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## LEADERSHIP STYLES IN DYEING AND PRINTING INDUSTRY (WITH REFERENCE TO JETPUR CITY OF RAJKOT DISTRICT)

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### ABSTRACT

*Leadership is the factor which is responsible for the success or failure of the business. It is the challenging task for the management because one step can change the future of the organization. That's why companies organize Leadership Development Programmes for developing leaders within the organization so as to achieve their desired goals. Many leadership theories and styles are developed by the researchers. But no one can say that the particular style would be applicable in the particular situation. This paper attempts to analyze different leadership styles in Dyeing and Printing Industry at micro level. An attempt is also made to find out whether leadership styles of owners-managers vary with age, education, experience and family background. An analysis is also made to know whether there is any association between leadership styles of owners-managers and their demographic characteristics. The results shows that the leadership styles of owners-managers vary with the type of decision and the demographic characteristics do not influence the leadership styles.*

### KEYWORDS

Dyeing and Printing Industry, Leadership Styles, Owners-managers.

### INTRODUCTION

Leadership is an integral part of management and plays a vital role in managerial operations. If there is any single factor that differentiates between successful and unsuccessful organizations, it could be considered as dynamic and effective leadership. **Peter Drucker (1954)** points out that, "Managers (business leaders) are the basic and scarcest resources of any business enterprise". **Gorge Terry (1960)** points out that "Of every one hundred new business establishment started, approximately 50 or one half go as out business within two years. By the end of 5 years, only one-third of the original one hundred will still be in business." Perhaps, it would be a valid assumption to state that the major cause of these failures would be ineffective leadership. According to **Samuel C Certo (2003)**, "Leadership is the process of directing the behavior of others toward the accomplishment of objectives." Directing, in this sense, means causing individuals to act in a certain way or to follow a particular course. Ideally, this course is perfectly consistent with such factors as established organizational policies, procedures and job descriptions. The central theme of leadership is getting things accomplished through people.

Many researches have been done at international level. As a result, theories of Leadership have been developed like The Trait Theory, The Behavior Theory, Contingency Theory, The Path-Goal Theory, The Vroom-Yetton-Jago Model (1973 and 1988), The Hershey-Blanchard Life Cycle Theory of Leadership, The Situational Approach (1969), The Managerial Grid by Robert Blake and Jane Mouton (1978) etc. Leadership is not an attribute of business alone. In the army, in the government, in universities, in hospitals etc. and anywhere, where people work in groups, the leadership function emerges. There must be somebody to guide the group.

Leaders in modern organizations have been confronting many situations rarely encountered by organizational leaders of the past. Today's leaders are often called upon to make massive personnel cuts in order to eliminate unnecessary levels of organizations and thereby lower labor expenses, to introduce work teams in order to enhance organizational decision making and work flow, to reengineer work so that organization members will be more efficient and effective and to initiate programmes designed to improve the overall quality of organizational functioning. In relation to the new situations, four leadership styles have emerged in recent years which are Transformational Leadership, Coaching, Super Leadership and Entrepreneurial Leadership. Each of these four contemporary leadership styles has received notable attention in recent management literature. Currently two popular leadership topics are leadership substitutes and women leaders.

A style of a leadership is a "Relatively enduring set of behaviors which is a characteristic of the individual, regardless of the situation". In other words, the behavior exhibited by a leader during supervision of subordinates is known as leadership style. The leadership styles can be classified according to the philosophy of the leaders or there are probably as many different styles of leadership as there are leaders. But leadership styles used for the present research work are as follows:

**Style I: Benevolent Autocrat:** Under this style, the owner-manager gets required information from his subordinates and then makes the decision without the involvement of the subordinates at any stage of decision making process. His motivation style is positive.

**Style II: Strict Autocrat:** Under this style, the owner-manager centralizes decision making power in him self. He structures the complete work situation for his employees and they do what they are told. His motivation style is negative.

**Style III: Prior Consultation:** Under this style, the owner manager shares the problem with his subordinates for their advice and suggestions and then, he makes the decision.

**Style IV: Democratic Style:** The owner-manager and his subordinates together analyze the problem, evaluate alternatives and come to a decision.

**Style V: Delegation:** Under this style, the owner-manager once determines policy programmes and limitations for action and then, the entire process is left to subordinates. He maintains contacts with outside persons and intervenes only in exceptional cases.

The respondents were asked to tick one of the five styles. Some units have not faced some of the situations, such information is shown under the column "Style uncovered". Since managerial styles are determined by a host of factors such as forces in superiors, subordinates and situations, it is unlikely to expect a uniform leadership style. Demographic characteristics like age, experience, education and family background also influence the style of leadership.

### OBJECTIVES

- To study various leadership styles in Dyeing and Printing Industry of Jetpur city among the owners- managers.
- To examine the influence of age, education, experience and family background on the leadership styles of the owners- managers.

### HYPOTHESES

- The owners- managers adopt different types of leadership styles depending on situations.
- Leadership styles of owners- managers vary with the type of decision.
- Leadership styles of owners-managers vary with age, education, experience and family background.

### METHODOLOGY

There were more than 2,000 units in Jetpur city in 2006 out of which 550 were registered with The Dyeing and Printing Association of Jetpur (Dist. Rajkot, Gujarat). 50 units were selected for the purpose of the study. Both primary and secondary data have been used in the study. Primary data were collected from the 50 owners-managers of units of Dyeing and Printing Industry of Jetpur City. A structured schedule and questionnaire was used for this purpose. In the

method of making decisions, 5 leadership styles and 21 situations were incorporated. The secondary data were collected from magazines, periodicals, journals and newspapers related to the industry and subject matter. For the purpose of analysis of data and to test various hypotheses, statistical techniques like Average, Karl Pearson Co-efficient of correlation, Spearman's Rank correlation test and ANOVA technique have been used.

### LIMITATIONS

- The study has been restricted only to 50 owners- managers of the industry of Jetpur.
- Though leadership is interpersonal relationship between the leader-managers and followers, the study is focused on the former.

### LEADERSHIP STYLES

To determine the leadership styles of sample units, a questionnaire containing 21 situations were introduced and the owners-managers were asked to indicate their style of decision making in relation to each of the situations. Their responses are presented in Table 1.

**TABLE 1: LEADERSHIP STYLES OF OWNERS-MANAGERS IN PERCENTAGE OF TIMES THE STYLE USED**

Situation	Leadership Styles						Total
	I	II	III	IV	V	Style Uncovered	
Production							
1	78 (39)	12 (6)	4 (2)	6 (3)	-	-	100
2	70 (35)	14 (7)	8 (4)	4 (2)	-	4 (2)	100
3	70 (35)	14 (7)	6 (3)	2 (1)	6 (3)	2 (1)	100
4	68 (34)	18 (9)	10 (5)	2 (1)	2 (1)	-	100
5	66 (33)	12 (6)	14 (7)	4 (2)	4 (2)	-	100
<b>Average</b>	<b>70.4</b>	<b>14</b>	<b>8.4</b>	<b>3.6</b>	<b>2.4</b>	<b>1.2</b>	<b>100</b>
Technical							
6	70 (35)	8 (4)	18 (9)	4 (2)	-	-	100
7	48 (24)	20 (10)	22 (11)	8 (4)	2 (1)	-	100
8	52 (26)	20 (10)	14 (7)	14 (7)	-	-	100
9	26 (13)	10 (5)	28 (14)	32 (16)	2 (1)	2 (1)	100
<b>Average</b>	<b>49</b>	<b>14.5</b>	<b>20.5</b>	<b>14.5</b>	<b>1</b>	<b>0.5</b>	<b>100</b>
Financial							
10	68 (34)	14 (7)	6 (3)	12 (6)	-	-	100
11	70 (35)	16 (8)	6 (3)	6 (3)	-	2 (1)	100
12	70 (35)	14 (7)	6 (3)	2 (1)	2 (1)	6 (3)	100
<b>Average</b>	<b>69.3</b>	<b>14.7</b>	<b>6</b>	<b>7</b>	<b>0.7</b>	<b>2.7</b>	<b>100</b>
Personnel							
13	52 (26)	10 (5)	16 (8)	22 (11)	-	-	100
14	56 (28)	10 (5)	6 (3)	28 (14)	-	-	100
15	68 (34)	8 (4)	12 (6)	8 (4)	2 (1)	2 (1)	100
16	60 (30)	12 (6)	12 (6)	10 (5)	2 (1)	4 (2)	100
17	48 (24)	10 (5)	4 (2)	32 (16)	-	6 (3)	100
<b>Average</b>	<b>56.8</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>0.8</b>	<b>2.4</b>	<b>100</b>
Marketing							
18	46 (23)	10 (5)	12 (6)	4 (2)	4 (2)	24 (12)	100
19	52 (26)	10 (5)	16 (8)	-	-	22 (11)	100
20	8 (4)	14 (7)	20 (10)	24 (12)	12 (6)	22 (11)	100
21	32 (16)	10 (5)	12 (6)	16 (8)	2 (1)	28 (14)	100
<b>Average</b>	<b>34.5</b>	<b>11</b>	<b>15</b>	<b>11</b>	<b>4.5</b>	<b>24</b>	<b>100</b>
<b>Mean</b>	<b>56.0</b>	<b>12.84</b>	<b>11.98</b>	<b>11.22</b>	<b>1.86</b>	<b>6.24</b>	<b>100</b>

Source: Data collected from sample industrial units.

Note: Figures in brackets indicates no. of respondents to total respondents.

From the above table 1, it is observed that the dominantly style used by the owners-managers is style I. Style I is used for maximum number of times in production matters while it is used for less number of times in marketing matters. Similarly, style II is used to the same extent in production, technical and financial matters while in personnel and marketing matters, it is used to the extent of 10 to 11%. Style III is used for maximum number of times in technical matters and it is used for less number of times in financial matters. Style IV is used for maximum number of times in personnel matters while it is used for less number of times in production matters. Style V is used to a negligible extent in all matters. In case of situations 2, 3, 4, 6, 10, 11, 12 and 15, decisions relating to size, location and layout of the plant, method of production, purchase, practices and amount of inventory, change of operating procedures, all financial matters and to assign a different job to workers, the owners-managers use style I (70%). But in case of situations 9 and 20, relating to employ new subordinates, to operate the machines and method of sales promotion, it is used to the extent of 26% and 8% accordingly.

In production matters, on an average, about 71% of the sample owners-managers have adopted style I i.e. Benevolent Autocratic style. The mean percentage of style I and II put together comes to about 84 percent and thus, maximum owners-managers are adopting the autocratic style. Style III is used to the extent of 8.4% followed by style IV (3.6%) and style V (2.4%). 1.6% of the sample respondents have not faced some of the situations in production matters. Thus, the owners-managers are adopting style I in production matters significantly compared to other styles. The leadership styles of owners-managers of sample units in technical matters are adopting style I (49%), followed by style II (20.5%), and style II & IV (14.5%). Style V is used to a negligible extent (1%) while 0.5% of the respondents have used uncovered style. Thus, the owners-managers are adopting style I in technical matters. But it should also be remembered that style III is more popular than style IV. But the mean percentage of style III and IV put together comes to about 35% and thus more than 1/3<sup>rd</sup> of the owners-managers are adopting participative and democratic approach while taking decisions about technical matters. In financial matters, the mean percentage shows that about 70% of the samples owners-managers of Dyeing and Printing Industry of Jetpur city have adopted style I, followed by style II (14.7%). The mean percentage of style I and II put together comes to about 85 percent and thus more than 3/4<sup>th</sup> of the owners-managers are adopting autocratic approach while taking decisions about financial matters. The adoption of style III and IV is very lower as compared to style I and II. Style V (Delegation) is used to a negligible extent. Thus, style I is the most popular style in financial matters. In personnel matters, on an average, about 57% of the sample owners-managers have adopted style I followed by style IV (20%). The adoption of style II and III is same (10%). Style V is used to a negligible extent. 2.4% of the owners-managers have adopted uncovered style. Style IV is used for more times than any other business matters. Thus, style I is the most important style in personnel matters. In marketing matters, on an average, 34.5% of the sample owners-managers have adopted style I. It is followed by uncovered style with 24%. Style III is used to the extent of 15% while style II and IV



have been used to the same extent (11%). Style V is used to the negligible extent. Thus, more than 1/3<sup>rd</sup> of the owners-managers are adopting benevolent autocratic style. Style I is most important style in marketing matters.

Thus, style I is the popular leadership style used by owners-managers of the Dyeing and Printing Industry of Jetpur city (56%), followed by style II (12.84%), style III (11.98%), style IV (11.22%) and style V (1.88%). The mean percentage of style I and II put together comes to about 70%. Thus, more than 2/3<sup>rd</sup> of the owners-managers are adopting autocratic style. Style III and IV put together comes to about 25% and thus 1/4<sup>th</sup> of the sample owners-managers are adopting participative and democratic approach while taking decisions about all these business matters. But style I is the most important style in the units of the Dyeing and Printing Industry of Jetpur city.

TABLE 2: ANALYSIS OF VARIANCE TABLE

Situations	Source of Variation	Sum of Square	D.F.	Mean Sum of Square	F-ratio
Production	Between	15616.24	4	3904.06	380.51
	Within	184.76	18	10.26	
	<b>Total</b>	<b>15801.00</b>	<b>22</b>		
Technical	Between	4174.78	4	1043.70	8.03
	Within	1689.00	13	129.92	
	<b>Total</b>	<b>5863.78</b>	<b>17</b>		
Financial	Between	8753.22	4	2188.31	312.61
	Within	56.01	8	7.00	
	<b>Total</b>	<b>8809.23</b>	<b>12</b>		
Personnel	Between	8314.47	4	2078.62	44.35
	Within	796.80	17	46.87	
	<b>Total</b>	<b>9111.27</b>	<b>21</b>		
Marketing	Between	1710.11	4	427.53	3.67
	Within	1515.67	13	116.59	
	<b>Total</b>	<b>3225.78</b>	<b>17</b>		

However, whether difference between mean score of leadership styles is significant or not is tested at 5% level of significance with the help of 'F' test. The above table 2 expresses the statistical analysis of respondents' views regarding the situations of production, technical, financial, personnel and marketing matters. The calculated value of F is higher than the tabulated value of F in all the matters. Therefore, null hypothesis is rejected and there is a significant difference between mean score of leadership styles regarding production, technical, financial, personnel and marketing matters within various situations.

From the whole analysis, it is observed that all the owners-managers are adopting different styles depending upon the situation. They do not use particular one type of leadership styles while taking all the business decisions. They act as the demand of the situation. Therefore, the formulated hypothesis that the owners-managers adopt different types of leadership styles depending upon the situations is accepted. The above analysis also indicates that the leadership styles of owners-managers vary with the type of decision. Therefore, the formulated hypothesis that the leadership styles of owners-managers vary with the type of decision is also accepted.

### DEMOGRAPHIC CHARACTERISTICS AND LEADERSHIP STYLES

An attempt is also made to find out whether the leadership styles of owners-managers vary with their demographic characteristics such as age, education, experience and family background. Further an analysis is also made to know whether there is any correlation between the leadership styles of managers and their demographic characteristics.

TABLE 3: DEMOGRAPHIC CHARACTERISTICS OF OWNERS-MANAGERS AND THEIR LEADERSHIP STYLES

Sr. No.	Variables	Styles					Total
		I	II	III	IV	V	
1.	Age of owners-managers (in Years)						
	0-30	102(60.4)	28(16.6)	22(13.0)	17(10.1)	-	169
	30-40	151(73.7)	2(1.0)	22(10.8)	28(13.7)	2(1.0)	205
	40-50	163(51.4)	52(16.4)	54(17.0)	36(11.4)	12(3.8)	317
	50-60	133(50.4)	52(19.7)	29(11.0)	34(12.9)	16(6.1)	264
	60-70	50(90.9)	-	1(1.8)	4(7.3)	-	55
	Total	599(59.3)	134(13.3)	128(12.7)	119(11.8)	30(3.0)	1010
2.	Experience owners-managers (in Years)						
	0-5	97(74.1)	24(18.3)	6(4.6)	4(3.1)	-	131
	0-10	11.5(63.9)	24(13.3)	19(10.6)	20(11.1)	2(1.1)	180
	10-15	139(68.1)	7(3.4)	28(13.7)	28(13.7)	2(1.0)	204
	15-20	40(41.7)	21(21.9)	23(24.0)	11(11.5)	1(1.0)	96
	20-25	92(65.7)	3(2.1)	18(12.9)	22(15.7)	5(3.6)	140
	25-30	38(37.3)	7(6.9)	29(28.4)	22(21.6)	6(5.9)	102
	30-35	15(25.9)	42(72.4)	-	1(1.7)	-	58
	35-40	54(67.5)	6(7.5)	5(6.2)	11(13.8)	4(5.0)	80
	Total	590(59.5)	134(13.5)	128(12.9)	119(12.0)	20(2.0)	991
3.	Education Level						
	Below S.S.C.	136(56.0)	64(26.3)	25(10.3)	17(7.0)	1(0.4)	243
	S.S.C.	231(64.7)	18(5.0)	42(11.8)	50(14.0)	16(4.5)	357
	H.S.C.	31(59.9)	22(36.1)	8(13.1)	-	-	61
	Graduate	136(66.7)	3(1.5)	29(14.2)	34(16.7)	2(1.0)	204
	Post-Graduate	46(43.8)	25(23.8)	19(18.1)	14(13.3)	1(1.0)	105
	Any Other	9(45.0)	2(10.0)	5(25.0)	4(20.0)	-	20
	Total	589(59.5)	134(13.5)	128(12.9)	119(12.0)	20(2.0)	990
4.	Family Background						
	Agriculture	187(52.4)	77(21.6)	50(14.0)	33(9.2)	10(2.8)	357
	Business	341(68.1)	17(3.6)	62(12.4)	75(15.0)	6(1.2)	501
	Profession	-	-	-	-	-	-
	Agriculture & Business	12(19.4)	19(30.7)	16(25.8)	11(17.7)	4(6.5)	62
	Labor	59(73.8)	21(26.3)	-	-	-	80
	Total	599(59.9)	134(13.4)	128(12.8)	119(11.9)	20(2.0)	1000

Source: Data collected from sample industrial units

Note: Figure in brackets indicates percentage of total used styles

TABLE 4: COEFFICIENT OF CORRELATION BETWEEN DEMOGRAPHIC VARIABLES AND THE NUMBER OF TIMES THE STYLES USED

Sr. No.	Variables	Styles adopted				
		I	II	III	IV	V
1.	Age	-0.2991	-0.0367	-0.2074	-0.1284	0.2518
2.	Experience	-0.7094	-0.1176	-0.2497	-0.1615	0.4372
3.	Education	-0.6882	-0.7289	-0.5740	-0.3918	-0.4103
4.	Family Background (rank correlation)	1.0000	0.4000	0.8250	0.8250	0.7250

Source: Data collected from sample industrial units

### AGE AND LEADERSHIP STYLES

Above table 3 gives details regarding the number of times a particular style is used in terms of percentages among different age groups of owners-managers. The highest percentage of times is used by the owners-managers who fall in the age group of 60-70 years in the case of style I constituting 90.9% of times, followed by 73.7% in case of 30-40 age group, 60.4% in the case of 0-30 age group. The owners-managers who fall in 40-50 age group, style I is used for 51.4% times, followed by 50-60 age group for 50.4 % times. Style II is adopted about to a same extent in case of 0-30 and 40-50 age groups. But the owners-managers who fall in the age group of 50-60 years use the same style for the highest percentage of times (19.7). While in case of 60-70 and 30-40 age groups, the owners-managers have adopted it to a negligible extent. The owners-managers who fall in the group of 40-50 years use style III for maximum number of times (17%), followed by 13% in case of 0-30 age group, 11% in case of 50-60 age group, 10.8% in case of 30-40 age group and 1.8% in case of 60-70 age group. Style IV is used for the highest percentage of times (13.7%) by the owners-managers who fall in the age group of 30-40 years, followed by 12.9% in case of 50-60 years, 11.4% in case of 40-50 years, 10.1% in case of 0-30 years and 7.3% in case of 60-70 years. Style V is not at all used by the age groups of 0-30 and 60-70, while the rest to a negligible extent. The table indicates that the old aged (60-70) owners-managers are adopting style I for more number of times than the young (0-40) and middle aged (40-60) years. While in case of style IV, there is a reverse situation. The middle aged owners-managers are adopting style II and III for more number of times as compared to young and old aged owners-managers. Above table 4 expresses the coefficient of correlation between different age groups and various leadership styles. It shows that there is a low negative relationship between age and style I, II, III and IV. While there is a low positive relationship between age and style V.

### EXPERIENCE AND LEADERSHIP STYLES

Table 3 also exhibits the experience of the owners-managers of the Dyeing and Printing Industry of Jetpur city and their style of decision making in different situations. It indicates that the owners-managers with an experience of 0-5 years are using style I for more number of times (74.1%). While the owners-managers with an experience of 30-35 years are using the same style for less number of times (25.9%). The owners-managers with an experience of 30-35 years are using style II for more numbers of times (72.4%). While the owners-managers with an experience of 20-25 years adopt the same style for lesser number of times (2.1%). The owners-managers with an experience of 25-30 years adopt style III for more number of times. While the owners-managers with an experience of 30-35 years use the same style to a negligible extent. The owners-managers with an experience of 25-30 years use style IV for the highest number of times and the owners-managers with an experience of 30-35 years adopt the same style IV to the lowest extent. Style V is used to a negligible extent by all the owners-managers. The analysis also reveals that the owners-managers with an experience of 25-30 years are using style III, IV and V for maximum number of times. While the owners-managers with an experience of 0-5 years are adopting style I to the highest extent. The coefficient of correlation between experience and various leadership styles shows that there is a high negative relationship between experience and style I and there is a low negative relationship between experience and style II, III and IV. While there is a low positive relationship between experience and style V. It indicates that experience does not influence the style of owners-managers.

### EDUCATION AND LEADERSHIP STYLES

Table 3 also shows the education level of the owners-managers of the Dyeing and Printing Industry of Jetpur city and their leadership styles. It indicates that graduate owners-managers are adopting style I for maximum number of times (66.7%). It is followed by the owners-managers who have secondary education to the extent of 64.7%, the owners-managers who have higher secondary education to the extent of 59.9%. In case of style II, the highest percentage of times (36.1) is used by the owners-managers with higher secondary education level, followed by below S.S.C. level holders (26.3%), post graduates (23.8%), other qualifications holders (10%), S.S.C. level holders (5%) and graduates (1.5%). In case of style III, it is adopted for maximum number of times by the owners-managers who have other qualifications while the owners-managers who have primary education (below S.S.C.) use the same style for lesser number of times. The same situation has taken place in case of style IV. Style V is used to a negligible extent by all the owners-managers. Style IV is not at all used by any owner-manager who has higher secondary education. On an average, it is found that better educated persons are more flexible in using styles than low educated persons. The coefficient of correlation between different education levels of owners-managers and various education levels shows that there is a high negative relationship between education levels and style I, II and III and there is a low negative relationship between education levels and style IV and V.

### FAMILY BACKGROUND AND LEADERSHIP STYLES

Table 3 shows how the leadership styles of owners-managers of Dyeing and Printing Industry of Jetpur city vary with different family backgrounds. There are no owners-managers who belong to professional background. So data regarding this background is not available. It also shows that the style of owner-manager who hails from an agriculture background is quite different from that of owners-managers with business, professional and labor background. The owners-managers with labor background are using style I for 73.8%, followed by business for 68.1% and agriculture for 52.4%. The same style is used for 19.4% of times by the owners-managers whose family background is agriculture and business. The highest percentage of times is used by the owners-managers with agriculture and business background in case of style II, constituting 30.7% of times, followed by 26.3% in case of labor background, 21.6% in case of agriculture background and 3.6% in case of business background. The owners-managers with agriculture and business background are using style III for maximum number of times, followed by agriculture for 14% and business for 12.4%. The owners-managers with agriculture and business background are adopting style IV for 17.7%, followed by business for 15% and agriculture for 9.2%. Style V is used to a negligible extent by all the owners-managers. The analysis shows that the owners-managers with labor background are using style I and II, put together for a maximum number of times (100%), followed by agriculture background (74%). It shows that the owners-managers whose family background is labor are adopting autocratic style more than others in their decision making. The owners-managers whose background is agriculture and business are flexible in adopting these styles. An attempt is also made to know whether there is any correlation between family backgrounds and leadership styles and if relationship exists between them, it is significant or not is tested at 5% level of significance with the help of **Spearman's** rank correlation test. It shows there is a significant relationship between family backgrounds and style I (Benevolent Autocratic) while there is no significant relationship between family backgrounds and style II, III, IV and V. It indicates that family backgrounds do not influence the leadership styles of owners-managers. The above analysis relating to the leadership styles of owners-managers and their demographic characteristics such as age, experience, education and family background reveals that demographic characteristics do not influence the leadership styles of owners-managers of the Dyeing and Printing Industry of Jetpur city. Therefore, the formulated hypothesis that the leadership styles of owners-managers vary with age, experience, education and family background is rejected.

**FINDINGS**

- It has been found that on an average, more than 2/3<sup>rd</sup> of the owners-managers are adopting the autocratic style and 1/4<sup>th</sup> of the sample size are adopting participative and democratic approach while taking decisions about all the business matters, while style V is not very much popular among them. It shows that style I is the most popular among the owners-managers of the Dyeing and Printing Industry of Jetpur city.
- The old aged owners-managers are adopting style I for number of times than the young and middle aged owners-managers. There is a low negative relationship between age and leadership styles.
- Less experienced owners-managers are adopting style I for number of times than well experienced owners-managers. There is a high negative relationship between experience and style I and a low negative relationship between experience and style II, III and IV. While there exists a low positive, relationship between experience and style V.
- Better educated persons are more flexible in adoption of leadership styles than low educated persons. There is a high negative correlation ship between education levels and style I, II and III except in cases of style IV and V.
- The owners-managers whose family background is labor are adopting the autocratic style more than others and the owners-managers with agriculture and business background are flexible in adopting leadership styles. The analysis shows that there is no significant relationship between family backgrounds and leadership styles except in case of style I. It shows that family background does not influence the adoption of leadership styles.

**SUGGESTIONS**

The importance of Benevolent Autocratic style is to be replaced to some extent by prior consultation style and joint decision making style for sound management of the Dyeing and Printing Industry of Jetpur city. This needs education of owners-managers relating to merits and demerits of all leadership styles. This is to be undertaken by the state and central Governments. Government should organize industrial clubs of owners-managers of the Dyeing and Printing Industry in which owners-managers exchange their views on different leadership styles and their applicability to different situations. Seminars and conferences may be organized by the Government to pass on to the owners-managers the latest developments relating to different leadership styles. This will benefit a lot to the owners-managers of the Dyeing and Printing Industry of Jetpur city.

**CONCLUSION**

The owners-managers in Dyeing and Printing Industry adopt different leadership styles depending upon the situations even though they are free to adopt any style. The results of the study confirm that leadership is situational and effective leader should be flexible to adopt the leadership styles considering differences among the subordinates and situations.

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**ANNEXURE****QUESTIONNAIRE****[A] Questions related to production:**

1. Which style do you use for taking decisions relating to volume of output?
2. Which style do you use for taking decisions relating to size, location and layout of plant?
3. Which style do you use for taking decisions relating to method of production?
4. Which style do you use for taking decisions relating to purchase practices and amount of inventory?
5. Which style do you use for taking decisions relating to method of wage payment?

**[B] Questions related to technical matters:**

6. Which style do you use for taking decisions relating to the change of operating procedures?
7. Which style do you use for taking decisions relating to purchase any new equipment?
8. Which style do you use for taking decisions relating to hire machinery?
9. Which style do you use for taking decisions relating employ new subordinates to operate the machines?

**[C] Questions related to financial matters:**

10. Which style do you use for taking decisions relating to purchase a new machine?
11. Which style do you use for taking decisions relating to take/get a loan?
12. Which style do you use for taking decisions relating to any other financial matters?

**[D] Questions related to personnel matters:**

13. Which style do you use for taking decisions relating to promote or punish the workers?

14. Which style do you use for taking decisions relating to take disciplinary actions against employees?
15. Which style do you use for taking decisions relating to assign a different job to workers?
16. Which style do you use for taking decisions relating to remove the workers?
17. Which style do you use for taking decisions relating to pay any compensation to workers?

**[E] Questions related to marketing matters:**

18. Which style do you use for taking decisions relating to volume of sales?
19. Which style do you use for taking decisions relating to mode of selling (cash or credit)?
20. Which style do you use for taking decisions relating to method of sales promotion?
21. Which style do you use for taking decisions relating remuneration to sales personal?



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