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A STUDY OF RELATIONSHIP BETWEEN LEADERSHIP STYLES AND SOCIO-ECONOMIC AND ORGANIZATIONAL POSITION VARIABLES AS PERCEIVED BY SUBORDINATES IN ZUARI CEMENTS LIMITED

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ABSTRACT

The changing environment of leaders in different roles in different functions in different settings starting from leadership of the family to the top positions in multinational organizations because Leadership means many things to many people. However, the essentials of leadership are the same to all leaders in all positions. The objective of the study is to examine the relationship of Leadership Styles with certain Socio Economic and Organization Position (SEOP) variables of the employees as perceived by subordinates in ZCL. The study found in Middle Level Managers, 'education' was significantly but negatively correlated with 'bureaucratic' style, 'Economic Status' was significantly but negatively correlated with 'task-orientation' style, whereas in Lower Level Managers, none of the socio-economic and organisational position variables, however, were found to be significantly correlated with leadership styles.

KEYWORDS

Zuari cements ltd., Leadership styles.

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INTRODUCTION

The Oxford English Dictionary (1933) notes that the word "leader" appeared in the English language as early as 1300 A.D. However, the word "leadership" did not appear until about 1800 A.D. Albeit, leadership appears to be a rather sophisticated concept, words meaning 'chief' or 'king' are the only ones found in many languages to differentiate the ruler from other members of society.

RESEARCH METHODOLOGY AND DESIGN

The understanding of leadership has ever been very difficult due to the complexities involved in it. As such the concept of leadership creates more puzzles than solutions. The specific objectives of the study is to examine the relationship of Leadership Styles with certain Socio Economic and Organization Position (SEOP) variables of the employees as perceived by the subordinates in ZCL.

HYPOTHESES

The hypotheses formulated for the study is

H0: There is no significant relationship between Leadership Styles and the SEOP variables of employees as perceived by subordinates in ZCL.

METHODOLOGY

The study is mainly based on primary data collected. The present study confines itself to Higher, Middle and lower hierarchical levels in ZCL. The variables considered for the study are the SEOP variables viz., designation, age, length of service, education and economic status. For the analyses of leadership styles of the Higher and Middle level employees, the subordinates perception was used. Five Leadership Styles are viz., Authoritarian, Participative, Bureaucratic, Task-Oriented and Nurturant leadership styles were used. The total sample for the study consists of 168 officers of ZCL. Many studies have been undertaken on leadership styles adopted in different organizations. But relatively only a few attempts have been made to study the leadership styles and SEOP variables in ZCL.

INTER-CORRELATION OF SEOP VARIABLES

TABLE 1: INTER-CORRELATIONS AMONG SEOP VARIABLES FOR HIGHER LEVEL MANAGERS OF ZCL (N=47)

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

Source: Compiled from field survey

Table 1 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education and economic status for Higher Level Managers of ZCL. None of the socio-economic and organizational position variables, however, were found to be significantly inter-correlated. They are rather, independent of each other. Hence, the hypothesis that "there is no significant inter relationship among socio-economic and organizational position variables of employees in ZCL" is accepted in all cases.

TABLE 2: INTER-CORRELATIONS AMONG SEOP VARIABLES FOR MIDDLE LEVEL MANAGERS OF ZCL (N=70)

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

Source: Compiled from field survey

Table 2 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education and economic status for Middle Level Managers of ZCL. The variable 'age' was significantly and positively correlated with 'experience' (r=0.596, P<0.01) indicating that the higher the age, the greater the 'experience'. 'age' was also significantly and positively correlated with 'economic status' (r=0.241, P<0.01) indicating that higher the age, greater the 'economic status'. The variable 'experience' was significantly and positively correlated with 'economic status' (r= 0.252, P<0.05) indicating that the persons who have higher experience are with higher economic status. None of the other socio-economic and organizational position variables, however, were found to be significantly inter-correlated. They are rather, independent of each other. Hence, the hypothesis that "there is no significant inter relationship among socio-economic and organizational position variables of employees in ZCL" is rejected in the case of age vs experience; age vs economic status and experience vs economic status, and is accepted in all other cases.

Comparison of Higher Level Managers and Middle Level Managers of ZCL

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

C. Lower Level Managers of ZCL

TABLE 3: INTER-CORRELATIONS AMONG SEOP VARIABLES FOR LOWER LEVEL MANAGERS OF ZCL (N=51)

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

Source: Compiled from field survey

Table 3 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education, and economic status for Lower Level Managers of ZCL. The variable 'age' was significantly and positively correlated with 'experience' (r=0.702, P<0.01) indicating that the higher the age, the greater the 'experience'. None of the other socio-economic and organizational position variables, however, were found to be significantly inter-correlated. They are rather, independent of each other. Hence, the hypothesis that "there is no significant inter relationship among socio-economic and organizational position variables of employees in ZCL" is rejected in the case of age vs experience, and is accepted in all other cases.

Comparison of Middle Level Managers and Lower Level Managers of ZCL

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

Analysis of relationship between leadership styles and SEOP variables as perceived by subordinates in Zuari Cements Limited:

This research paper discusses the leadership styles as perceived by the subordinates of ZCL. In ZCL the total sample of the study belonging to three functional levels. The subordinates perception reveals about the styles of Higher level and Middle level officers of ZCL. Scores on five leadership styles were computed from subordinates evaluation of leaders leadership style. The correlations of socio-economic and organizational position variables with leadership styles were computed. In this section the presentation and discussion of the data pertains to the relationship of SEOP variables with leadership styles of officers in ZCL viz., Higher and Middle level Managers.

SUBORDINATES PERCEPTION OF LEADERS OF ZCL

This analysis presents the leadership styles perceived by subordinates viz., Middle Level Managers and Lower Level Managers of ZCL. The correlations of socio-economic and organizational position variables with leadership styles were computed. Following this, correlations were computed among five leadership styles viz., authoritarian, participative, bureaucratic, task-orientation and nurturant. Now, the presentation and discussion of the data pertains to the following:

1. Relationship of SEOP variables with leadership styles for officers of ZCL viz., Middle Level Managers and Lower Level Managers.
2. Inter-correlation of leadership styles for officers of ZCL viz., Middle Level Managers and Lower Level Managers.

INTER-CORRELATION BETWEEN SEOP VARIABLES AND LEADERSHIP STYLES

TABLE 4: INTER-CORRELATION BETWEEN SEOP VARIABLES AND LEADERSHIP STYLES OF MIDDLE LEVEL MANAGERS OF ZCL (N=70)

Sl.No	SEOP Variables	Leadership Styles				
		Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
1	Designation	0.178	-0.172	-0.05	0.123	-0.154
2	Age	-0.176	0.006	-0.001	-0.183	0.025
3	Experience	-0.133	0.145	-0.135	0.12	0.096
4	Education	0.085	-0.224	*-0.283	-0.051	-0.077
5	Economic Status	0.109	-0.217	0.057	**0.302	-0.15

Source: Compiled from field survey

Table 4 presents the inter-correlation between socio-economic and organizational position variables and five leadership styles of Middle Level Managers of ZCL. 'Education' was significantly but negatively correlated with 'bureaucratic' style (r= -0.283, p<0.01) indicating that 'bureaucratic' style decreases with the increase of 'education'. 'Economic Status' was significantly but negatively correlated with 'task-orientation' style (r= -0.302, p<0.05) indicating that 'task-orientation' styles decreases with the increase of 'Economic Status'. None of the other socio-economic and organisational position variables, however, were found to be significantly correlated with leadership styles. Hence, the hypothesis that "there is no significant relationship between socio-economic and organisational position variables and leadership styles of employees in ZCL" is rejected in the case of 'education' vs bureaucratic and Economic Status vs 'task-orientation' style and is accepted in all other cases.

TABLE 5: INTER-CORRELATION BETWEEN SEOP VARIABLES AND LEADERSHIP STYLES OF LOWER LEVEL MANAGERS (N=51)

Sl. No	SEOP Variables	Leadership Styles				
		Authoritarian	Participative	Bureaucratic	Task-orientation	Nurturant
1	Designation	-0.066	0.217	-0.042	0.241	0.122
2	Age	-0.019	-0.17	0.179	-0.132	-0.098
3	Experience	0.153	-0.142	-0.055	0.024	-0.17
4	Education	0.005	0.170	0.043	0.16	0.072
5	Economic Status	0.054	-0.047	-0.262	0.036	0.211

Source: Compiled from field survey

Table 5 presents the inter-correlation between socio-economic and organizational position variables and five leadership styles of Lower Level Managers of ZCL. None of the socio-economic and organisational position variables, however, were found to be significantly correlated with leadership styles. Hence, the hypothesis that "there is no significant relationship between socio-economic and organisational position variables and leadership styles of employees in ZCL" is accepted.

FINDINGS

Comparison of Middle Level Managers and Lower Level Managers of ZCL

In Middle Level Managers, 'education' was significantly but negatively correlated with 'bureaucratic' style, 'Economic Status' was significantly but negatively correlated with 'task-orientation' style, whereas in Lower Level Managers, none of the socio-economic and organisational position variables, however, were found to be significantly correlated with leadership styles.

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