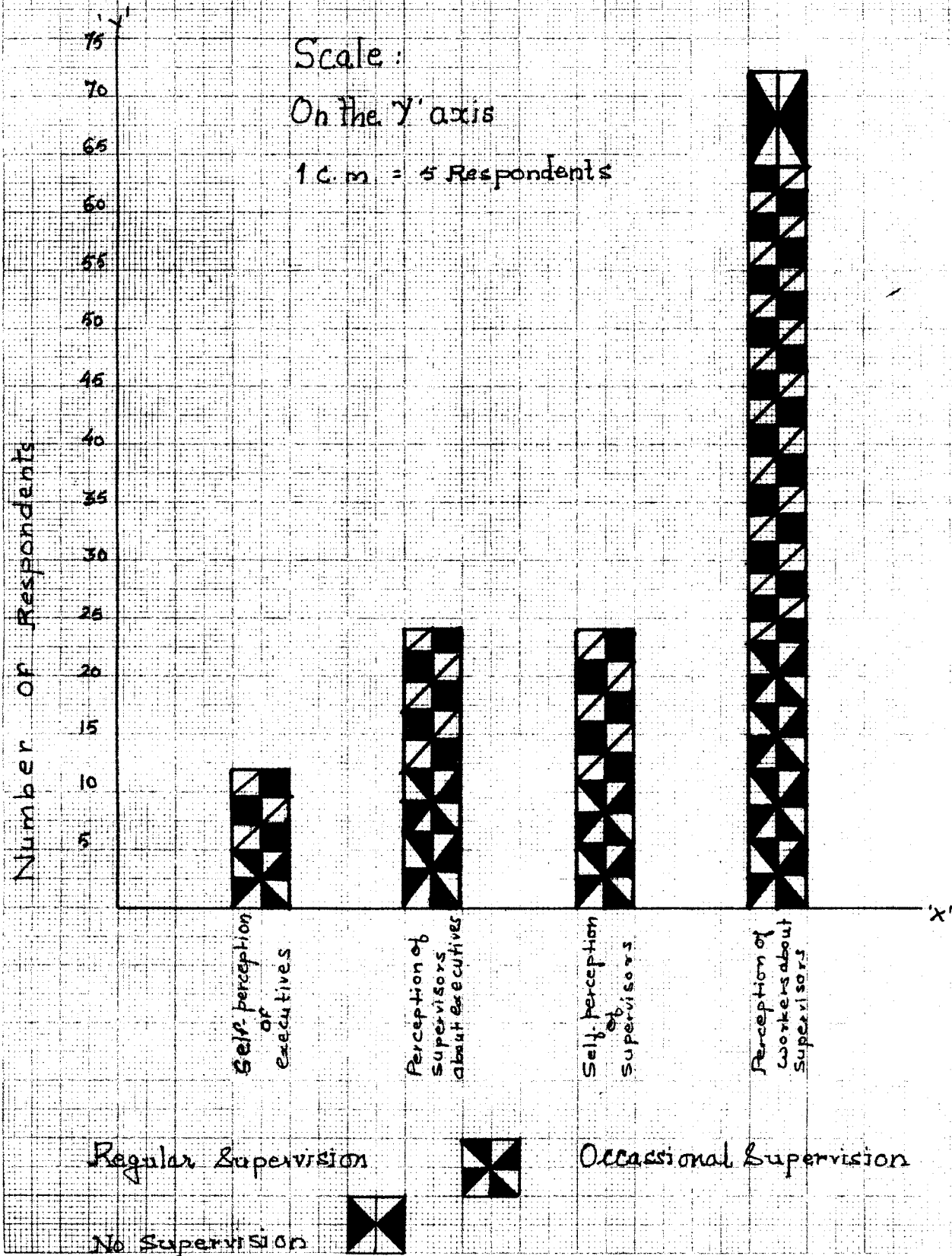
Supervisors' approach	Number	Percent
Regular Supervision	23	31.94
Occasional Supervision	41	56.94
No Supervision	8	11.12
Total	72	100

The table shows that 56.94 percent of the workers think that their supervisors render regular supervision, and 31.94 percent perceive it to be occasional.

Though none of the supervisors feel that they do not exercise supervision at all as indicated in the preceding table, it is perceived by 11.12 percent of the workers that their supervisors do not give supervision at all.

FIGURE 4.2

# Superiors' Subordinates' Perception about the Superiors' Leadership Pattern in Supervision



Correlation between the perception of superiors and subordinates :

- i. Coefficient of correlation between the perception of executives about giving of supervision and perception of supervisors about receiving of supervision is 0.75. The probable error of correlation coefficient is 0.17.
- ii. Coefficient of correlation between the perception of supervisors about giving supervision and the perception of the workers about receiving the supervision is 1. Probable error of correlation coefficient is 0.

From the mentioned figures it can be inferred that the correlations are positive and significant, implying that there is no difference of perception between the superior and subordinate. Thus, refuting the hypothesis that there are differences between the perceptions of superiors about their own leadership patterns and the patterns perceived by their subordinates.

Correlation between needed and received supervision

- i. The coefficient of correlation between supervision needed by the executives and the supervision extended by their superiors is 1.
- ii. The coefficient of correlation between supervision needed by the supervisors and given by the executives is 1.
- iii. The coefficient of correlation between supervision needed by the workers and given by the supervisors is 1.

The figures signify that the correlation between needed supervision and the supervision received by the subordinates is positive and absolutely significant, implying that the subordinates receive the needed supervision.

Main finding : Based on the analysis of the data it is manifested that occasional supervision is mainly given by the superiors and the same is mainly desired by the subordinates. This is because of the clear definition of the work of the subordinates, and possessing of sufficient knowledge and skills for performing the work.

Definition of work : Except the employees of Maintenance department all the employees confirmed that their work is clear and definite.

The employees of the maintenance section are required to perform work as and when the need arises and the nature of the work to be done.

#### Concern for Work-Performance and Subordinates

Under this section the investigator has made an effort to present the findings pertaining to the perceptions of superiors and subordinates about the concern the superiors have for the work - performance and the subordinates.

The alternative patterns given to the respondents being more in numbers with lengthy explanations, the investigator has used code numbers in the following three tables.

TABLE 4.13

Executives' Perception about Self & Superiors' Predominant Approach Pertaining to  
the Concern for Work-performance & Subordinates

Self-approach Code No.	Superiors' approach Code No.									
	1	2	3	4	5	6	7	8	9	Total
	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent
1	0	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0	0
3	1 8.33	0	2 16.67	0	2 16.67	0	0	0	0	5 41.67
4	0	0	0	0	0	0	0	0	0	0
5	0	0	0	0	3 25.00	0	0	0	0	3 25.00
6	0	0	0	0	1 8.33	3 25.00	0	0	0	4 33.33
7	0	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0	0
Total	1 8.33	0	2 16.67	0	6 50.00	3 25.00	0	0	0	12 100

174

Coefficient of correlation	= 0.57
Probable error of coefficient	= 0.15

**Code No.****Patterns**

1. High concern for work-performance, low concern for subordinates.
2. High concern for subordinates, low concern for work-performance .
3. High concern for both.
4. Low concern for both .
5. Moderate concern for both.
6. High concern for work-performance, moderate concern for subordinates.
7. High concern for subordinates, moderate concern for work-performance .
8. Low concern for work-performance, moderate concern for subordinates .
9. Low concern for subordinates, moderate concern for work performance .

Code 5 : The above table reveals that 25 percent of the executives feel that they and their superiors, have moderate concern for work - performance and subordinates. This reflects that they are concerned about obtaining



sufficient production and morale. They do not set their goals too high.

Code 6 : 25 percent of the executives opined that they and their superiors show high high concern for the work performance and moderate concern for subordinates. This indicates these superiors give more importance to the work-performance for ensuring high production targets. Whereas, they just show medium concern for the needs of the subordinates.

Code 3 : 16.67 percent executives expressed that they and their superiors have high concern for both i.e. work-performance and subordinates. Such superiors are the real "team - managers" who are able to maintain harmony in the production need and the need of the subordiantes.

Code 1 : 8.33 percent executives expressed about their superiors that they have high concern for work performance and low concern for the subordinates. This indicates that they are concerned only with developing an efficient operation and have little concern for the subordinates. Such superiors are usually termed as "autocratic task-masters".

Comparatively more executives i.e. 41.67 percent executives opined that they have high concern for the work performance and the subordinates (Code 3). While, about their superiors' pattern for showing concern it is expressed by 50 percent i.e. half of the executives that their superiors have moderate concern for work performance and subordinates (Code 5). This reveals that executives perceive to have more concern for production and subordinates morale than that of their superiors.

Further, it is observed from the table that none of the executives feel either he or his superior is adopting any one of the following approaches.

- Code 2 : High concern for subordinates, low concern for work-performance.
- Code 4 : Low concern for both.
- Code 7 : High concern for subordinates moderate concern for work-performance.
- Code 8 : Low concern for work-performance, moderate concern for subordinates.
- Code 9 : Low concern for subordinates, moderate concern for work performance.

This signifies that all the executives and their superiors realize that none of the mentioned approaches are desirable and suitable for the functioning of the organisation.

It is also distinctly observed that opinions are expressed about giving similar importance to work-performance and subordinates or giving more importance to work performance than subordinates. Whereas, none of the executives and his superiors are found to have more concern for subordinates than the work-performance. This implies in the factory more importance is given in getting the work done than the employees' needs.

It is revealed from the data that 66.67 percent of the executives adopt the approach similar to that of their superiors.

The coefficient of correlation indicates positive and significant correlation between the self-approach of executives and approach of their superiors, based on the perception of the executives in showing concern for work-performance and subordinates.

These facts amply make it clear that the executives are influenced by the approach adopted by their superiors. Hence, the hypothesis holds true that superiors in an organisation are influenced by the leadership pattern of their immediate superiors.

TABLE 4.14

Supervisors' Perception about Self & Executives' Predominant Approach Pertaining to  
the Concern for Work-performance & Subordinates

Self-approach Code No.	1			2			3			4			5			6			7			8			9			Total No. & Percent
	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent	No. & Percent					
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			

Coefficient of correlation = 0.7 ; Probable error of  $r$  Coefficient = 0.11

The Table 4.14 indicates that 45.83 percent supervisors perceive that they have moderate concern for both i.e. for work-performance and subordinates. Same view is expressed by 41.67 percent of the supervisors about their executives' approach (Code 5).

Comparing the given table with the figures mentioned in the preceding table it is observed that:

- i. 41.67 percent executives feel that they show high concern for both, but it is confirmed by comparatively less i.e. 29.17 percent of the supervisors (Code 3).
- ii. 33.33 percent of the executives opined that they exhibit moderate concern for both. Whereas, the same view is expressed by comparatively more i.e. 41.67 percent of the supervisors for the executives' approach in showing concern (Code 5).
- iii. 33.33 percent of the executives believe to adopt high concern for work-performance and moderate concern for the subordinates. This view for the executives' approach is confirmed by comparatively less i.e. 29.17 percent of the supervisors (Code 6).

On the whole 75 percent supervisors perceive that their approach in showing concern for the work performance and subordinates is similar to that of the approach adopted by their executives. The coefficient of correlation indicates positive and significant correlation between the perceptions of supervisors about their self-approach and the approach of their executives.

Thus, it can be said that the supervisors, get influenced by the executives in showing concern for the work-performance and subordinates, proving the hypothesis that superiors in an organisation are influenced by the leadership patterns of their immediate superiors.

TABLE 4.15

**Workers' Perception about Supervisors' Predominant Approach  
Pertaining to the Concern for Work-Performance & Subordinates**

Supervisors' Concern Code Nos.	Number	Percentage
1	7	9.72
2	2	2.78
3	18	25.00
4	7	9.72
5	18	25.00
6	16	22.22
7	0	0
8	0	0
9	4	5.56
<b>Total</b>	<b>72</b>	<b>100</b>

A glance at the table reveals the perception of the workers about their supervisors concern for the work-performance and subordinates. 25 percent each of the workers are of the opinion that their supervisors have high



concern for both (Code 3) and moderate concern (Code 5) for both respectively. While comparing the data with the findings of the preceding table about the supervisors self-perception, the same views are found to be expressed by comparatively more i.e. 37.50 percent (Code 3) and 45.83 percent (Code 5) of the supervisors respectively.

Though none of the supervisors is found to adopt the following approaches, the same is perceived to be exercised by the supervisors in the opinion of the workers.

- Code 1 : High concern for work performance, low concern for subordinates - 9.72 percent
- Code 2 : High concern for subordinates, low concern for work-performance - 2.78 percent
- Code 4 : High concern for both - 25 percent
- Code 9 : Low concern for subordinates, moderate concern for work-performance - 5.56 percent

Main finding : By analysing the responses of all the responses of all the respondents about the concern, it is distinctively observed that mainly the superiors have moderate concern for both i.e. for work performance and subordinates. This signifies that superiors are concerned about obtaining adequate, but not outstanding production and

morale. It appears that superiors believe adequate organisational performance is possible through balancing the necessity to get out work while maintaining morale of subordinates at satisfactory level. 'Correlation between the perception of supervisors and subordinates is observed as follows.

- i. The coefficient of correlation between self-perception of executives and the perception of supervisors about executives is 0.66. The probable error or correlation coefficient is 0.12. This shows positive and evidence of significant correlation.
- ii. The coefficient of correlation between the self-perception of supervisors and the perception of workers about supervisors is 0.78 and the probable error of correlation coefficient is 0.09. This reflects positive and evidence of significance of correlation between the perceptions of supervisors and workers about leadership pattern of supervisors for showing concern for work-performance and subordinates.

These facts disprove hypothesis in hand that there are differences between the self perception of superiors

about the leadership pattern and pattern perceived by the subordinates.

### Motivation

To say that superiors motivate their subordinates is to say that they do those things which they believe will induce the subordinates to act in a desired manner.

Under the heading, the investigator has presented the facts about the predominant approach of the superiors in motivating his subordinates to work.

TABLE 4.16

**Executives' Perception about Self & Superiors' Predominant  
Approach in Motivating the Subordinates**

Self-Approach	Superiors' Approach							
	Encouragement and appreciation		Encouragement appreciation and reward		None		Total	
	No.	P	No.	P	No.	P	No.	P
Encouragement & appreciation	3	25.00	4	33.33	1	8.33	8	66.67
Encouragement appreciation & reward	1	8.33	3	25.00	0	0	4	33.33
None	0	0	0	0	0	0	0	0
Total	4	33.33	7	58.33	1	8.33	12	100

Coefficient of correlation = 0.50

Probable error of correlation coefficient = 0.29

From the table it is evident that 66.67 percent of the executives feel that their main approach to motivate subordinates is positive i.e. encouragement and appreciation for the work done by the subordinates. 58.33 percent executives are of the opinion that their superiors' main

approach for motivation is encouragement, appreciation, and reward i.e. the positive approach. 8.33 percent executives expressed that their superiors are exercising none of the approach for motivating subordinates.

It is further observed from the opinion of the executives that neither executives nor their superiors are adopting any negative approach i.e. to create fear of penalty in the minds of subordinates or to give penalty even for minor mistakes or both.

It is also learnt that every executive is not vested with the power of giving rewards to his subordinates. However, they have the right to recommend the subordinates name to the higher authority for giving rewards.

The coefficient of correlation indicates positive but insignificant correlation between the approach of executives and their superiors.

However, on the basis of observation that mainly positive approach is adopted by the executives and their superiors, it can be inferred that in the factory executives and their superiors adopt only positive approach to motivate the subordinates.

Thus, it can be implied that executives are influenced by their superiors in adopting only positive approach to motivate the subordinates. This fact supports the hypothesis that superiors in an organisation are influenced by the leadership pattern of their immediate superiors.

TABLE 4.17

Supervisors' Perception about Self & Executives' Predominant Approach in Motivating the Subordinates

Self-approach	Executives' approach							
	Encouragement and appreciation		Encouragement appreciation and reward		None		Total	
	No.	P	No.	P	No.	P	No.	P
Encouragement & appreciation	12	50.00	8	33.33	0	0	20	83.33
Encouragement appreciation & reward	0	0	4	16.67	0	0	4	16.67
None	0	0	0	0	0	0	0	0
Total	12	50.00	12	50.00	0	0	24	100

Coefficient of correlation = 0.75

Probable error of correlation coefficient = 0.17

The table reveals that 83.33 percent of the supervisors feel that they encourage and appreciate workers to motivate them to work. Out of these 50 percent supervisors opined that their executives also use the mentioned approach to motivate subordinates, and 33.33 percent perceive that their superiors encourage, appreciate, and give rewards to the subordinates to motivate them to work.

The coefficient of correlation indicates positive and evidence of significance of correlation.

Thus, it can be considered that the supervisors are influenced by their executives' positive approach in motivating the subordinates to work. It strengthens the hypothesis that superiors in an organisation are influenced by leadership patterns of their immediate superiors.

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TABLE 4.18

**Workers' Perception about the Supervisors' Predominant  
Approach in Motivating the Subordinates**

Supervisors' Approach	Number	Percentage
Encouragement and appreciation	38	52.78
Encouragement, appreciation, and reward	11	15.28
Giving penalty for minor mistakes	5	6.94
Creating fear and giving penalty	7	9.72
Creating fear of penalty	3	4.17
None	8	11.11
<b>Total</b>	<b>72</b>	<b>100</b>



From Table 4.18, it is clear that a sizeable number i.e. 52.78 percent of the workers feel that their supervisors are motivating subordinates to work through encouragement and appreciation. 15.28 percent feel it to be through encouragement, appreciation, and reward. It is however, observed that supervisors do not have authority to give rewards, but they are recommending the names of deserving workers to the higher authorities for rewards.

20.83 percent workers revealed that their supervisors are using negative approach i.e. creating fear of penalty in the minds, or giving penalty even for minor mistakes or both. 11.11 percent workers perceive that their supervisors neither use positive nor use negative approach to motivate the workers.

Main finding : It is clearly perceptible from the findings that superiors mainly use positive motivational approach of stimulating subordinates to work through encouragement and appreciation.

It signifies that the superiors visualize that positive approach is humanitarian requirement, which satisfies the human need of acceptance and recognition and yields better results. Encouragement and appreciation are

the most common and convenient mode of positive stimulation as it does not require any extraordinary authority to be vested in the superiors.

Correlation between superior - subordinates  
perception about motivational approach :

1. The coefficient of correlation between the self-perception of executives and the perception of supervisors about the executives is 0.75.

The probable error of correlation coefficient is 0.17.

2. The coefficient of correlation between the self-perception of supervisors and the perception of workers about supervisors is 0.41.

The probable error of correlation coefficient is 0.23.

The coefficient of correlation between the self-perception of executives and the perception of supervisors about the executives indicates positive and evidence of significance of correlation about the motivational approach adopted by the executives and perceived by the supervisors.

The coefficient of correlation between the self-perception of supervisors and perception of workers indicate positive but insignificant correlation.

Treatment of subordinates with human dignity : All the executives and supervisors opined that they and their superiors always treat subordinates with human dignity.

80.56 percent of the workers expressed that their supervisors treat workers with human dignity. While, 19.44 percent of the workers are of the opinion that their supervisors do not treat workers with human dignity.

The treatment of subordinates with human dignity seems to be the outcome of awareness among the subordinates about their rights and obligation and the statutory protection they get under the present statutes. It also indicates growing awareness among the present day superiors about the dignity and worth of man.

#### Consistency in Treatment of the Subordinates

In every organisation some superiors are consistent in the treatment of subordinates. While, the others are inconsistent in the treatment of the subordinates. In the

following data the information is mentioned about the type of treatment of the subordinates and the reason for the same.

**TABLE 4.19**

**Executives' Perception about the Self & Superiors' Approach in Treatment of the Subordinates**

Self Approach	Superiors' approach					
	Similar treatment to all		Favour to some		Total	
	No.	Percent	No.	Percent	No.	Percent
Similar treatment to all	2	16.67	3	25.00	5	41.67
Favour to some	1	8.33	6	50.00	7	58.33
<b>Total</b>	<b>3</b>	<b>25.00</b>	<b>9</b>	<b>75.00</b>	<b>12</b>	<b>100</b>

Coefficient of association = 0.6

The table evinces that 50 percent of the executives are of the opinion that they and their superiors are inconsistent in treatment i.e. they favour some of the subordinates. Whereas, 16.67 percent of the executives feel

that they and their superiors maintain consistency in the treatment of the subordinates i.e. they give similar treatment to all the subordinates under similar conditions.

The coefficient of association indicates positive, moderate association between the self-approach and superiors approach according to the perception of the executives. This infers that executives are influenced by the leadership pattern of their superiors in terms of treatment accorded to the subordinates.

Thus, the hypothesis that superiors in an organisation are influenced by the leadership pattern of their immediate superiors.

**TABLE 4.20**

**Supervisors' Perception about Self & Executives' Predominant Approach in Treatment of the Subordinates**

Self Approach	Executives' approach		Favour to some		Total	
	Similar treatment to all	No. Percent	No. Percent	No. Percent	No. Percent	
Similar treatment to all	7	29.16	1	4.17	8 33.33	
Favour to some	1	4.17	15	62.50	16 66.67	
Total	8	33.33	16	66.67	24 100	

Coefficient of association = 0.98

It is noticed from the Table 4.20 that 62.50 percent of the supervisors feel that they and their executives favour some of the subordinates i.e. they are inconsistent in their approach. Whereas, 29.17 percent supervisors feel that they and their executives retain consistency in the treatment of their subordinates i.e. similar treatment is accorded to all.

The coefficient of association indicates that the self approach of the supervisors and the approach of the executives based on the perception of the supervisors are positive and highly associated, indicating similar direction and trend.

This proves the hypothesis that the superiors in an organisation are influenced by the leadership pattern of their immediate superior.

TABLE 4.21

**Workers' Perception about Supervisors' Predominant  
Approach in Treatment of the Subordinates**

Approach	Number	Percent
Similar treatment	32	44.44
Favour to some	40	55.56
<b>Total</b>	<b>72</b>	<b>100</b>

The above Table shows that 55.56 percent of the workers are of the opinion that their supervisors favour some of the workers. While 44.44 percent of the workers perceive that similar treatment i.e. consistency is maintained by their supervisors in dealing with the workers.

Main finding : On the whole it is observed that majority of the supervisors are inconsistent in dealing with their subordinates. It implies that due to situational demands and the variation in the characteristics of the subordinates the superiors tend to adopt inconsistent treatment while working with the subordinates.

Reasons for inconsistent treatment of the subordinates :

- i. On being enquired from the superiors (executives and supervisors) on what basis do they favour some of the subordinates? All the 58.33 percent of the executives and 66.67 percent of the supervisors who adopt inconsistent approach revealed that based on the abilities of the subordinates they favour some of the subordinates.
- ii. On being enquired from all the respondents those who believe that their superiors are inconsistent in dealing with the subordinates; it is revealed that 50 percent executives, 37.5 percent supervisors and 20.83 percent workers feel that based on the abilities of the subordinates the superiors favour some of the subordinates. While 25 percent executives, 29.17 percent supervisors, and 34.72 percent workers believe that some of the subordinates are given favour by their superiors based on the personal relationship between superiors and subordinates.

None of the respondents expressed that the inconsistency is based on the religion, caste, or region.



This infers that superiors are secular, non-communal and non-apartheid in their dealings with the subordinates.

### Directives and Guidance

In leadership giving of directives and guidance plays a predominant role in getting the work done through the subordinates.

TABLE 4.22

Executives' Perception about Self & Superiors' Approach  
in Giving Directives & Guidance

Self-approach	Superiors' approach				Total	
	Proper directives and guidance		No proper directives & guidance		No.	Percent
	No.	Percent	No.	Percent	No.	Percent
Proper directives & guidance	9	75.00	3	25.00	12	100
No proper directives & guidance	0	0	0	0	0	0
<b>Total</b>	<b>9</b>	<b>75.00</b>	<b>3</b>	<b>25.00</b>	<b>12</b>	<b>100</b>

Coefficient of association = 0

Separate questions were asked to the respondents about the directives and guidance. Through the responses it is learnt that giving of directives and guidance are interrelated i.e. a superior who gives proper directives is also giving proper guidance and the superior who does not give proper directives is not giving proper guidance too. Therefore, the data is presented in combination.

The above table shows that 75 percent of the executives perceive that they and their superiors give proper directives and guidance to the subordinates. While, 25 percent are of the opinion that they give proper directives and guidance to the subordinates but their superiors do not give proper guidance and directives to their subordinates.

The coefficient of association indicates that giving of directives and guidance by executives and by the superiors are independent attributes and these factors are dissociated.

TABLE 4.23

**Supervisors' Perception about Self & Executives'  
Approach in Giving Directives & Guidance**

Self approach	Executives' approach				Total	
	Proper Directives and guidance		No proper directives & guidance		No.	Percent
	No.	Percent	No.	Percent	No.	Percent
Proper directives & guidance	24	100	0	0	24	100
No proper directives & guidance	0	0	0	0	0	0
<b>Total</b>	<b>24</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>100</b>

Coefficient of association = 0

The table classifies that all the supervisors perceive that they and their executives give proper directives and guidance to the subordinates.

The coefficient of association shows dissociation between the factors indicating that directives and guidance given by supervisors and given by their executives are independent attributes.

TABLE 4.24

**Workers' Perception about Supervisors' Approach  
in Giving Directives & Guidance**

Supervisors' Approach	Number	Percent
Proper directives and guidance	58	80.56
No proper directives and guidance	14	19.44
<b>Total</b>	<b>72</b>	<b>100</b>

The table denotes that 80.56 percent workers are of the opinion that their supervisors give proper direction and guidance. While 19.44 percent workers expressed that their supervisors do not give proper directives and guidance. They feel that their supervisors do not have proper knowledge and leadership abilities to guide and direct.

It can be said that majority of the supervisors give proper directives and guidance in the factory which indicates that workers get proper directions and guidance to perform their work in a proper manner.

Main findings : On the whole it can be concluded that in the factory proper directives and guidance are given by the superiors to their subordinates. It is observed that the factory is having profits. No factory can earn profits until and unless the working is carried out effectively. To get the work done it is obvious that proper directives and guidance is needed and given.

### Superior - Subordinate Relationship

The superior-subordinate relationship is the composite of several factors. Under the heading following aspects are studied and facts pertaining to the same are presented.

- Help to solve subordinates problems
- Reference of problems of the subordinates to higher authorities
- Cooperation
- Nature of relationship
- Formal - informal relationship
- Mutual trust

### Help to Solve Subordinates Problems

In the following tables data is presented regarding

the help extended by the superiors to their subordinates in solving their work and personal problems.

TABLE 4.25

**Executives' Perception about Self & Superiors' Approach  
in Solving Subordinates' Problem**

Self-approach	Superiors' approach						Total	
	Solve work problems		Solve work & personal problems		No interest in problem solving			
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Solve work problems	3	25.00	1	8.33	0	0	4	33.33
Solve work & personal problems	0	0	5	41.67	3	25.00	8	66.67
No interest in problem solving	0	0	0	0	0	0	0	0
Total	3	25.00	6	50.00	3	25.00	12	100

Coefficient of correlation = 0.75

Probable error of correlation coefficient = 0.17

A glance at the Table reveals that 41.67 percent of the executives perceive that they and their superiors help

their subordinates in solving their work and personal problems. 66.67 percent executives feel that they and their superiors use same approach concerning the problem solving of their subordinates.

The correlation coefficient indicates the evidence of significance. From this it can be inferred that executives are influenced by the leadership pattern of their superiors regarding the problem solution of subordinates. It supports the hypothesis that superiors in an organisation are influenced by the leadership pattern of their immediate superiors.

TABLE 4.26

**Supervisors' Perception about Self & Executives' Approach  
in Solving Subordinates' Problems**

Self-approach	Executives' approach						Total	
	Solve work problems		Solve work & personal problem		No interest in problem solving			
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Solve work problems	15	62.50	0	0	0	0	15	62.50
Solve work & personal problems	1	4.17	8	33.33	0	0	9	37.50
No interest in solving problems	0	0	0	0	0	0	0	0
Total	16	66.67	8	33.33	0	0	24	100

Coefficient of correlation = 1

Probable error of correlation coefficient = 0

The above Table elucidates that 62.50 percent supervisors perceive that they and their superiors solve only the work problems of their subordinates. 95.83 percent



supervisors conceive that the approach adopted by them and their executives to help subordinates to solve problems is same.

The coefficient of correlation is found to be perfect positive and highly significant. This manifests that supervisors are influenced by their executives in matter concerning helping subordinates to solve problems. It supports hypothesis that superiors in an organisation get influenced by leadership pattern of their superiors.

It is observed by comparing the data with the preceding table 66.67 percent executives are found to reveal that they solve work and personal problems of their subordinates. While, its half i.e. 33.33 percent supervisors confirm the opinion expressed by the executives.

TABLE 4.27

**Workers' Perception about Supervisors' Approach  
in Solving Subordinates' Problem**

Approach	Number	Percent
Solve work problems	34	47.22
Solve work and personal problems	20	27.78
No interest in solving problems	18	25.00
<b>Total</b>	<b>72</b>	<b>100</b>

The table shows that 47.22 percent worker think that their supervisors only help in solving <sup>work</sup> problems, while, 27.78 percent workers opine that their supervisors help in solving both work and personal problems. 25 percent of the workers are of the opinion that their supervisors do not have any interest in solving either work or personal problems.

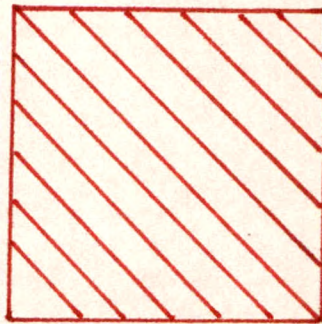
Main finding : It can thus be concluded that superiors are more concerned about solving work problems of the subordinates than their personal problems.

# Superiors' - Subordinates' Perception about the Superiors' Leadership Pattern in Solving Subordinates' Problems

## Self Perception of the Executives

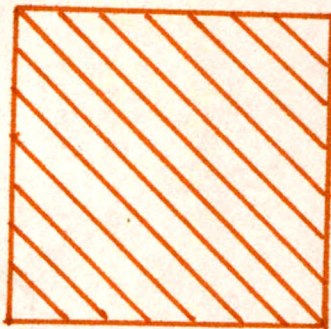


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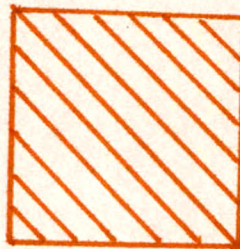


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## Supervisors' Perception about the Executives

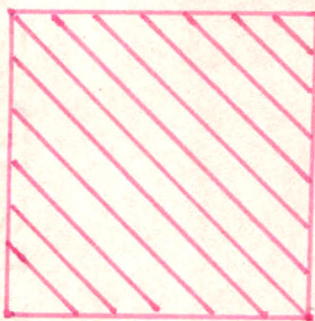


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33.33/.

## Self Perception of the Supervisors

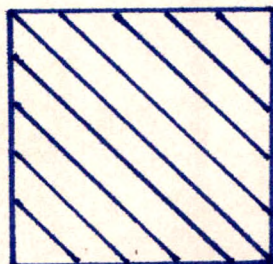


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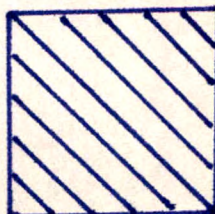


37.50/.

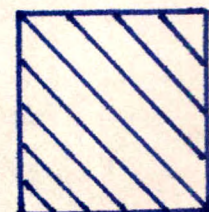
## Workers' Perception about the Supervisors



47.22/.



27.78/.



25/.

Work Problems

Work & Personal  
ProblemsNo Interest in  
Solving Problems

Correlation between Superiors' - Subordinates' perception about Superiors' approach in solving Subordinates' problems

- i. The coefficient of correlation between the perception of executives' own approach in problem solving matters and the perception of supervisors about their executives approach is 0.5 and the coefficient of probable error is 0.29, which indicates though the correlation is positive but it is insignificant.
- ii. The coefficient of correlation between the perception of supervisors about their own approach and the approach perceived by the worker is also found to be 0.50 and the probable error of correlation coefficient is 0.29.

The figures indicate that though the correlations are positive but are insignificant to draw inference.

Reference of problems of subordinates to higher authority

In an organisation every immediate superior is not vested with the powers of solving all types of subordinates problems. Therefore, it becomes essential on the part of immediate superiors to refer the problems of their subordinates to the higher authorities. Under this heading



an effort is made to present the facts through tables whether the superiors refer the problems of subordinates to higher authorities for their solutions or not.

**TABLE 4.28**

**Executives' Perception about Self & Superiors' Approach in Referring Problems of the Subordinates to Higher Authority**

Self-approach	Superiors' approach		approach		Total	
	Refer Problems to higher authority		Do not refer problems to higher authority			
	No.	Percent	No.	Percent	No.	Percent
Refer problems to higher authority	6	50.00	3	25.00	9	75.00
Do not refer problems to higher authority	1	8.33	2	16.67	3	25.00
<b>Total</b>	<b>7</b>	<b>58.33</b>	<b>5</b>	<b>41.67</b>	<b>12</b>	<b>100</b>

Coefficient of association = 0.6

The table denotes that 50 percent of the executives opined that they and their superiors refer the problems of subordinates to higher authorities for their solutions.

41.67 percent executives expressed that though they refer the problems of their subordinates to higher authorities, their superiors do not refer the same.

The coefficient of association signifies positive association between the executives and their superiors regarding the reference of problems to the higher authority. Thus, it can be inferred that superiors in an organisation are influenced by the leadership pattern of their immediate superiors.

TABLE 4.29

**Supervisors' Perception about Self & Executives' Approach  
in Referring Problems of the Subordinates to Higher Authority**

Self-approach	Executives' approach				Total	
	Refer problems to higher authority		Do not refer problems to higher authority			
	No.	Percent	No.	Percent	No.	Percent
Refer problems to higher authority	19	79.17	3	12.50	22	91.67
Do not refer problems to higher authority	1	4.17	1	4.17	2	8.33
Total	20	83.33	4	16.67	24	100

Coefficient of association = 0.73

The table makes it clear that 79.17 percent of the supervisors feel that they and their immediate executives refer the problems of the subordinates to higher authority for their solutions. 12.5 percent supervisors perceive that they refer the problems to higher authorities but their executives do not refer the same.

The coefficient of association being positive and moderate infers that supervisors are influenced by their executives pertaining to the reference of problems to the higher authority.

This proves the hypotheses that superiors in an organisation are influenced by their immediate superiors' leadership pattern.

**TABLE 4.30**

**Workers' Perception about Supervisors' Approach in  
Referring their Problems to Higher Authority**

Supervisors' approach	Number	Percent
refer problems to higher authority	41	56.94
Do not refer problems to higher authority	31	43.06
<b>Total</b>	<b>72</b>	<b>100</b>

The table indicates that 56.94 percent of the workers feel that their supervisors refer the problems of the workers to higher authority. While 43.06 percent are of the



opinion that their supervisors do not refer the problems to the higher authority.

Main finding : The data presented based on the responses of all the respondents clearly reflects that majority of the superiors refer the problem of their subordinates to the higher authorities for their redressal. It seems that they prefer to avoid further conflicts and difficulties and ensure cooperation and trust.

Reasons for non-reference of subordinates problems to the higher authorities : On being enquired from the superiors (executives and supervisors) who do not refer the problems of the subordinates to the higher authority the reason for non-reference, they expressed that the subordinates problems are not worth referring.

On being enquired from the subordinates (executives, supervisors and workers) who revealed that their superiors do not refer their problems to higher authority for their solution they opined that their superiors are either scared to talk with the higher authorities or are reluctant to refer the problems to the higher authorities.

Cooperation : All the superiors were asked whether they are getting cooperation from their subordinates in the execution of their plans. At the same time all the subordinates were asked whether they extend cooperation to their superiors in the execution of their plans.

The following tables and data will enable one to understand the facts pertaining to the superior-subordinate cooperation in terms of execution of plans, and reasons for non-extension and non-receiving of cooperation to superiors and from subordinates respectively.

TABLE 4.31

**Executives by Getting Cooperation from Supervisors  
and Extending Cooperation to Superiors  
in Execution of Plans**

Cooperation from Supervisors	Cooperation to Superiors				Total	
	Extending Cooperation		Not extending Cooperation			
	No.	Percent	No.	Percent	No.	Percent
Getting cooperation	7	58.33	3	25.00	10	83.33
Not getting cooperation	2	16.67	0	0	2	16.67
Total	9	75.00	3	25.00	12	100

Coefficient of association = - 1

The glance at the table makes it clear that 58.33 percent of the executives expressed that they extend full cooperation to their superiors in the execution of their plans, and at the same time they are getting cooperation from their supervisors in the execution of executives' plans. 25 percent expressed that though they are getting

cooperation from the supervisors but they are not extending their cooperation to their immediate superiors, because they feel that their superiors are incapable of making plans and their plans are not worth implementing.

16.67 percent executives expressed though they extend full cooperation to superiors, they are not getting full cooperation from the supervisors in the execution of their plans. The reasons cited by the executives for non-cooperation is that supervisors are not interested in work.

The coefficient of association being negative indicates that there is negative association between the attributes. This signifies that there appears to be no association between getting of cooperation from the subordinates and extending cooperation to the superiors in the execution of plans.

TABLE 4.32

**Supervisors by Getting Cooperation from Workers and  
Extending Cooperation to Executives**

Cooperation from workers	Cooperation to Executives				Total	
	Extending Cooperation		Not Extending Cooperation			
	No.	Percent	No.	Percent	No.	Percent
Getting cooperation	21	87.50	0	0	21	87.50
Not getting cooperation	3	12.50	0	0	3	12.50
Total	24	100	0	0	24	100

Coefficient of association = 0

The table shows 87.50 percent of supervisors feel that they extend cooperation to their superiors and they are also getting cooperation from workers in the execution of the plans. 12.50 percent are of the opinion that though they are extending cooperation to superiors i.e. executives but they are not getting cooperation from subordinates i.e. workers.

The reason given by the supervisors for not getting cooperation from workers reveals that 8.33 percent of the supervisors being inexperienced, the workers do not bother to follow their instructions. 4.17 percent supervisors expressed that workers are not interested in doing the work.

The coefficient of association being 0 indicates that getting cooperation from subordinates and extending cooperation to executives in case of supervisors are independent factors or attributes and therefore, they are not associated.

**TABLE 4.33**

**Workers by Extending Cooperation to Supervisors**

Cooperation to supervisors	Number	Percent
Extending cooperation	70	97.22
Not extending cooperation	2	2.78
<b>Total</b>	<b>72</b>	<b>100</b>

97.22 percent of the workers expressed that they are extending cooperation to the supervisors in the execution

of their plans. 2.78 percent workers said that they do not extend cooperation to their supervisors as the supervisors plans are not worth implementing and they do not have sufficient knowledge about the work.

Main finding : Based on the information provided by all the respondents, it is evident that the superiors are getting needed cooperation from their subordinates and they are also extending needed cooperation to their own superiors in the execution of the plans. In every organisation work is carried through teamwork, and teamwork is only possible if the proper cooperation is extended by the subordinates to the superiors to achieve the targets. The findings imply that majority of the superiors and subordinates understand the need and value of cooperation.

Nature of relationship : The following tables reveal the nature of relationship existing between superiors and subordinates.

TABLE 4.34

**Executives' Perception about their Relationship  
with Supervisors and Superiors**

Relationship with supervisors	Relationship with Superiors							
	Harmonious		Strained		Indifferent		Total	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Harmonious	7	58.33	0	0	4	33.33	11	91.67
Strained	1	8.33	0	0	0	0	1	8.33
Indifferent	0	0	0	0	0	0	0	0
Total	8	66.67	0	0	4	33.33	12	100

Coefficient of correlation = 0.50

Probable error of correlation coefficient = 0.29

The given table indicates that 58.33 percent of the executives opined that harmonious relationship is existing between them and their subordinates, and between them and



their superiors. 8.33 percent executives specified that they are having harmonious relationship with their superiors, but have strained relationship with their subordinates.

The coefficient of correlation is found to be positive but insignificant.

**TABLE 4.35**

**Supervisors' Perception about their Relationship  
with Workers and Executives**

Relationship with workers	Relationship with Executives						Total	
	Harmonious		Strained		Indifferent			
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Harmonious	17	70.83	0	0	4	16.67	21	87.50
Strained	0	0	0	0	0	0	0	0
Indifferent	3	12.50	0	0	0	0	3	12.50
Total	20	83.33	0	0	4	16.67	24	100

Coefficient of Correlation = 1

Probable error of Correlation Coefficient = 0

The table reveals 70.83 percent of the supervisors think that they have harmonious relationship with their subordinates (workers) as well as with their superiors (executives).

16.67 percent supervisors think that they have harmonious relationship with their workers but are indifferent towards their superiors. Remaining 12.50 mentioned that they have harmonious relationship with superiors but have indifferent relationship with workers.

The coefficient of correlation is absolute, positive and highly significant.

Thus, the inference can be drawn that supervisors keep similar type of relationship with their executives and workers.

**TABLE 4.36**

**Workers' Perception about their Relationship with Supervisors**

Nature of Relationship	Number	Percent
Harmonious	53	73.61
Strained	0	0
Indifferent	19	26.39
<b>Total</b>	<b>72</b>	<b>100</b>

It is evident from the table that 73.61 percent workers have harmonious relationship with their supervisors and 26.39 percent have indifferent relationship with supervisors.

Main finding : On the whole it can be concluded that in the factory mainly harmonious relationships are existing between superiors and subordinates, which is essential for the achievement of goals.

Correlation between superiors' and subordinates' perception :

- i. The coefficient of correlation between executives' and supervisors' perception about mutual relationship is 0.50 and probable error of correlation coefficient is 0.29. This indicates that the executives' and supervisors' perception about mutual relationship is positive but insignificant.
- ii. The coefficient of correlation between supervisors' and workers' perception of mutual relationship is 1. The probable error of correlation coefficient is 0. This infers that the supervisors' and workers' perception of

mutual relationship is positive, absolute, and highly significant.

Formal - informal relationship : All the superiors and the subordinates were asked what type of relationship they are keeping with their subordinates, and what type of relationship their superiors keep with them? Whether it is formal or informal?

TABLE 4.37

Executives' Perception about Type of Relationship  
with Supervisors and Superiors

Relationship with supervisors	Relationship with superiors					
	Formal		Informal		Total	
	No.	Percent	No.	Percent	No.	Percent
Formal	3	25.00	1	8.33	4	33.33
Informal	3	25.00	5	41.67	8	66.67
Total	6	50.00	6	50.00	12	100

Coefficient of association = 0.67

The data in the table reveals that 41.67 percent executives feel that they keep formal relationship with

their subordinates, and and their superiors also keep the formal relationship with them. 41.67 percent of the executives expressed that they keep informal relationship with their subordinates, and their superiors also keep informal relationship with them.

The coefficient of association being 0.67 signifies positive, moderate association between the attributes relationship with supervisors (subordinates) and superiors.

Thus, inference can be drawn that executives are influenced by their superiors patterns in maintaining the relationship with the subordinates, supporting the hypotheses that superiors in an organisation are influenced by the leadership patterns of their immediate superiors.

TABLE 4.38

**Supervisors' Perception about Type of Relationship  
with Workers and Executives**

Relationship with Workers	Relationship with Executives					
	Formal		Informal		Total	
	No.	Percent	No.	Percent	No.	Percent
Formal	18	75.00	0	0	18	75.00
Informal	2	8.33	4	16.67	6	25.00
<b>Total</b>	<b>20</b>	<b>83.33</b>	<b>4</b>	<b>16.67</b>	<b>24</b>	<b>100</b>

Coefficient of association = 1

It is observed from the above table that 75 percent supervisors expressed that there is formal relationship existing between them and their superiors (executives), and also between them and their subordinates (workers).

The coefficient of association indicates absolute positive association. It can be inferred that supervisors are influenced by the type of relationship their executives are maintaining with them.

TABLE 4.39

**Workers' Perception about Type of Relationship  
with Supervisors**

Relationship with Supervisor	Number	Percent
Formal	50	69.44
Informal	22	30.56
<b>Total</b>	<b>72</b>	<b>100</b>

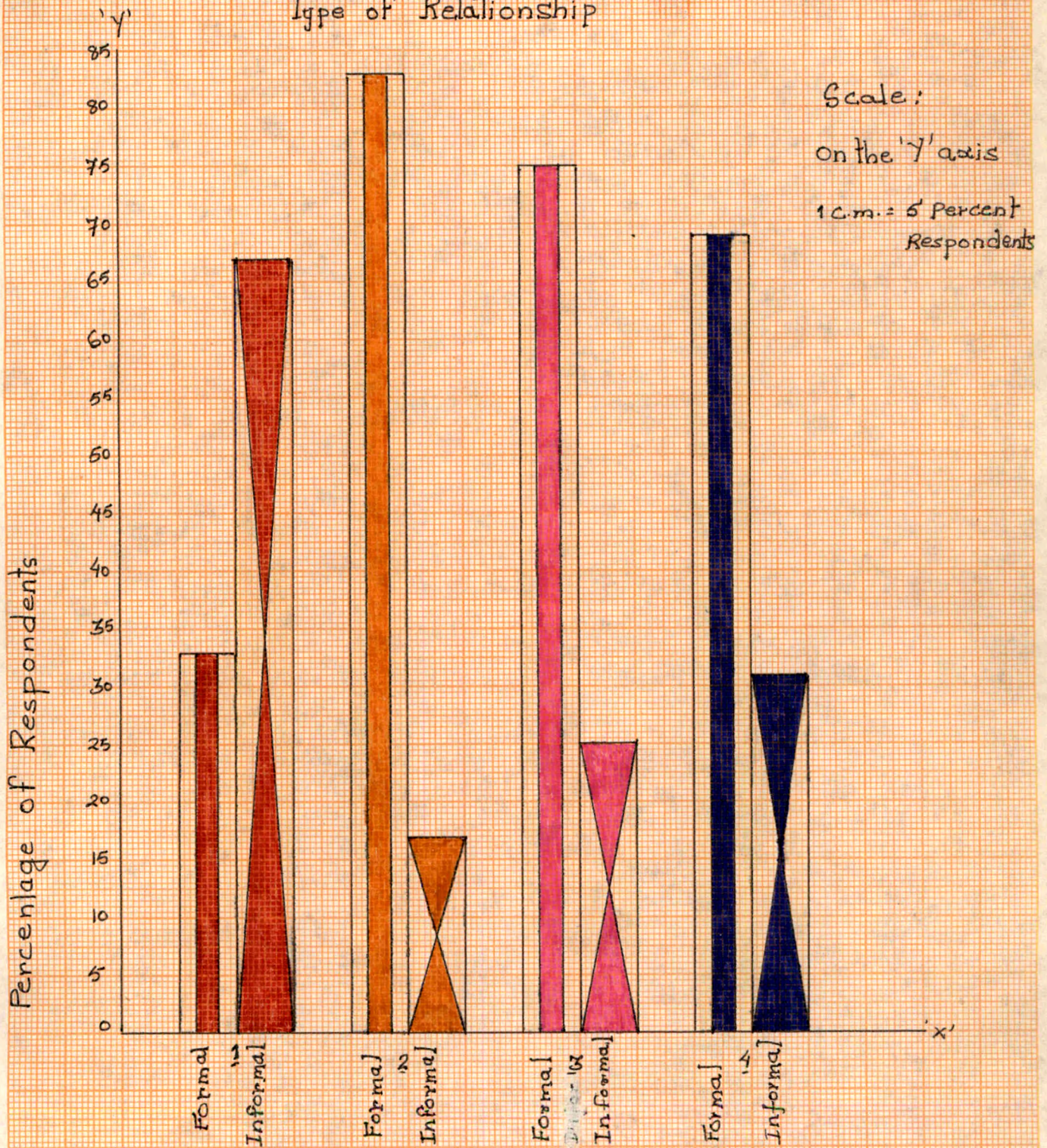
The table reveals that 69.44 percent workers feel that their supervisors keep formal relationship with them. Whereas, 30.56 percent feel that their supervisors keep informal relationship with them.

Main finding : By virtue of status all the superiors are the formal leaders of their subordinates. There are superiors inspite of having their formal status in the organisation in order to reduce the distance between the subordinates and themselves adopt informal approach while dealing with the subordinates. To make them feel more relaxed and comfortable in their interaction with their superiors. Such superiors are found to be comparatively less based on the findings it is revealed.



FIGURE 4.4

# Superiors'-Subordinates' Perception about the Type of Relationship



1. Executives' Perception about Relationship with Supervisors
2. Supervisors' Perception about Relationship with Executives
3. Supervisors' Perception about Relationship with Workers
4. Workers' Perception about Relationship with Supervisors



Whereas, it is observed that a predominant approach is found to be formal. This indicates the superiors mainly stick to the observance of the formal procedures of the organisation and in their relationship they only maintain the purposeful relationship and are either reluctant to or hazitant to maintain informal relationship.

Mutual trust : Mutual trust is one of the ingredients of the leadership. The following tables reflect whether mutual trust is existing between subordinates and superiors or not.

TABLE 4.40

## Mutual Trust between Executives &amp; their Superiors

Superiors trust in executives						
Executives trust in superiors	Trust		Do not trust		Total	
	No.	Percent	No.	Percent	No.	Percent
Trust	9	75.00	1	8.33	10	83.33
Do not trust	0	0	2	16.67	2	16.67
<b>Total</b>	<b>9</b>	<b>75.00</b>	<b>3</b>	<b>25.00</b>	<b>12</b>	<b>100</b>

Coefficient of association = 1

It is noticeable from the figures mentioned in the table that 75 percent executives are of the view that there is mutual trust existing between the executives and their superiors.

The coefficient of association being absolutely positive it can be said that the attributes are associated.

The reason given for non-existence of mutual trust is the conflict of opinion among the executives and their superiors.

On being enquired whether the executives trust and trusted by all or majority or few or none of the subordinates? 75 percent executives expressed that they trust and are trusted by majority of subordinates. 25 percent of the executives revealed that they trust and are trusted by all the subordinates.

**TABLE 4.41**

**Mutual Trust between Supervisors & Executives**

Supervisors' trust in executives	Executives' trust in supervisors				Total	
	Trust		Do not trust		No.	Percent
	No.	Percent	No.	Percent	No.	Percent
Trust	24	100	0	0	24	100
Do not trust	0	0	0	0	0	0
<b>Total</b>	<b>24</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>100</b>

Coefficient of association = 0

All the supervisors perceive that mutual trust is existing between supervisors and their executives.

The coefficient of association being is 0, manifests that supervisors' trust in executives, and executives' trust in supervisors are independent attributes.

On being enquired whether they trust all the subordinates or majority of subordinates or few of the subordinates or none of the subordinates and whether the supervisors are trusted by all or majority or few or none of the subordinates? All the supervisors confirmed that they trust majority of the subordinates and feel that majority of the subordinates trust them.

**TABLE 4.42**

**Mutual Trust between Workers & Supervisors**

Workers' trust in supervisors	Supervisors' trust in Workers				Total	
	No.	Trust Percent	Do not trust No.	Percent	No.	Percent
Trust	64	88.89	0	0	64	88.89
Do not trust	0	0	8	11.11	8	11.11
<b>Total</b>	<b>64</b>	<b>88.89</b>	<b>8</b>	<b>11.11</b>	<b>72</b>	<b>100</b>

Coefficient of association = 1

It is evident from the above table that 88.89 percent of the workers revealed that they trust their supervisors and they are trusted by their supervisors.

Whereas, 11.11 percent workers mentioned that neither they trust their supervisors nor they are trusted by their supervisors. The reasons for non-trusting one another are given as i) the conflict of opinion between the workers and supervisors, and ii) supervisors do not have proper knowledge about working.

Main finding : It is very clearly perceivable from the findings that an atmosphere of mutual trust is existing between majority of the superiors and subordinates. It implies that majority of the employees understand the importance and significance of mutual trust in the organisation to work smoothly and effectively without fear and doubts towards achievements of objectives.

#### **4.2 Effectiveness of Leadership Patterns**

Under the heading facts are presented about the effectiveness of various leadership patterns. An effort is made to highlight the most effective leadership patterns related with various aspects of leadership of superiors in the organisation.

TABLE 4.43

## Effectiveness of Trait Patterns Based on the Perception of Respondents

Code No.	Perception of Executives about Superiors			Self Perception of Executives			Perception of Supervisors about Executives			Self Perception of Supervisors			Perception of Workers about Supervisors			Average		
	A.S.	% A.S.	A.S.	A.S.	% A.S.	A.S.	A.S.	% A.S.	A.S.	A.S.	% A.S.	A.S.	A.S.	% A.S.	A.S.	A.S.	% A.S.	
1	3.20		80.00	3.25		87.50	3.30		82.50	3.00		75.00	3.25		81.25	3.24		81.00
2	2.85		71.25	3.00		75.00	3.15		78.75	2.85		71.25	2.85		71.25	2.94		73.50
3	2.25		56.25	-		-	2.25		56.25	-		-	2.50		62.50	2.33		58.33
4	-		-	-		-	-		-	-		-	1.26		31.50	1.26		31.50
5	1.00		25.00	-		-	-		-	-		-	0.55		13.75	0.78		19.50

(A.S. - Average Score)  
(% A. S. - Percentage of Average Score)

## Number of Traits

All twelve

9 to 11

6 to 8

1 to 5

None

## Code No.

1

2

3

4

5



It is amply clear from the table that the superiors who have all the twelve leadership qualities, their leadership is found to be extremely effective. The qualities include : intelligence, courage, initiative, reliability, judgemental ability, foresight and anticipation, proper decision making, maintenance of good relationship, ability to control subordinates, acceptance of responsibility, emotional maturity, and adoptability.

Followed by this, leadership of the superiors having any 9 to 11 of the qualities is found to be very effective.

The leadership of superiors having any 6 to 8 of the mentioned qualities is found to be a good deal effective. The leadership of the superiors possessing any 1 to 5 qualities is found to be a little effective and the leadership of the superiors not possessing any of the leadership qualities based on the perception of the subordinates is found to be ineffective.

Thus, it can be concluded that possession of all the leadership qualities results in extremely effective leadership. It elucidates that superiors possessing all the traits are better equipped to lead the subordinates than

those void of some of these or all of these qualities.  
Aquisition of all the qualities enables the superiors to  
exercise leadership with confidence and earnestness.



TABLE 4.44

## Effectiveness of Decision Making Patterns Based on the Perception of Respondents

Decision Making Pattern Code No.	Perception of Executives about Superiors		Self Perception of Executives about Supervisors		Self Perception of Supervisors about Workers		Perception of Supervisors about Executives		Average	
	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.
1	2.00	50.00	3.00	75.00	2.80	70.00	3.00	75.00	2.00	50.00
2	2.50	50.00	2.50	62.50	-	-	-	-	2.00	50.00
3	3.00	75.00	3.00	75.00	2.75	68.75	2.75	68.75	3.00	75.00
4	3.50	87.50	3.25	81.25	3.30	82.50	3.20	80.00	3.33	83.25
5	2.00	50.00	2.00	50.00	2.00	50.00	2.40	60.00	2.50	62.50
6	-	-	-	-	-	-	-	-	1.26	31.50

Code No.	Decision Making Pattern	(A.S. - Average Score)	
		(% A. S. - Percentage, Average Score)	
1	Autocratic		
2	Benevolent - autocratic		
3	Consultative		
4	Participative		
5	Free-rein		
6	Absolute Free-rein		

The data mentioned in the table clearly indicates that based on the perception of the respondents the participative pattern of decision making is found to be extremely effective, followed by this, the consultative pattern of decision making is found to be very effective. Benevolent autocratic pattern is not perceived by the supervisors to be exercised either by themselves or by their immediate executives. Absolute free-rein pattern in decision making is only perceived by the workers that it is exercised by their supervisors. This approach is found to be a little effective.

Thus, it can be implied that decisions taken through the active participation of subordinates is the extremely effective pattern in decision making. It delineates that participative leadership in decision making has inculcated a sense of satisfaction and responsibility among the subordinates to yield better results.

TABLE 4.45

Effectiveness of the Pattern Pertaining to the Observance of Rules & Regulations  
Based on the Perception of the Respondents

Code No.	Perception of Executives about Superiors		Self Perception of Executives about Executives		Self Perception of Supervisors about Supervisors		Average					
	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.				
1	-	-	3.00	75.00	2.00	50.00	2.00	50.00	2.60	65.00	2.40	60.00
2	3.00	75.00	3.00	75.00	2.85	71.25	3.00	75.00	2.85	71.25	2.94	73.50
3	-	-	-	-	-	-	-	-	0.66	16.50	0.66	16.50

Code No.	Pattern	(A. S. - Average Score)	
		(% A. S. - Percentage)	Average Score)
1	Stick to strict observation of rules & regulations		
2	Occasional relaxation from some of the rules & regulations based on the circumstances		
3	Least concerned about observation of rules & regulations		

The above mentioned data makes it clear that in leadership occasional relaxation from some of the rules and regulations given to the subordinates by the superiors based on the humanitarian grounds and circumstances is very effective pattern pertaining to the observance of the rules and regulations of the factory. This approach creates feeling in the subordinates that their superiors have humanitarian concern for them resulting in better cooperation and performance of subordinates in achieving objectives. .

The approach to stick to the strict observation of rules and regulations is found to be a good deal effective. Whereas, least concern on the part of superiors about observation of rules and regulation is only perceived by the workers and it is found to be ineffective approach in obtaining results.

TABLE 4.46

## Effectiveness of Supervision Patterns Based on the Perception of the Respondents

Code No.	Perception of Executives about Superiors		Self Perception of Executives about Supervisors		Perception of Supervisors about Executives		Self Perception of Supervisors about Workers		Perception of Workers about Supervisors		Average	
	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.
1	3.00	75.00	3.00	75.00	2.88	72.00	3.00	75.00	2.91	72.75	2.96	73.95
2	2.85	71.25	2.85	71.25	2.69	67.25	2.55	63.75	2.44	61.00	2.68	66.90
3	2.00	50.00	-	-	-	-	-	-	0.63	15.75	1.32	33.00

Code No.	Supervision Pattern	(A. S. - Average Score)	
		(% A. S. - Percentage, Average Score)	
1	Regular supervision		
2	Occasional supervision		
3	No supervision		

A glance at the table reveals that the regular supervision given by the superiors is very effective pattern of supervision in leadership. It creates feeling of responsibility and accountability for deriving better results on the part of superiors. The regular ~~Supervision~~ stimulates the subordinates to work effectively within the stipulated time and it makes them more cautious in performing the tasks.

TABLE 4.47

Effectiveness of Patterns Pertaining to the Concern for Work Performance &  
Subordinates Based on the Perception of the Respondents

Code No.	Perception of Executives about Superiors		Self Perception of Executives		Perception of Superiors about Executives		Self Perception of Supervisors		Perception of Workers about Supervisors		Average	
	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.
1	2.00	50.00	-	-	-	-	-	-	1.00	25.00	1.50	37.50
2	-	-	-	-	-	-	-	-	0.50	12.50	0.50	12.50
3	3.50	87.50	3.20	80.00	3.41	85.25	3.00	75.00	2.83	70.75	3.19	79.70
4	-	-	-	-	-	-	-	-	1.29	32.25	1.29	32.25
5	2.75	68.75	3.00	75.00	2.80	70.00	2.45	61.25	2.83	70.75	2.78	69.40
6	3.20	80.00	2.71	67.75	3.00	75.00	2.85	71.25	2.88	72.00	2.93	73.20
7	-	-	-	-	-	-	-	-	-	-	-	-
8	-	-	-	-	-	-	-	-	-	-	-	-
9	-	-	-	-	-	-	-	-	0.75	18.75	0.75	18.75

(A. S. - Average Score)  
(% A. S. - Percent, Average Score)

Code No.      Pattern showing concern for

- 1      High concern for workperformance, low  
         concern for subordinates
- 2      High concern for subordinates, low concern  
         for work-performance
- 3      High concern for both
- 4      Low concern for both
- 5      Moderate concern for both
- 6      High concern for work-performance, moderate  
         concern for subordinates
- 7      High concern for subordinates, moderate  
         concern for work performance
- 8      Low concern for work-performance and moderate  
         concern for subordinates
- 9      Low concern for subordinates and moderate  
         concern for work-performance

The data reveals that high concern for both i.e. subordinates and work performance; high concern for work performance and moderate concern for the subordinates; and moderate concern for both are the very effective patterns in leadership for achieving results. Out of these rendering high concern for both is found to be comparatively most effective.



The high concern for both displays highest possible dedication both to subordinates and their work performance. This enables to mesh the production needs of the organisation with the needs of the individuals. Therefore, this pattern of leadership is found to be most effective.

The patterns indicating high concern for work performance and low concern for subordinates; high concern for subordinates and low concern for work performance; and low concern for subordinates and moderate concern for work performance perceived only by the workers about their supervisors concern are found to be ineffective patterns in leadership. Such approaches result in lowering of the morale of the subordinates and are considered to be undesirable.

TABLE 4.48

## Effectiveness of Motivational Patterns Based on the Perceptions of the Respondents

Code No.	Perception of Executives about Superiors		Self Perception of Executives about Superiors		Perception of Superiors about Executives		Self Perception of Supervisors about Workers		Perception of Supervisors about Supervisors		Average	
	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.
1	3.00	75.00	2.85	71.25	3.33	83.25	3.00	75.00	3.18	79.50	3.07	76.80
2	-	-	-	-	-	-	-	-	1.20	30.00	1.20	30.00
3	2.00	50.00	-	-	-	-	-	-	1.13	28.25	1.57	39.13

Code No.	Motivational Pattern	(A. S. - Average Score)	
		of (% A. S. - Percentage, Average Score)	
1	Positive motivation		
2	Negative motivation		
3	No motivation		

It is evident from the data mentioned earlier that none of the executives and supervisors are found to express that they or their superiors use negative approach in motivating the subordinates to work. While very few of the workers perceived that their superiors use negative approach. Similarly, it is felt by some of the executives and workers that their superiors do not use either positive or negative approach for stimulating subordinates to work.

The percentage of average score indicates that positive motivational approach is very effective in leadership. This approach is a means of satisfying human needs and goals of subordinates to ensure their better performance.

The negative motivation and no motivation are found to be a little effective in leadership. Whereas, positive motivational pattern is found to be very effective. This proves the hypothesis that positive motivational approach to stimulate employees to work results in effective leadership.

TABLE 4.49

**Effectiveness of Patterns of Treatment of the Subordinates by the Superiors**  
**Based on the Perceptions of the Respondents**

Code No.	Perception of Executives about Superiors		Self Perception of Executives about Executives		Perception of Supervisors about Executives		Self Perception of Supervisors about Supervisors		Perception of Workers about Supervisors		Average	
	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.		
1	3.00	75.00	3.00	75.00	3.22	80.50	3.00	75.00	3.02	75.50	3.05	76.20
2	2.75	68.75	2.50	62.50	2.69	67.25	2.80	70.00	1.75	43.75	2.50	62.45

Age of

(% A. S. - Percent, Average Score)

(A. S. - Average Score)

Code No.	Treatment Pattern of Subordinates by Superiors
1	Similar treatment to all
2	Favour some of the subordinates

It is evident from the table that the leadership pattern of similar treatment to all i.e. consistency in treatment of subordinates is very effective. This approach gives the feeling to the subordinates that they are equally treated by their superiors. The similar treatment given under the similar situation develops trust and respect among the subordinates for their superiors. Therefore, consistency on the part of the superior is essential to be successful in the achievement of targets through mutual cooperation without giving scope for friction and jealousy.

TABLE 4.50

Effectiveness of Directives &amp; Guidance Based on the Perception of the Respondents

Code No.	Perception of Executives about Superiors		Self Perception of Executives		Perception of Supervisors about Executives		Self Perception of Supervisors		Perception of Workers about Supervisors		Average	
	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.		
1	3.00	75.00	2.83	70.75	2.75	68.75	2.80	70.00	2.76	69.00	2.83	70.75
2	1.75	43.75	-	-	-	-	-	-	1.17	29.25	1.46	36.50
3	3.00	75.00	2.83	70.75	2.75	68.75	2.80	70.00	2.76	69.00	2.83	70.75
4	1.75	43.75	-	-	-	-	-	-	1.17	29.25	1.46	36.50

(A.S. - Average Score)  
 age of  
 (% A.S. - Percent, Average Score)

Code No.	Pattern
1	Proper directive given
2	Not proper directive given
3	Proper guidance given

It is well known fact that giving of proper directives and guidance are always effective and the same is confirmed from the data mentioned in the table.

The percentage of the average scores indicate that giving of proper directives and guidance is found to be very effective.

The proper directives and guidance given by the superiors to the subordinates, enable the subordinates to understand the work more specifically and accurately. Thus, the clear understanding about the work results in better performance.

TABLE 4.51

Effectiveness of the Patterns in Solving Subordinates Problems Based  
on the Perceptions of the Respondents

Code No.	Perception of Executives about Superiors		Self Perception of Executives		Perception of Supervisors about Executives		Self Perception of Supervisors		Perception of Workers about Supervisors		Average	
	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.
1	2.75	68.75	2.75	68.75	2.63	65.75	2.60	65.00	2.68	67.00	2.68	67.05
2	3.00	75.00	3.00	75.00	3.00	75.00	3.00	75.00	3.10	77.50	3.02	75.50
3	-	-	-	-	-	-	-	-	1.05	26.25	1.05	26.25

Code No.		Patterns	(A.S. - Average Score)	(% A. S. - Percentage of Average Score)
1		Help in solving work problems		
2		Help in solving work & personal problems		
3		Not interested in solving problems		



The data reveals that both the approaches in the solution of subordinates problems i.e. help in solving work problems, and help in solving work and personal problems are very effective. However, comparatively the approach of solving work and personal problems of the subordinates is found to be more effective. This approach creates the feelings in the subordinates that their superiors are not merely interested in getting the work done but are also interested in the personal betterment of the subordinates. Therefore, the approach is more result oriented.

TABLE 4.52

Effectiveness of the Pattern in Reference of Subordinates Problems to  
Higher Authority Based on the Perceptions of the Respondents

Code No.	Perception of Executives about Superiors	Self Perception of Executives	Perception of Supervisors about Executives	Self Perception of Supervisors	Perception of Workers about Supervisors	Average
	A.S.    % A.S.	A.S.    % A.S.	A.S.    % A.S.	A.S.    % A.S.	A.S.    % A.S.	A.S.    % A.S.
1	3.00    75.00	2.85    71.25	3.33    83.25	3.00    75.00	3.25    81.25	3.09    77.15
2	2.50    62.50	2.50    62.50	2.00    50.00	2.50    62.50	1.75    43.75	2.25    56.25

(A.S. - Average Score)

(% A.S. - Percentage of Average Score)

Code No.      Pattern

1      Refer problems to higher authority

2      Do not refer problems to higher authority

The table amply makes it clear that the approach of referring subordinates problems to the higher authorities for its solution by the superiors is found to be very effective approach. This approach creates more satisfaction among the subordinates.

TABLE 4.53

Effectiveness of Existence of Cooperation Between Superiors & Subordinates  
Based on the Perception of the Respondents

Cooperation	Executives' Perception		Supervisors' Perception		Workers' Perception		Average
	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	
Getting Cooperation	3.00	75.00	2.90	72.50	-	-	2.95 73.75
Not Getting Cooperation	2.25	56.25	2.50	62.50	-	-	2.38 59.50
Extending Cooperation	3.00	75.00	3.15	78.75	2.85	71.25	3.00 75.00
Not Extending Cooperation	2.25	56.25	-	-	0.63	15.75	1.44 36.00
<hr/>							
<div> (A. S. - Average Score) </div> <div> (% A. S. - Percentage, Average Score) </div>							

Getting and extending of cooperation is an important factor in superiors and subordinates relationship. The findings indicate that getting of cooperation in leadership is very effective. The objectives can be achieved through the existence of cooperation between superior and subordinates.

TABLE 4.54

Effectiveness of Relationship Existing Between Superiors & Subordinates  
Based on the Perception of the Respondents

Code No.	Perception of Executives about Relationship with Superiors	Perception of Executives about Relationship with Supervisors	Perception of Supervisors about Relationship with Executives	Perception of Supervisors about Relationship with Workers	Perception of Workers about Relationship with Supervisors	Average						
	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.		
1	3.00	75.00	2.80	70.00	3.00	75.00	2.90	72.50	2.90	72.50	2.92	73.00
2	-	-	1.00	25.00	-	-	-	-	-	-	1.00	25.00
3	2.50	62.50	-	-	1.75	43.75	2.33	58.25	0.95	23.75	1.88	47.06

(A. S. - Average Score)  
(% A. S. - Percentage of Average Score)

Code No.	Relationship Pattern
1	Harmonious
2	Strained
3	Indifferent

It is obvious that the existence of harmonious relationship is always better result oriented. The same is reflected from the mentioned data that the existence of harmonious relationship between superiors and subordinates is very effective.

The existence of harmonious relationship between the superiors and subordinates trigger the subordinates lukewarm desire for achievements in to a strong enthusiasm for successful accomplishments. The harmonious relationship is token of mutual good-will and cooperation. Therefore, its existence is found to be very effective.

TABLE 4.55

Effectiveness of the Relationship Pattern between the Superiors & the Subordinates  
Based on the Perception of the Respondents

Code No.	Executives Perception about Relationship with Superiors	Executives perception about Relationship with Supervisors	Supervisors Perception about Relationship with Executives	Supervisors Perception about Relationship with Workers	Workers Perception about Relationship with Supervisors	Average
	A.S.    % A.S.	A.S.    % A.S.	A.S.    % A.S.	A.S.    % A.S.	A.S.    % A.S.	A.S.    % A.S.
1	2.50    62.50	2.75    68.75	2.25    56.25	2.85    71.25	2.90    72.50	2.65    66.25
2	2.85    71.25	3.00    75.00	2.85    71.25	3.10    77.50	3.30    82.50	3.02    75.50

(A. S. - Average Score)  
of  
(% A. S. - Percentage, Average Score)

Code No.      Relationship Pattern

- 1      Formal  
2      Informal



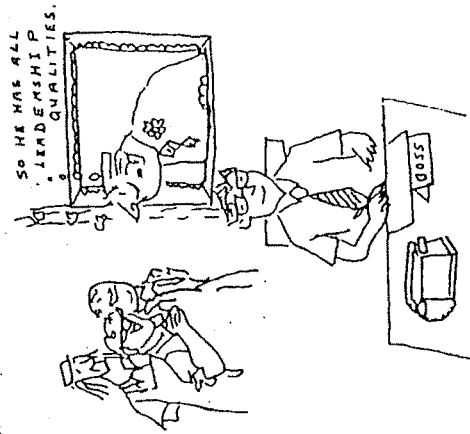
The data clearly signifies that both formal and informal approaches in maintaining relationship are very effective in leadership. But, it is further observed that informal approach in leadership is comparatively more effective. Informal superiors-subordinates relationship results in mutual recognition and acceptance; and creates more conducive atmosphere to work. It enables the subordinates to interact freely and feel at ease while communicating with their superiors. Therefore, it is found to be more effective.

TABLE 4.56

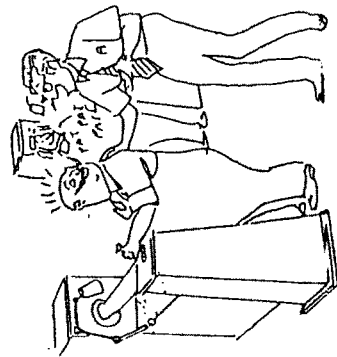
Effectiveness of Mutual Trust in Leadership Based on  
the Perception of the Respondents

Mutual Trust	Executives' Perception		Supervisors' Perception		Workers' Perception		Average	
	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.	A.S.	% A.S.
Trusted by Superior	2.55	63.75	2.75	68.75	2.60	65.00	2.63	65.83
Not trusted by Superior	1.66	41.50	-	-	0.63	15.75	1.15	28.63
Trust in Superior	2.55	63.75	2.75	68.75	2.60	65.00	2.63	65.83
No Trust in Superior	1.66	41.50	-	-	0.63	15.75	1.15	28.63
<div> <div>(A. S. - Average Score)</div> <div>(% A. S. - Percentage of Average Score)</div> </div>								

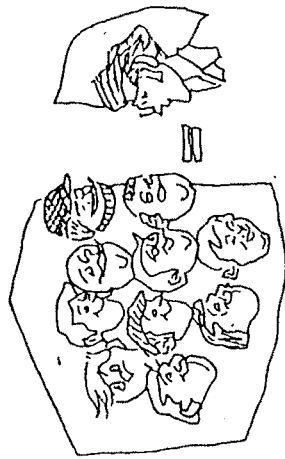
I'D GO TO THE ENDS OF THE EARTH FOR HIM. HE IS A FINE BOSS.



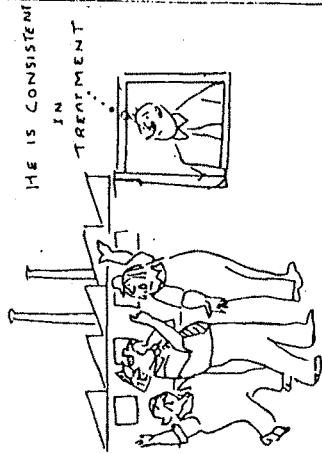
YOU ARE CAPABLE OF DOING GOOD WORK.



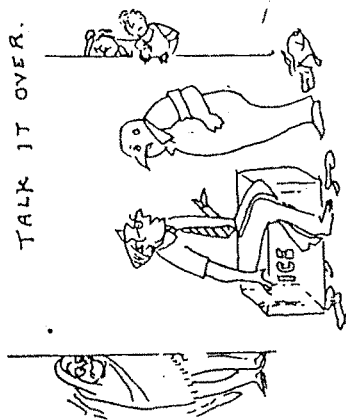
TEN HEADS ARE BETTER THAN ONE.



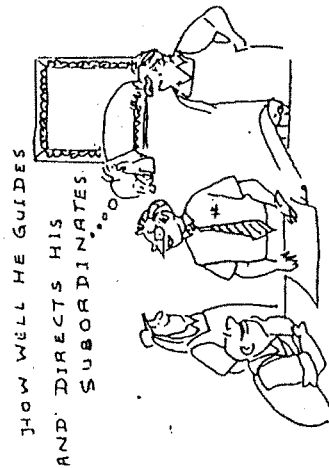
YOU BOTH DESERVE CREDIT.



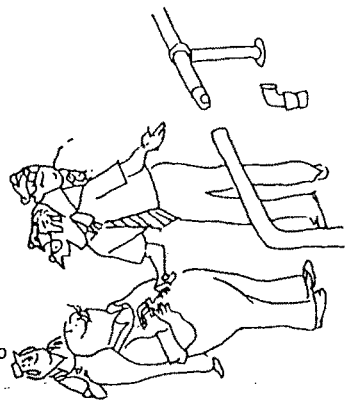
I CAN UNDERSTAND YOUR ANXIETY FOR DOING MISTAKE. SIT DOWN LET'S TALK IT OVER.



YOU ALL DO THE WORK IN THIS WAY.

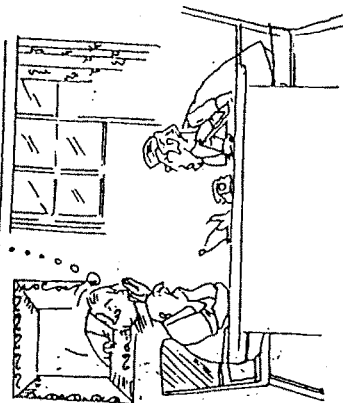


HOW REGULAR HE IS IN SUPERVISION.

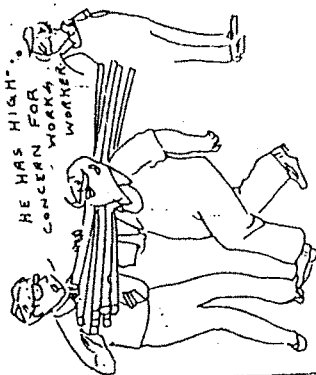


I AM TROUBLED ABOUT MY BOYS' PROGRESS AT SCHOOL

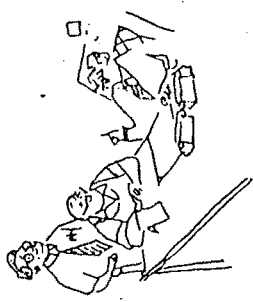
SO HE HELPS TO SOLVE PERSONAL PROBLEMS ALSO.



THAT'S A BIG LOAD, COMPLETE IN SECOND ROUND.

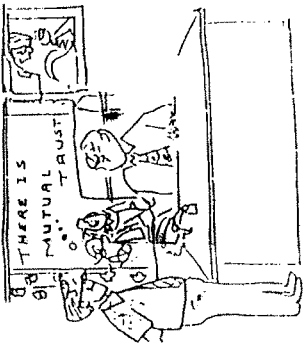


SIR KINDLY HELP IN SOLVING MY SUBORDINATE'S PROBLEM.

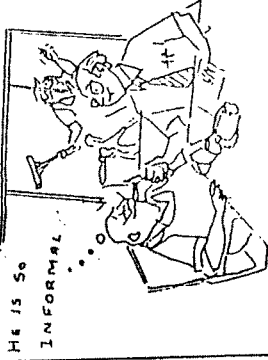


INGREDIENTS  
OF  
EFFECTIVE  
LEADERSHIP

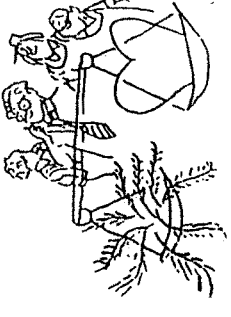
I'LL LEAVE THE DECISION TO YOU.  
I'LL STAND BY YOU.



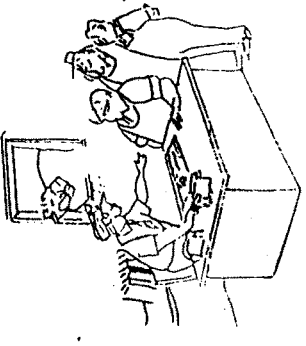
HOW YOUR WORK IS GOING ON?



NOTHING CAN BREAK OUR  
HARMONIOUS RELATIONSHIP.



I TOLD THE BIG BOSS, YOU BOYS  
WOULD COOPERATE IN THE  
EXECUTION OF THE PLAN.



It is universal fact that leadership is always effective in the atmosphere of mutual trust. Same is reflected in the Table 4.56.

Mutual trust is the genesis of amicable relationship; mutual sharing and cooperation; and permissive environment to work smoothly and efficiently. Therefore, the mutual trust between the superiors and subordinates is found to be very effective.

### Ingredients of Effective Leadership

The frame work developed based on the findings of the study for effective leadership delineate that there are fourteen main aspects related with the leadership of the superiors, which are most effective and desirable for the superiors for effective leadership.

These include :

- i. Possession of all the leadership qualities
- ii. Using participative pattern in decision making.
- iii. Giving occasional relaxation from some of the rules and regulations based on the humanitarian grounds.
- iv. Exercising regular supervision.

- v. Showing high concern for work performance and the subordinates.
- vi. Adopting positive motivational approach.
- vii. Exercising consistency in treatment of the subordinates.
- viii. Giving proper directives and guidance to the subordinates.
- ix. Extending help to the subordinates in solving their work and personal problems.
- x. Referring the problems of the subordinates which one is unable to solve.
- xi. Getting and extending cooperation.
- xii. Existence of harmonious relationship between the superiors and subordinates.
- xiii. Maintaining informal relationship with the subordinates inspite of formal ~~relationship~~ leadership.
- xiv. Existence of mutual trust between the superiors and subordinates.