CERTIFICATE

*I hereby certify that the thesis entitled "**LEADERSHIP STYLE IN DYEING AND PRINTING INDUSTRY OF JETPUR CITY"** submitted by Viral Shilu for the award of the Degree of Doctor of Philosophy in Commerce is based on the research work carried out by him under my guidance and supervision and it is his original work. To the best of my knowledge, it has not been submitted for any other degree, diploma or distinction by either Saurashtra University or to any other University.*

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Declaration

*I hereby declare that the Thesis entitled "**LEADERSHIP STYLE IN DYEING AND PRINTING INDUSTY OF JETPUR CITY"** submitted by me for the award of the Degree of Doctor of Philosophy in Commerce, is my original work and it has not been submitted for any other degree, diploma or distinction by either Saurashtra University or to any other University.*

(Viral Shilu)

CONTENTS

Preface

Leadership style is one of the main areas of study nowadays. A number of books, articles, and research papers are written on this discipline and we receive much information about this. Leadership is a relationship between leaders and followers, and building this relationship requires an appreciation for the personal values of those who would be willing to give their energy and talents to accomplish shared objectives. Different styles of leadership in different situations will make it possible for the leader to achieve organizational objectives.

Leadership is the process of motivating and influencing group of people to achieve common goal. Not only but also, leader must be able to understand, encourage, willing to learn, take challenge and take burden for group of people working together, intended to achieve common goal. There are many people involves in leadership process from different background with different culture and religion. As leader one should be able to bring all the people together from different culture and religion. Having common, followers are human being and so leaders are too. Both the leader and follower seek self-respect, trust, relation, caring and good environment to work instead of showing coercive power.

All existing leadership had always one purpose, purpose of achieving common goal. Ability to influence, ability to motivate other people, long and clear vision towards goal and willing to learn (even from mistakes) constitutes the leadership. As a leader, one must spend time not on what is now but always on what it can be.

*The study **"Leadership Style of Dyeing and Printing Industry of Jetpur City"** throws light on the different leadership styles being used by owners-managers of printing saree units in Jetpur city. Along with that emphasize is also laid down on the influence of demographic factors such as age, educational qualification, experience and family background on the style of leadership being adopted by the leader. The main objective of this study is to examine different leadership styles of owners-managers while taking decisions concerning to different areas of the business units.*

My Respected Guide Dr. P.L. Chauhan Sir helped me to envision the different traits of leader and the complexity of human behavior which inspired me to work on this area.

All credit goes to Dr. P.L. Chauhan Sir.

(Viral Shilu)

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(Viral Shilu)

LIST OF ABBREVIATIONS

C.E.T.P. = Common Effluent Treatment Plant

G.S.D.P. = Gujarat State Domestic Product

SMEs = Small and Medium Enterprises

SSI = Small Scale Industries

C.E.O. = Chief Executive Officer

T.U.F. = Technology Up- gradation Fund

E.P.C.G. = Export Promotion Capital Goods

L.B.D.Q. = Leader Behavior Description Questionnaire

LIST OF TABLES

LIST OF CHARTS

INTRODUCTION:

The Indian Textile Industry has been very famous for its textile products since ancient times. India is the second largest producer of textiles in the world next to China. The decentralized textile industry of India is spread over the states of the country like Gujarat, Maharashtra, Rajasthan and West Bengal.

It is also true that Gujarat, a leading state in the country has been famous for its textiles and especially dyeing and printing crafts since ancient times. There is a significant economic importance of this sector in the state in the whole value chain from farm to fabric and garments with innovative idea and diversified products. Gujarat is also the largest producer of cotton in our country.[1]

Various modes of dyeing and printing have been developed highly in Gujarat from the beginning of the 19th Century. Ahmedabad, Rajkot, Jetpur and Kutch are the places where the dyeing and printing industries are developed in cotton materials.

This research study has been undertaken to study the leadership styles adopted by the entrepreneurs of the dyeing and printing units which are located at Jetpur City. Jetpur is a medium size city, 72 kms. far from Rajkot. It is situated on the Western Bank of the Bhadar River in Gujarat State. It is very popular for its industry all over the world. Fabric/cloth is made from yarn, which is, in turn, made from either natural or man-made fiber. The natural fibers cotton and linen are produced by plants; wool and silk are produced by animals. Man-made fibers are synthetically made by chemical processes. Nylon, polyester and acetate are examples and these fibers are produced by large chemical companies. Then this fiber is used to produce yarn. Yarn producers buy natural or man-made fibers and spin them into yarns of different sizes and characters, which fabric manufacturers then weave or knit to produce fabric. This colorless fabric is termed as griege (or gray) goods. Color is next added to these griege or unfinished goods by dyeing and printing.

Finishing is the final process of the textile industry. It removes excess dye, sets the color and also fluffs the yarn that makes up the fabric to complete the structural aspect of the fabric. When desired, special finishing process may be used to soften or stiffen the hand (the way the fabric feels when touched) make the fabric stain resistant or add shine to the fabric.

Many large mills perform all of these processes; but small print plants, dye plants, printing plants and finishers may perform one or more than one of these functions.

Textile companies are likewise known for the end use of these fabrics. They may produce fabrics for various segments of the market. A textile company may orient its products of women's dresses, men's wear, children's wear, hosiery, dance wear and uniforms etc. Textiles are also producing for industrial uses. But the Dyeing and Printing Industry of Jetpur city mainly deals with cotton sarees, dress materials, khanga, bhandhani and bedsheets.

There are near about 2,000 units which come under the small scale sector. Most of the units do their business on job work basis. It is compulsory for each and every unit to obtain water pollution consent letter. It is the basic need for commencing on the business. Most of the units of the Dyeing and Printing Industry of Jetpur city are registered either as sole proprietorship or as partnership firm.

During the golden years of the industry, Jetpur was known as "The Little Dubai" of Saurashtra. Jetpur is very famous for its cotton sarees all over the world. But then the industry had to face the closure for two times due to several critical situations and there was a great fall in the demand of cotton sarees. The entrepreneurs of the industry successfully faced these problems and expanded their business in 9 countries of the Africa by adopting new technology.

DEFINITION OF DYEING:

A dye is the material used for coloring cloth or fabric. "The process of coloring cloth or fabric with dye is called as dyeing."[2]

It is possible to color textile materials in various ways including staining and painting, but dyeing involves a penetration of the fiber by the dyestuff and some degree of combination of the acid/base type. Whereas the dyeing of vegetable fiber depends on secondary forces between the dye and cellulose (substance forming framework of plants) Dyeing, therefore, implies some affinity between the fiber and the dye and the dyestuff which possess this affinity are termed substantive; some dyes have no affinity for some fibers and are removed completely by rinsing, other require the intervention of a second substance called a mordant, for which both dye and fiber have an affinity, although not for one other. Dyestuffs are classified according to their methods of application and not according to their chemical constitution.

The dyestuffs employed in the dyeing of cotton cloth or yarns are:[3]

a. Basic dyestuffs
b. Acid dyes
c. Mordent dyestuffs
d. Direct dyestuffs
e. Sulphar dyestuffs
f. Vat dyestuffs
g. The Azoic dyes
h. Aniline black
i. Mineral colours

These dyestuffs are also used in the dyeing of woolen, silk or synthetic fabrics and some other dyes are also used for them.

The textile material must be pure and absorbent for the best results and the dyestuff must be completely dissolved, otherwise penetration will be poor and the surface deposit will be liable to rub.

DEFINITION OF PRINTING:

"The local application of color is termed as printing."[4]

"The production of patterns or motifs on fabric by applying a coloring agent to the fabric surface in specific areas is called as printing."[5]

The purpose of printing is to decorate the fabric and increase its sale ability. Sometimes, printing is done to cover the manufacturing defects inherent in the fabric.

The ornamentation of the fabric by printing colored designs falls into two broad classes: In the first, there is a colored design or pattern on a white background, whereas in the second, the background is colored and carries a white design or pattern of a different color of shade. In accordance with these effects, the printing is classified by its style; this term does not mean the design or the chemical process, it simply refers to the type of printing.

METHODS OF PRINTING:

The various methods of printing are as follows:[6]

1. Direct Printing:

Direct printing may be produced by the direct application of the color on the fabric; it does not mean the use of direct dyes. In the direct style, the suitably thickened color is applied directly to the cloth by printing a variation of the direct style is to print the cloth directly with a mordant and then dye the material, when the unprinted portions will remain uncolored.

2. The Resist Style:

The resist or reserve style enables white and/or colored patterns to be produced on dyed grounds; it relies on the printing on white fabrics of resisting or reserving substance which prevents the production of color during the subsequent dyeing operation.

Resists are not limited to dyeing, for it is possible to apply them to printed patterns and so create a great variety of effects. As might be expected, the resist is printed on the fabric before it undergoes the process of mordanting or dyeing.

There are two classes of resisting agents, mechanical and chemical. The former includes Waxes, Fats and Resins as well as Barium Sulphate. The chemical resists include a wide variety of compounds such as Acids, Alkalis, Neutral Salts, Oxidizing Agents and Reducing Agents.

3. The Discharge Style:

In view of the fact that the dyeing process generally gives a richness of color and depth and fullness of shade superior to that of printing processes, it is not surprising that attempts have been made to produce patterns by the local removal of color from dyed piece goods. This removal of color in selected areas is known as discharging; it is not limited to dyed cloths, but may also be used with printed goods.

4. Block Printing:

The printing of fabrics with hand blocks is essentially similar to the use of a rubber stamp and an ink pad. Although block printing is probably the oldest method of the local application of color to fabrics, it still persists but it is mainly confined to the decoration of scarves and handkerchiefs.

As blocks are generally made of pear wood which is cut so that the design is raised in relief; the blocks are about 3 to 4 inches in thickness and vary in size up to 9 maximum of 18 inches square. The larger portions of the design may be covered with felt and bound of copper strips.

The fabric for printing is stretched on a flat table covered with blanket and a layer of smooth waterproof cloth covering with starch paste. The color is brushed on to the surface of a fabric sieve below which is a box containing starch paste; the block is pressed on the sieve and then lifted to the fabric where a knock with a mallet transfers the color to the fabric. Each color requires a separate block. The brightest shades may be printed in the same pattern as the darkest without the risk of dulling, which is not always possible with machine printing from rollers.

5. Rotary Block Printing:

This is an obvious development from hand block printing and it is generally intended to imitate this type of print. It is rarely used on cotton, but it has an application with silk and rayon; its main use is for wall paper.

6. Screen Printing:

Screen printing is another manual method of applying color locally; fundamentally it is stenciling. The screen of fine silk fabric is stretched on a rectangular wooden or iron frame which may be as large as 4 feet by 6 feet, forming a shallow through in which the color, lies, each color in the design will require a separate screen of course. The color is pressed through the open meshes of the design by a rubber squeegee.

For the actual printing, but on each side is fitted a metal screens. About 30 yards of fabric is placed in position on the table and the first screen fitted accurately by using the stops. Color is poured on the screen and squeegee into the fabric, necessitating two operatives for its application.

When the first screen with its own color has been moved into the third or fourth position along the fabric, it is possible to print to second color from the second screen in the first position; the printing then proceeds more or less continuously. When large outputs are called for the printed pieces are often sewn into long lengths of about 1,000 yards for the necessary chemical treatments of ageing, followed by washing, soaping, rinsing and drying.

As the screens are easy and cheap to prepare, this type of printing has become very popular; the colors have a transparency, purity and richness which are not seen in roller prints. It will be appreciated that the silk fabric of the screen serves as a support for the open part of a stencil; it is capable of dispensing with the tie-bands and of producing isolated figures. The designs produced by screen printing are lacking in fine line detail in color as might be expected; the screen prints are usually produced with broad well-defined color masses.

7. Roller Printing:

The greater part of printing is done on the roller of machine developed by Bell at Preston in 1783, and which revolutionized textile printing. The design is engraved on a copper roller and each color in the design requires its own roller.

The printing rollers are generally cylindrical copper shells about 1 inch thick and 7 inches in diameter. The engraving of these shells may be effected by hand, by machine or by etching chemically. When ready for printing, the engraved rollers are fixed on separate mandrels and assembled around a large cylinder. The cylinder is covered with several layers of fabric to give a cushioned effect and around the cylinder runs the printer's blanket and also a length of unbleached cloth called the "back-gray" whose function is to keep the blanket clean and avoid marking subsequent pieces of fabric as they pass around the machine during printing.

The color is applied to roller from a color containing a furnishing roller; although the color applied to the whole of the engraved roller, the excess is removed by a sharp steel blade or doctor-knife.

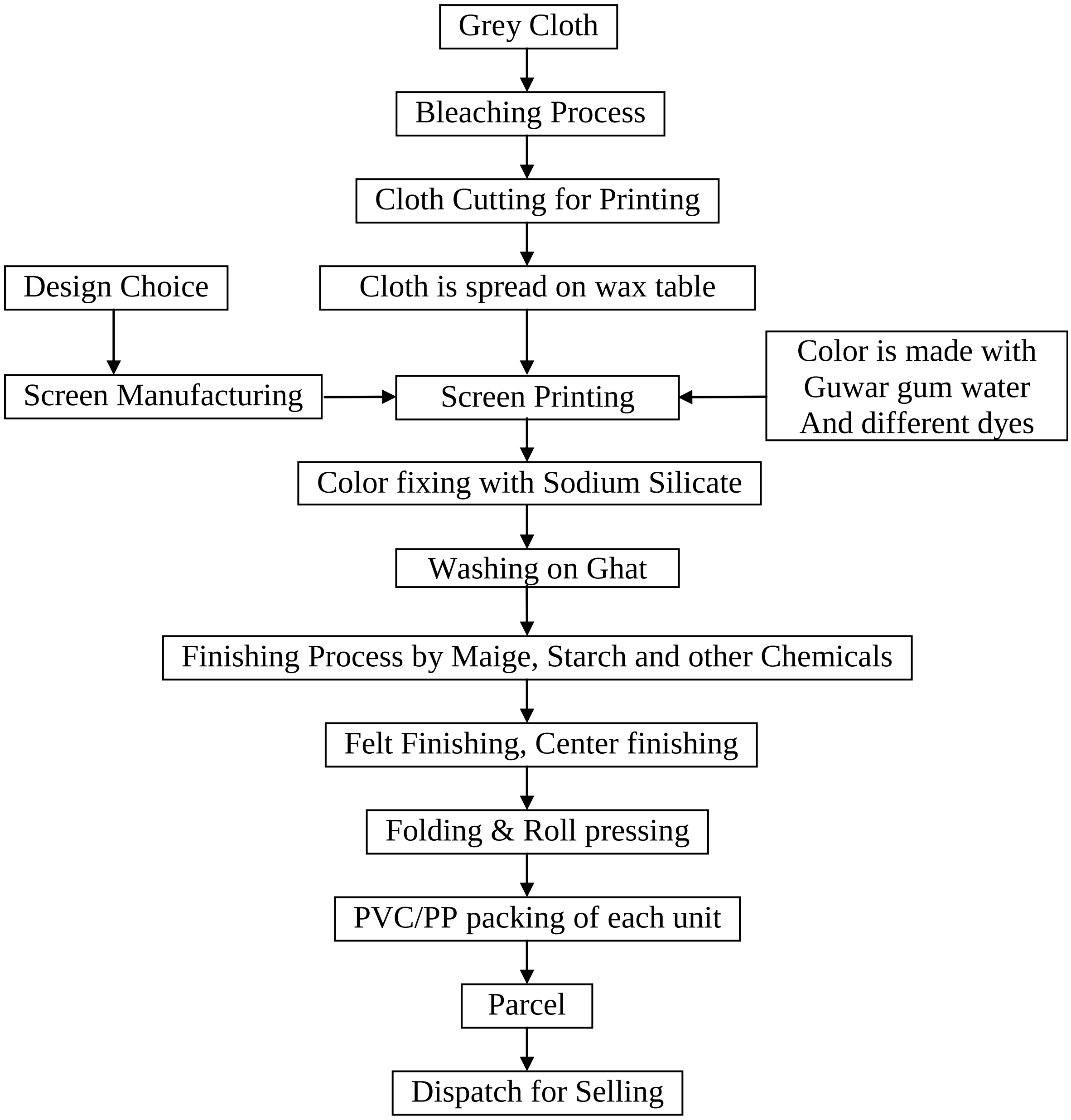
The actual printing machines are only part of the printing range; the necessary drying equipment follows the machine. All the printed material is given a washing and rinsing treatment before the final drying.

The same dyes are used in printing as in dyeing their application is somewhat different because it is localized. Hence, it is necessary to thicken the dye solution with suitable material such as the various gums and starches so that the color will not run by capillary attraction and spread outside the limits of the pattern.

The viscosity of the printing paste is determined to some extent by the type of engraving on the roller, the nature of fabric and the other ingredients of the printing material. One of these ingredients is generally a hygroscopic substance such as glycerol whose function is to prevent the paste from becoming hard on drying as well as to enable it to absorb water during the steaming of the print at a later stage. Without this steaming treatment the dye would merely lie on the surface and not be last to washing and rubbing. The steam also assists in the chemical mechanism of the production and fixation of the color.

Chart 1.1

Process Flow Chart of the Dyeing and Printing Process



HISTORY AND DEVELOPMENT OF DYEING AND PRINTING INDUSTRY IN JETPUR CITY.

Textile printing was introduced into England in 1676 by a French refugee who opened works, in that year, on the banks of the Thames near Richmond. Curiously enough this is the first print-works on record; but the nationality and political status of its founder are sufficient to prove that printing was previously carried on in France. In Germany, too, textile printing was in all probability well established before it spread to England, for, towards the end of the 17th century, the district of Augsburg was celebrated for its printed linens, a reputation not likely to have been built up had the industry been introduced later than 1676.

On the continent of Europe the commercial importance of calico printing seems to have been almost immediately recognized, and in consequence it spread and developed there much more rapidly than in England, where it was neglected and practically at a standstill for nearly ninety years after its introduction. During the last two decades of the 17th century and the earlier ones of the 18th new works were started in France, Germany, Switzerland and Austria; but it was only in 1738 that calico printing was first, practiced in Scotland, and not until twenty-six years later that Messrs Clayton of Bamber Bridge, near Preston, established in 1764 the first print-works in Lancashire, and thus laid the foundation of what has since become one of the most important industries of the county and indeed of the country. At the present time calico printing is carried on extensively in every quarter of the globe, and it is pretty safe to say that there is scarcely a civilized country in either hemisphere where a print-works does not exist.

From an artistic point of view most of the pioneer work in calico printing was done by the French; and so rapid was their advance in this branch of the business that they soon came to be acknowledged as its leading exponents. Their styles of design and schemes of color were closely followed-even deliberately copied by all other European printers; arid, from the early days of the industry down to the latter half of the 10th century, the productions of the French printers in Jouy, Beauvais, Rouen, Alsace-Lorraine, &c., were looked upon as representing all that was best in artistic calico printing. This reputation was established by the superiority of their earlier work, which, whatever else it may have lacked, possessed in a high degree the two main qualities essential to all good decorative work, viz., and appropriateness of pattern and Excellency of workmanship.

If, occasionally, the earlier designers permitted themselves to indulge in somewhat bizarre fancies, they at least carefully refrained from any attempt to produce those pseudo-realistic effects the undue straining after which in later times ultimately led to the degradation of not only French calico printing design, but of that of all other European nations who followed their lead. The practice of the older craftsmen, at their best, was to treat their ornament in a way at once broad, simple and direct, thoroughly artistic and perfectly adapted to the means by which it had to be reproduced. The result was that their designs were characterized, on the one hand, by those qualities of breadth, flatness of field, simplicity of treatment arid pureness of tint so rightly prized by the artist; and, on the other, by their entire freedom from those meretricious effects of naturalistic projection and recession so dear to the modern mind and so utterly opposed to the principles of applied art.

Textile Printing, like Textile dyeing, is a process for applying color to a substrate. However, instead of coloring the whole substrate (cloth, carpet or yarn) as in dyeing, print color is applied only to defined areas to obtain the desired pattern. This involves different techniques and different machinery with respect to dyeing, but the physical and chemical processes that take place between the dye and the fiber are analogous to dyeing.

The textile industry has a major impact in the world economy through millenniums and very evolution of human civilization because it is associated with cloth which is one of man’s basic needs. The textile industry includes various processes like cotton picking, ginning, spinning, weaving, processing, Dyeing and Printing and finishing. Thus, Dyeing and Printing is one of the processes of textile industry.

Gopalji Chatrabhuj Kamdar who was the councilor of one local ruler of Jetpur, Shardul Vala. Gopalji had called upon various trades from different places of Saurashtra to promote the economic expansion of the town. In 1813, for the first time, families belonging to Khatri community were called from Kalawad of Jamnagar district to develop printing craft and trade in Jetpur. They were followed by other Khatri artisans coming from other neighboring textile centers like Junagadh, Amreli, Kutniyana, Bhesan, Majevadi and Bagasara.[8]

The availability of water supply from river Bhadar had been main vocational factor for the concentration of Dyeing and Printing Industry in this area in initial stage.

In 1920, about 100 artisans were engaged in this industry and they used block printing method, one of the methods of dyeing and printing.

In 1947, the technique of screen printing was introduced in Jetpur. At that time, the economy of Jetpur was in total doldrums. Shri Gordhandas Karsanji Bosamia, populary known as Bachubhai who started the group 'Jagdish Textile Dyeing and Printing Works' in 1947-48 was the pioneer and promoter of the screen printing in Jetpur. He was a direct descendant of the first Khatri family called in Jetpur to develop dyeing and printing craft at the beginning of the 19th century.

Bachubhai was involved in cloth trade in Ahmedabad at the time of the independence. His foresight and business acumen enable him to visualize Jetpur as an idle place for the development of the this industry, while the slackness and unemployment which revealed in Jetpur after the departure of means also prompted him to return to his native place and to try to give impetus to its economy.

Bachubhai went Japan to improve his knowledge and to learn new techniques of dyeing, bleaching and printing. This effort of his had given a new out look to his industrial group which progressively expanded in Jetpur itself as well as in Ahmedabad, along with the setting up of other trading companies in Bombay, Delhi, Madras and Indore.

Other block printing units shifted gradually from block printing to screen printing and in the seventies, block printing has disappeared from Jetpur. Other traders and entrepreneurs of the Khatri caste came to settle in Jetpur. Moreover, other communities, particularly Vaniyas, Sindhis and Patels attracted towards this business considering the success of the industry.

The number of printing units had been set up later in Jetpur and had shown a continuous and rapid growth of the industry. In 1964 to 1970, there were about 10 units of screen painting and in 1985; it had reached at 1,200 units of screen printing. At present, there are about 2,000 units of screen printing in Jetpur city.

Moreover, several ancillary manufacturing and servicing activities like the trade of cloth, dyes, chemicals, packaging, materials and manufacturing of screen frames, and screen designing, roll finishing, pressing and folding of sarees, washing ghats and transports etc. have been promoted by the development of the industry in Jetpur.

Gum powder, Sodium Silicate, Bleach powder, Wax, Dyes, Relative colours, Caustic soda, Liquid soap, Kerosine and Ground oil are used in printing process. Some of them are manufactured in the town and the nearby villages.

The best period for the expansion of the Dyeing and Printing Industry in Jetpur took place from 1970 to 1983. Then the industry faced an economic crisis mainly due to cut throat competition and depression of demand, increased by the adverse effects of the drought of 1985-86, 1986-87 and 1987-88 and a pollution case at the Hon’ble High Court of Gujarat State. The maximum capacity of employment of the industry, including its ancillary industries would be approximate 55,000.[9]

Initially the printing units were located in the interior side of the city. Progressively, factories have been set up in the peripheral zones of the city and then outside the municipality boundaries, on the territory of adjoin villages like Champarajpur, Pedhla and Sakli.

There may be two reasons of this decentralization. The first is the scarcity of the land in the interior side of town and the second is related to taxes which were higher within the civic administrative boundaries in past whereas outside the municipality limits. Nowadays, the octroi tax has been withdrawn by the local government which was levied on this industry.

As stated earlier, the best period for this industry was 1970 to 1983. Then in 1983, there was a water pollution case on this industry in the Hon'ble High Court of Gujarat State and the Gujarat State Water Pollution Control Board stopped issuing a 'No Objection Certificate' for setting up new units in Jetpur. As a result a "Common Effluent Treatment Plant" (C.E.T.P.) was constructed to filter the polluted water in 1992. But the problem of the chemical pollution created by the washing places scattered along rivers and in agricultural fields has not been solved as yet.

To bring the polluted water from factories to the C.E.T.P. for filtering process, Jetpur. Dyeing and Printing Association has distributed all the units which are members of the association in 17 zones on geographical basis. The list of these 17 zones has been presented in the table 1.1.

Table 1.1

Zones of Dyeing and Printing Industry in Jetpur

No.	Name of Zone
01.	Jivanbagh zone
02.	Out of North Darwaja
03.	National Highway, Navagadh zone
04.	Gadh Ni Rang, Navagadh zone
05.	Vekariya Udhyognagar
06.	Juna Panchpipla Road zone
07.	Dhoraji Road zone
08.	Junagadh Road zone
09.	Champarajpur Road zone
10.	Modhvadi zone
11.	Amarnagar Road zone
12.	Desaiwadi zone
13.	Bhadiya Kuva zone
14.	Mangal Kui zone
15.	Patidar zone
16.	Bhadar Samakhata zone
17.	City zone

Source: [Prepared from map given by Association]

Now-a-days, there are about 2,000 screen printing units in Jetpur. Out of 2,000 units, only 550 units are registered in the association. All the units have to obtain small scale register number to get water pollution consent letter and without this letter no unit can carry on its business.

Units which are not the members of the association have to set up their own filter plants. Most of the units are engaged in job work processing. The job work charge per saree is in the range of Rs.10 to Rs.13 and total cost (excluding administrative expenses) is approximate Rs.9, so the net profit varies from unit to unit depending upon product quality of sarees and final price. So the profit would be estimated in the range of 1.5% to 2.00%. Approximately 50,000 sarees are printed per day in Jetpur.[10]

In past, only sarees were printed in Jetpur and sold at the national level. The markets of sarees were existed in Chennai, Maharashtra, U.P., Delhi and M.P. but then this industry faced several critical situations like depression, drought, pollution cases competition with synthetic cloth etc. had decreased the demand of cotton sarees.

At that time, it means nearby 1991, the entrepreneurs of this industry tried a lot to overcome from these problems. As a result, they have created the demand of their printed cotton materials in the African Countries and started to print Khangas and Kitangas (dress materials of the African people) by semi automatic felt belt printing machines to maintain export quality. At present, 65% of total production is related to exports and rest of the production is related to markets of India. Thus, the industry earns a lot of foreign exchange from exports.

But there is a one kind of stability in this industry due to the unfavorable policies of the government. In spite of several limitations and critical circumstances which prevailed in the history of the industry, this industry still exists in Jetpur. It is also true that there are many possibilities of further development for this industry in future.

REASONS FOR GROWTH OF DYEING AND PRINTING INDUSTRY IN JETPUR:[11]

Several factors played an important role in the development and growth of the Dyeing and Printing Industry in Jetpur. These factors are as under:

1. QUALITY OF WATER:

The quality of the water of the Bhadar River, which flows in Jetpur, is especially favorable for dyeing and printing work. In past, sarees and other products were washed directly in the river. Then, Bhadar dam was constructed which is 22 Kms. upstream from Jetpur and it had considerably reduced the flow of the river. Now, the number of units has increased and on the other side, the flow of the river is not sufficient to fulfill the requirements. Then, in 1992, C.E.T.P. was built up to filter the polluted water after the pollution case in the Hon'ble High Court of Gujarat State.

2. FAVOURABLE APPROACH OF LOCAL GOVERNMENT:

In 1950, Jetpur got the status of municipality and it had taken an administrative measure to give an impetus to the development of the local industry. In the initial system, the merchants who were importing goods like cloth had 14 days to pay the octroi tax. The municipality of Jetpur extended this delay from 14 to 60 days. Thus, there was a great advantage to this industry from the view point of working capital requirement, which was highly dependent on cloth.

3. LOW CAPITAL INTENSIVE:

This industry is considered as a low capital intensive so it does not require high capital investment in specific machinery or special technology. Bank credit, labors and raw materials are easily available from the local area. There is no requirement of any special training or educational qualification for the recruitment of labors.

Anyone can start a unit on a small scale. One can also do only printing work on contract basis or job work in which the traders provide cloth and sometimes also chemical and colors so small artisans have not risk for the market of finished goods and investment of capital and thus they can minimize the expenses.

4. PROPER INFUSTRUCTURAL FACILITIES:

Good infrastructure facilities have contributed a lot in the development of the industry in Jetpur. It is situated on the national highway from Rajkot to Probandar and Rajkot to Somnath. It is also linked by rail by two stations with the major cities of the state and the country. Among these, other noticeable fact is that Jetpur is a head quarter of a taluka in Rajkot district and it has the appropriate administrative infrastructure like 7 nationalized banks, 3 co-operative banks and one the Gujarat State Co-operative Land Development Bank and two Arts, Commerce, Management and B.Ed. Colleges and one Pharmacy College.

5. OTHER REASONS:

At the time of partition memon community had to left Jetpur (India) to Pakistan who left behind all their properties. So many buildings were available at very low cost. Some Khatri artisans took advantage of these situations and made of the factories in those properties.

FUTURE PROSPECTUS OF THE DYEING AND PRINTING INDUSTRY OF JETPUR CITY:

During the golden years of the industry, Jetpur was known as “THE LITTLE DUBAI” of Saurashtra. The decline in the demand does not give much scope for future expansion of the Jetpur Dyeing and Printing Industry at the global level. It still allows the firms with a rigorous management to be very prosperous and the more dynamic ones to plan an increase in their processing capacity.

The textile industry is India’s sun-rise sector. The rising domestic demand along with opening up the world market has led to the recent growth for Indian Textile and Apparel Industries. At this juncture, it is, the reform, a need to know our competitiveness and understand the key success factors in this quota free regime.[12]

It is now well accepted that India and China are the two biggest beneficiaries from the phase out of the quotas. But then, India’s share in the global textile market is still around 4% against 17% share held by China. While China finds it difficult to meet the smaller, custom made requirements, India is well equipped to provide fashion driven products on a small scale sector. The Indian hand print and power loom products are known for their striking and rich designs and excellent finishing in West Europe and North America.

With the dismantling of multi-fiber agreement since January, 2005, textile players in India can now export to and country. The focus now is on increasing exports for which the industry is likely to invest close to Rs.1.4 lakh crore by 2015. A substantial part of this investment will come to Gujarat because Gujarat is a leading textile state in the country. The state also boasts of substantial presence of over 24 major textile players in the country. With the target to take the textile industry to $ 85 billion by 2010, including $ 35 billion domestic market, Gujarat is set to play an important role

Gujarat is the largest producer of cotton in our country. 40% of art silk fabric is produced in the country is from Surat alone. Gujarat accounts for 12% of India's textile exports. 24 to 28% of fixed investment, production value and employment in SSI sector of the state is from textiles. This sector accounts for 23% of Gujarat's GSDP. 35% of fabric from the organized sector and over 25% from the power loom sector are produced in Gujarat.

Under the Gujarat Industrial Policy 2003, the state Government has announced and implemented many schemes for assisting the entrepreneurs such as by providing interest subsidy @ 5% p.a. to new SMEs for 5 years to existing units for technology up gradation providing principal assistance up to Rs. 2 crore for Apparel Trading Centers and financial assistance up to Rs. 2.5 crore for setting up Industrial Parks. With the on-going industrial development, environment issues have become one of the major concerns for the state administration. Therefore, CETP for textile processing is also assisted in different places of the state. In addition to 25% capital subsidy provided by ministry of Environment & Forest, state government also extends 25% capital subsidy for setting up CETP in Gujarat.

So this was national and global scenario of the textile industry which is directly connected with dyeing and printing. This industry can exist in the present competitive market only if it follows the modern trend considering several critical factors.

For, this purpose, the industrialists should adopt modern technology to maintain international quality standards. Besides this, new marketing strategies should also be adopted so that they can extend the market of the printing goods in more than 9 countries of the Africa.

In 1992, the association of Dyeing and Printing Industry of Jetpur has demanded a textile zone near the city which was granted by the government but still there is no further progress in the establishment of the zone.

Cotton cultivation and ginning process is done in Gujarat but then spinning and weaving processes are done in Tamilnadu and bleaching and other processes are done in Maharashtra. Thus, all the processes can be undertaken in Jetpur before dyeing and printing of fabric if the textile zone is declared. If the zone is approved, the quality of cotton fabric can be improved and cost can be minimized and as a result, profit can be maximized.[13] Thus, the future of Dyeing and Printing Industry of Jetpur is very bright.

PROBLEMS AND PROSPECTS OF DYING AND PRINTING INDUSTRY OF JETPUR CITY

The difficulties have been faced by the Jetpur Dyeing and Printing Industry is fluctuations in supply and prices of raw materials, increasing in competition, over inadequateness, water pollution etc.

The Jetpur saree printing industry is confronted by fluctuating markets a relative recession in the demand, and competition with other textile centers. The demand for saree in certain regional markets may be affected by extraneous factors like political events, international relations and natural calamities, thus creating marketing problems. In particular, the drought which hit large parts of the country in 1987 showed the vulnerability to textile printing industry. The purchasing capacity of purchaser reduced the demand of goods especially in rural areas directly affected by the crop failure.

Depression in a specific market has a reduced impact on the Jetpur textile printing industry as a whole as the marketing places of Jetpur's sarees are much diversified and extend to all parts of India and some foreign countries. But for those establishments directly affected the procedure of shifting from one markets to another is neither easy nor rapid, as the entrepreneur has first to find new traders and then to adjust the prints to the market's requirements of the new selected region. On the whole, it amounts to a costly procedure, resulting in relatively low flexibility.

The expansion of the screen printing industry in other centers in India which compete directly to industry with Jetpur for cotton sarees and most of which developed more recently than Jetpur. And this confined and temporarily limited the Jetpur textile printing industry is also affected by the relative recession. Furthermore, the marketing of cotton prints has to face the relatively new and indirect completion of synthetic textiles, increasingly appraised by the consumers for their better qualities of maintenance and durability. At the all India level there has been a remarkable shift away from pure cotton textiles in favor of synthetic and blended varieties, despite the letter being notably more expensive than the former (Goswani 1990; Murty and Sukamari 1991). This is especially the use in Gujarat, whose synthetic sarees from Surat especially swamp the market.

COMPETITION:

In the dyeing and printing industry of Jetpur the entrepreneurs compete fiercely with each other. Ina nutshell the Jetpur textile printing industry is the victim of its own successful development. The bright prospects of this industry attracted many entrepreneurs which contributed to the industrial growth of Jetpur as long as the demand was also expanding rapidly. When the demand started stagnating, this led to increasing competition, resulting today the reduction of the margin of profit in this industry and to the elimination of the weakest units.

Many of the unit holders did not have the technical knowledge of the dyeing and printing process nor the required managerial skill. Consequently insufficient attention was given to the technical requirements of the production process. Unskilled or semi skilled workers were employed to perform the work of skilled labor, which finally damaged the quality of the prints and this affected the general reputation of this industrial centre. This also turned out to be a handicap on the export market where quality standards are particularly strict because of fierce completion with regard to printing prices and to snatch orders from traders some entrepreneur do not hesitate to lower their price at the expense of the quality or raw material or by resorting to malpractices. The result is a general downward trend of the margin of profit in the Jetpur dyeing and printing industry.

FINANCIAL CRISIS:

With the above difficulties a major reason for sickness in the Jetpur dying and printing industry is the shortage of working capital in running the concerns. The natural deduction to this is over indebtedness as the industry is a totally credit based business. Problems arise or the owners who want to increase production without insufficient initial capital base and who don’t implement a strict financial management. There IS not a balance between the creditors and the debtors. On the creditor’s side, the owner has to pay interest to the dye and chemical merchants, cloth traders and to the bank for financing of working capital on the debtors side, the finished products are sold to the traders on a credit basis, with the period of credit ranging from 30 to 180 days. This created liquidity constraints for the printing unit and curtails its quantum of working capital. This disparity between the creditor’s side and the debtor’s side has direct impact on the health of the unit.

In a situation of tough competition and faced with shrewd traders who impose their conditions such entrepreneurs are unable to save their concern from liquidation. In addition some of the entrepreneurs with low educational qualifications are not aware of the rehabilitation schemes provided to sick units.

IRREGULAR WATER SUPPLY AND PROBLEM OF WATER POLLUTION:

In addition to the economic difficulties engendered by the increased co-option, the multiplication of textile printing factories in the same area meets ecological constraints, namely in adequate water pollution.

The dyeing and printing industry is dependent on water; therefore adequate water supply is a primary concern and a potential source of recurring difficulties in a drought prone region like saurashtra. Water is an essential element in the dyeing and printing process sufficient quantities as well as an adequate quality of water have to be provided. Water is first used in the preparation of the dye solutions, to dissolve the color powders. Then large quantities of water are required to wash the sarees. For these two operations the chemical properties of the matter matters too. A good amount of water is also needed to wash the printing tables, the screens the buckets and other tools. Hence, drought has an immediate adverse effect on the dyeing and printing industry which is his in the first place by shortage of water.

Another ecological limit to the concentration of textile printing factories in Jetpur is water pollution factories discharge their effluent, loaded with dyes and other chemicals into streams and rivers resulting directly in the pollution of the surface water and by infiltration of the underground water. In addition washing places for the sarees have been constructed along the banks of rivers and in the agricultural fields in the surrounding of Jetpur. This has increased the pollution of rivers and also affected agriculture. This wide spread pollution is not only harmful for the environment but it also generates health hazards for the people and the cattle in this area.

For this situation Gujarat Government appointed a task force committee in 1979 to examine this water pollution problem. Subsequently from 1983 the Gujarat state water pollution control board stopped issuing a 'No objection Certificate' for setting up new printing units in Jetpur. An agreement was eventually reached the Jetpur industrialists and the Board in order to implement a collective water pollution program, whose expenses were to be shared by the entrepreneurs and the Government of Gujarat. Hence on effluent disposal system, consisting of drainage network and a collective treatment plant, was constructed, and the plant was eventually inaugurated in May 1992 but the problem of the chemical pollution created by the washing place scattered along rivers and in agricultural fields is not solved as yet. This state of affairs promoted the district administration to resort to extreme steps in order to curb water pollution, like the demolition of some washing places.

The golden years of the Jetpur dyeing and printing industry, when the town was known as 'the little Dubai' of Saurashtra, however though the fall in the demand does not give much scope for future expansion of the Jetpur printing industry at the global level. It still allows the firms with a rigorous management to be very prosperous and the more dynamic ones to plan an increase in their processing capacity.

The research has given information about the year of establishment of industry, about the type of firm, number of employees in the unit, area of the unit, number of workers in the unit, number of sister concerns, nature of business, products manufactured by the firm. Area of the market and finished goods exported by the firm in following tables.

TABLE NO 1.2

Year of Establishment of Printing Saree Units in Early Times

Sr. No.	Type/size Of firm	1948	56	68	70	77	78	80	82	87	89	90	91	92	93	95	96	total
1	Small	-	-	-	1	1	-	1	1	1	1	1	1	-	1	1	-	10
2	Medium	-	-	1	2	-	-	-	1	-	1	-	2	2	-	-	-	09
3	Large	1	1	-	2	-	1	1	1	1	-	-	1	-	-	-	1	10
4	Total	1	1	1	5	1	1	2	3	1	2	1	4	2	1	1	1	29

Sources: Prepared from data given by Jetpur Dyeing and Printing Association

Above table reveals there are three types of unit i.e. Small, medium, and Large. Each has 10 units for the sample. In this table the year of the establishment of the unit has been mentioned. There was one unit of large scale unit which was established in the year 1948 and 1956. In 1968 there is one unit among the medium only. In 1970 there is a unit from small and there are 2-2 units from the medium and large. In 1977 there is only one from the small size; in 1978 there is only one from the small size unit established. There is one unit has been established in 1980 in small and also large scale. In 1982 all types of firm has established one unit. In 1987 there is one unit from small and also one from large size. In the year of 1989 small and medium size firm has been established one unit. In the year 1990 there is only one unit in the small type of unit. In 1991 there is one unit in small and large scale and two units in the medium size. In the year of 1992 there are two units has established in the medium size. In 1993 and 1995 only small size firm has established one unit and in 1996 only large size firm has been established one unit. It means that in 1948 when this industry was started only large size of firm has started the unit. Researcher has received information of only 9 units of medium size. Here it seems that small size units has been started in the year 1970, 1977, 1980, 1982, 1987, 1989, 1990, 1991, 1993 and 1995. Among the 10 units only 9 units of medium size have given information about their establishment year. The years of started units are 1968, 1970, 1982, 1989, 1991 and 1992. In the year 1970, 1991, 1992 there were two units established. And in 1956, 1970, 1978, 1980, 1982, 1987, 1991 and 1996 are the establishment of the large size units. In 1970 there were two units established from large size units.

An Informative table about the type of firm has given below:-

TABLE NO.1.3

TYPE OF FIRM

S. No.	Type of firm	Ownership	Partnership	Total
1	Small	250	50	300
2	Medium	155	10	165
3	Large	30	05	35
4	Total	435	65	500

Above table reveals the information about types of firm in which most of the printing saree units are of small size. More precisely there are 300 small units out of which 250 units are of proprietorship whereas 50 units are belonging to partnership category. Moreover there are 155 Units which are of medium-sized. There are few big units i.e. 30 Units are of proprietorship.

Total area of the units has given in below mention table.

TABLE NO 1.4

AREA OF THE UNIT/FIRM

S. No.	Area in Sq.ft.	Size/Type of the Firm		
		Small	Medium	Large
1	4000	-	1	-
2	8000	1	1	-
3	9000	3	-	-
4	10000	-	1	-
5	10800	1	-	-
6	11000	-	-	1
7	12600	1	-	1
8	15000	-	-	1
9	16000	-	-	2
10	17500	-	-	1
11	18000	1	1	1
12	18900	-	1	-
13	19200	-	1	-
14	20700	-	1	-
15	22500	1	-	-
16	24300	-	-	1
17	25000	1	-	-
18	27000	-	-	1
19	36000	-	1	-
20	42500	-	1	-
21	43000	-	-	1
22	54000	-	1	-

Above table gives information about the area of the firm, small size unit hold less area of land for production. Three units have about 9000 sq.feet area and other have 8000, 10800,12600, 18000,22500 square feet area. In the medium size there are 4000, 8000,100000,18000,18900,19200,20700,36000

42500 and 54000 square feet area. And in the large scale there are 11000,12600,15000,17500,18000,24300 and 27000,43000 and two units have 16000 square feet are in their production. According to the data medium size units hold large square feet of land as compared to small and large units of the study hold minimum 8000 sqaure feet land for their functions.

Textile Printing

Textile printing involves the production of a predetermined colored pattern on a fabric, usually with a definite repeat. It can be described as a localized form of dyeing, applying colorant to selected areas of the fabric to build up the design.

The greatest change in fashion and design that has ever occurred in European textiles was the general introduction of printed fabrics. The first printed fabrics were produced in India and China over four thousand years ago. European textile printing dates from about the tenth century. Until relatively cheap printed fabrics became available, patterns on European dress were the result of weaving or embroidery. Such clothes could only be afforded by the wealthy

Modern procedures for printing textile goods may be traced back to the block printing of silks in ancient China. In this method a wooden block with a raised pattern on the surface was dipped into the printing colorant and then pressed face down on to fabric. The desired pattern was obtained by repeating the process using different colors. Printing by brushing colorant through thin metal stencils and the transfer of illustrations to the printed page from engraved rollers in a printing press was also widespread by the fifteenth century.

Block printing remained a practical proposition until the roller printing machine was invented by James Bell in 1783. This enabled six colors to be printed at a rate equivalent to that of 40 hand-block printers. The success of the machine depended on the hard rollers, each of which bore an engraving (i.e. an intaglio engraving, in which the depth of the recess on the roller determines the intensity of the print produced) corresponding to a particular color component of the design. The machines were capable of continuously printing six different colors in sequence, with the rollers pressed against the fabric.

One of the earliest methods of textile printing was the painting of a design on the cloth using a bamboo pen or brush. The technique was widely used in India to produce a range of elaborate and beautiful designs. Indian printed fabrics began to be imported into Europe in the late sixteenth century. The designs were based upon floral motifs and these formed the basis for early European printed designs. Penciling was used in Europe until the early nineteenth century. The method supplemented hand-block printing.

From about 1752 engraved flat copper plates were used to produce printed fabrics. The design was cut into the surface of the plate and it was these lines which held the color. The fabric and plate were tightly clamped together in a press to transfer the design to the cloth. Plate prints were made in a single color, usually red, purple or blue. Extremely detailed images could be produced with the process.

Most plate prints were used as furnishing fabrics, although some small patterns were produced as dress material. Handkerchiefs commemorating political or public events were also produced in quantity. By the end of the eighteenth century plate printing had been almost completely replaced by copper roller printing. This type of printing was used industrially from the 1920s to produce high quality prints in small quantities.

Initially the process was a manual one with two printers passing a rubber-edged squeegee across the screen to force the paste onto fabric. The screen then had to be lifted and moved to print the next section of the pattern. In the 1950s semi-automatic and fully automatic flat screen printing methods were developed. These cut production costs significantly.

This technique is the most common form of textile printing and it involves the application of the printing paste through a fine screen placed in contact with the fabric to be printed. A design is created in reverse on the screen by blocking areas of the screen with a material such as an opaque paint. The screen is then placed over the fabric and the printing paste is forced through the open areas of the screen using a flexible synthetic rubber or steel blade known as a squeegee

In hand screen printing the squeegee is drawn steadily across the screen by hand at a constant angle and pressure. However, screen printing is now usually automated, with hand screen printing confined to the high fashion industry. Fully automatic screen printing involves the continuous rotation of a cylindrical screen which is kept in constant with the fabric, ensuring continuous movement of the fabric through the machine. As the screen rotates, printing paste is forced through the design (open) areas of the screen with the aid of stationary squeegee. Printing paste is pumped into the inside of the screen from a container at the side of the machine at an automatically controlled rate

In the mid 1950s a new type of screen printing method involving a cylindrical screen was developed. Rotary screen printing involves a series of revolving screens, each with revolving screens, each with a stationary squeegee inside which forces the print paste onto the fabric. Twenty or more colors can be printed at the same time. The process is much quicker and more efficient than flat screen printing. Since the 1970s it has grown to dominate the textile printing market

Both dyes and pigments may be used as colorants in the printing process, although the mechanisms by which they are fixed to the textile are quite distinct. The same forces of dye-fiber association apply to both dyeing and printing and, in principle, the dyes used to give a plain-colored fabric could be used to print that fabric. However, there are three important characteristics a dye must possess in order to be used in the printing process.

- The dye must first be able to dissolve in the small amount of water used in the printing paste.

- The dye must be able to diffuse at a reasonable rate from the printing paste on to the fiber, leading to preference for dye molecules with a low relative molecular mass.

- The unfixed dye must be capable of being washed off satisfactorily without staining the unprinted areas of the fabric.

Pigments are widely used in textile printing, with about 45% of all textile prints produced using pigments. Unlike dyes, they do not directly associate with the textile fibers but are fixed to the textile with a so-called binding agent. The binding agent is usually a copolymer which is incorporated into the printing paste and forms a three-dimensional film when heated.

If a textile print is washed soon after printing and drying, most of the colorant will be washed away. An appropriate fixing technique is therefore necessary. Fixing techniques are seldom completely successful and it is usually necessary to follow fixing with removal of the unfixed dye, thickeners and other auxiliary chemicals by a washing process. The efficacy of the fixing and subsequent washing process is extremely important to the quality of the print, and mistakes made at this stage of the printing process can be very costly

Printed dyes are usually fixed by a steaming process, the steam providing the heat and the vehicle for transfer of the dye from the printing paste to the textile fiber.

Pigment prints are fixed to the fabric simply by baking printed fabric. When the fabric has been printed to an adequate temperature the binder forms a continuous film that incorporates the pigment particles and sticks to the fiber surface. At the same time, if the temperature and pH conditions are suitable, cross-linking between the binder molecules is achieved

During the last 20 years a digital revolution has occurred that has touched everyone's life. We are now surrounded by digital telephones, audio equipment, cameras, camcorders, TV, laser barcode readers, etc., and many homes possess a computer with access to the Internet. Digital technology has greatly affected many industries including the textile printing market, not only by the introduction of full-width jet printing machines but also in every aspect of conventional print production, from the design stage, through coloration and recipe formulation, screen manufacture and print paste preparation to the final control of the printing machine itself.

Jet Printing

Jet printing may be defined as a process by which the desired pattern with its individual colors is built up by projecting tiny drops of 'ink' (special dye liquors) of different colors, in predetermined micro-arrays (pixels), onto the substrate surface. In all true jet printing systems the ink is projected onto the surface as a controlled series of drops. Usually a set of inks is used consisting of at least three or four primary colors, namely cyan (turquoise), magenta, yellow and optionally black, the so-called CMYK inks. As most ink-jet printers were originally designed for paper printing, the terms encountered in, for example, technical specifications are more related to those used in the reprographics industry than to those that a textile printer would normally employ. Thus reference is usually made to inks rather than dye solutions, pigment dispersions or print pastes. Similarly print resolution is usually defined as dots per inch(dpi) or lines per inch(lpi)

In the field of textiles ink-jet printing is fundamentally different from that of all other techniques, not only because of the non-contact mechanics of the print head but also in the means by which the individual colors of a design are produced. A great deal of computation is necessary to produce each of the millions of pixels in a design and this continues for as long as the machine is printing the fabric. In the past printing machines were adjusted entirely by mechanical methods using the operator's experience and judgment, and although modern impact printing machines may be fitted with more refined feedback devices, these are considerably less sophisticated when compared with the electronic control of jet printers.

In printing, wooden blocks, stencils, engraved plates, rollers, or silk-screens are used to place colors on the fabric. Colorants used in printing contain dyes thickened to prevent the color from spreading by capillary attraction beyond the limits of the pattern or design.

Traditional textile printing techniques may be broadly categorized into four styles:

- Direct printing, in which colorants containing dyes, thickeners, and the mordents or substances necessary for fixing the color on the cloth are printed in the desired pattern.
- The printing of a mordant in the desired pattern prior to dyeing cloth; the color adheres only where the mordant was printed.
- Resist dyeing, in which a wax or other substance is printed onto fabric which is subsequently dyed. The waxed areas do not accept the dye, leaving uncolored patterns against a colored ground.
- Discharge printing, in which a bleaching agent is printed onto previously dyed fabrics to remove some or all of the color.

Resist and discharge techniques were particularly fashionable in the 19th century, as were combination techniques in which indigo resist was used to create blue backgrounds prior to block-printing of other colors. Most modern industrialized printing uses direct printing techniques.

A typical printing process involves the following steps:

Color paste preparation

When printing textiles, the dye or pigment is not in an aqueous liquor, instead, it is usually finely dispersed in a printing paste, in high concentration.

Printing

The dye or pigment paste is applied to the substrate using different techniques, which are discussed below

Fixation

Immediately after printing, the fabric is dried and then the prints are fixed mainly with steam or hot air (for pigments). Note that intermediate drying is not carried out when printing carpets (too much energy would be needed for removing the highly viscous liquor)

After-Treatment

This final operation consists in washing and drying the fabric (it is not necessary when printing with pigments or with other particular techniques such as transfer printing).

Pigment Printing

Pigment printing has gained much importance today and for some fibers (e.g. cellulose fibers) is by far the most commonly applied technique. Pigments can be used on almost all types of textile substrates and, thanks to increased performance of modern auxiliaries; it is now possible to obtain high-quality printing using this technique.

Pigment printing pastes contain a thickening agent, a binder and, if necessary, other auxiliaries such as fixing agents, plasticizers, deformers, etc.

White spirit-based emulsions, used in the past as thickening systems, are used only occasionally today (mainly half-emulsion thickeners).

After applying the printing paste, the fabric is dried and then the pigment is normally fixed with hot air (depending on the type of binder in the formulation, fixation can also be achieved by storage at 20°C for a few days). The advantage of pigment printing is that the process can be done without subsequent washing (which, in turn, is needed for most of the other printing techniques).

CURRENT SCENARIO OF TEXTILE INDUSTRY IN INDIA[14]

Fashions have always influenced creation of demand in this industry, especially after the rise of retailers; control of the commodity chain. Given their closeness and greater understanding of the market than manufacturers, these traders sought to compete through market innovations like new designs and fashion marketing rather than through cost reductions by innovations in production techniques. Here again, there are differences across various segments. Women and children's ear is subject to more fashion based design changes as compared to men's wear. Further, socio-economic and related cultural changes have created a general trend in clothing towards more informal and casual wear since the 1970s. Consumption based identities have begun to play a bigger role in market niches. All these factors have led to the rise of distinct segments in the apparel market.

1. Vibrant and growing up market fashion segment and
2. A relatively stagnant, low priced and standardized segment.

The former market is highly volatile and is characterized by short production runs, fast changing fashions and designs, aggressive marketing and higher mark-ups. In response to market instability, firms target smaller, more rapidly changing market niches, which require quick alteration of product designs. Here, cost advantages do not matter as much as in the mass-market segment. More important is the 'quick response' factor (QR), the ability to deliver in time and adjust production to changing designs and quantities. In other words, 'flexibility' becomes an essential characteristic of production for this segment. Thus, the cost advantage gained in dispersing production to low wage areas tends to be offset by slowness in supply response. Production in distant locations is not further, the quality requirements of the fabric meant for such up-market garment production necessitates confinement of production to countries with better processing technologies.

Nevertheless, garments of certain segments that are relatively less intensely driven by fashion and requiring lesser quality may continue to be sourced from distant regions. Textiles and Clothing Industry, contributing 35% of India's total export earnings and one of its largest sectors in terms of output and employment generation, is aggressively modernizing and expanding its capacities. India's share of the $560-billion world textile and apparel market is likely to double and reach a target of $50 billion a year by 2015.

India's edge of its low cost & skilled labor, raw materials and excellent designing skills are offset by factors like intense competition from china, higher power generating cost, relative interest cost, structural anomalies and low productivity levels. India]s multiple resource based advantages in cotton, silk, wool and manmade fibers in addition to capacity based advantages in the textile spinning and weaving is counteracted by the deficiencies of erratic supply of power and water, inadequacies in road connectivity, port facilities and other export infrastructure added to highly fragmented supply chain beset with bottlenecks.

Garments Industry in India, concentrated in the small-scale sector till few years back, is now having large-scale units such as Reliance, Arvind Mills, Raymond's, etc. The Industry is concentrated in a few clusters viz. Tiruppur, Delhi, Mumbai, Bangalore, Ludhiyana, etc. It has a unique advantage of being a vertically integrated one from Fiber to Garment. Easy availability of raw materials, natural or synthetic fibers, world-class facilities in producing synthetics filament yarn is the strengths. Indian Garment Industry has a significant presence in low value added items but is yet to make a mark in the high value added segments. The industry is not fully automated and the products are of low quality. The industry being concentrated in the small-scale sector, they are not equipped to produce on a mass scale and meet the changing fashion trends the world over. The industry has to reduce the lead time required to bring its merchandise to the final consumer. Adopting latest techniques such as effective supply chain management, e-commerce, etc. and diversifying and expanding its product range to include high value added items can make it competitive. The garment industry is increasingly being governed by ecological concerns. India's growing, sophisticated and increasingly fashion conscious middle class forms a base for huge domestic demand presenting an opportunity to the garment producers to tap this market.

However, there are many international brands that are waiting to have a share in the garment pie. The Indian units have to compete with these international brands on domestic turf. With the advent of Business Process Outsourcing, there is an outsourcing wave in the textiles and garment industry. The big retailers in the US and elsewhere are looking at ever possible opportunity to cut their costs and are out sourcing their activities to India. World's leading garment retailers such as Wal-Mart, JC Penny and Gap are sourcing their garment requirements from India. The retailers do not want to source from China alone. In the Post-MFA era, India needs to increase to the scale of production, improve the skill level, improve transportation and communications infrastructure, and adapt technology to improve the efficiency and productivity of the companies. India's ministry of textiles is planning to help build 25 integrated textile parks within two years to support domestic manufacturers' bid to take full advantage of post-quota trading. This and other institutional support could give a big fillip to this sector. Indian companies were planning to invest INR300bn ($6.8bn) over the next two years to upgrade their facilities, to close the gap with China.

A new Kurt Salmon Associates Technopak study estimates that the Indian textiles sector needs at least $15bn of investment throughout the textile chain. Indian Ministry of Textiles said that labor laws are restricting the sector and that changes could increase the scale of the industry and allows it to take on the large orders that make up 60% of global trade. The ministry wants to allow contract employment, to help producers cater for seasonal demand, as well as an increase in the working hours from 48 to 60 week, with overtime benefits. The whole industry is technologically backward, as a major share of the market is controlled SSI industries, which in turn affects the quality and productivity of the sector. The Government of India (GOI) encourages the Indian textile industry to upgrade its manufacturing technologies to remain globally competitive. In an effort to encourage textile and apparel manufacturers to invest in modernizing their plants, the GOI realized the need to establish a focused and time-bound Rs 250bn Technology Up-gradation Fund (TUF) under the National Textile Policy 2000. Through TUF, the government offers an interest subsidy of up to 5 percent. In addition, the GOL offers incentives such as import duty waivers for the import of production machinery under its Export Promotion Capital Goods (EPCG).

Another important but a delicate problem India has to tackle is to restructure the industry without affecting seriously the majority players, the majority players, the handloom sector, who has contributed to the industry in a very big way. The informal sector, covering a wide spectrum of home-based production and cottage and small industries in India, has emerged as a dynamic and vibrant sector of the Indian economy. The sector contributes around 40 percent of the gross industrial value added to the Indian economy. It has made a commendable contribution of 40 percent in industrial production, 35 percent in direct exports, 45 percent in overall exports and 80 percent in industrial employment. Through over 32 lakh units, the sector provides employment to about 18 million people. In a labor-abundant and capital-scarce country like India, with mounting problem of unemployment, the growth and development of the small and informal sector deserves utmost importance. Besides emerging as the engine of growth for Indian economy, the sector helps to achieve important objectives like employment generation, more equitable distribution of income, industrial dispersal, optimum utilization and exploitation of local resources and capital and fostering entrepreneurship. These sectors and associated entrepreneurs need institutional support for technology up-gradation, infrastructure support for market penetration, and adequate working capital finance from the banking sector. There is also a need for small entrepreneurs to keep pace with the structural and technological changes taking place in large industries.

They should be in a position to adjust so as to act as service providers as many larger companies are keen on outsourcing, sub-contracting and ancillarisation of a number of job works/products manufactured by corporate. For the development of this sector there needs to be a major thrust on technology intervention in clusters which offers the small units an opportunity and easier access to get acquainted with new technologies. Since 1990, while India's exports have grown from about US$5 billion to US$17 billion, China's exports have grown from US$ 18 billion to about US$ 60 billion. China's exports also consist of more value added products (80 percent is apparel and made-ups as compared to about 50 per cent for India) and are less quota dependent in comparison to India. India should increase value addition and creating brands that would increase the value of our exports and create a unique positioning for India's products rather than competing only on a cost basis. The price points for Calvin Klein collection is about ten times the regular brands. And compare this to the cost of production of a shirt in India(less than half of the price of regular brands in the $10-20 range) and it is clear that the value of creating brands overshadows everything else in this industry. If the rising crude oil prices continue to upsurge to over $80 a barrel, these will add to the already rising input costs to make its global export trade virtually uncompetitive.

Transaction costs in case of textile exports which at present ranges over 10% will further go up with rising crude oil prices. The textile sector has not even received 1.5% of total FDI that India attracted in the last 10 years due to the inefficient operational costs incurred by Indian industry as compared to China and other similar competitors. An inflexible labor policy and low application of Information technology are other issues ailing the industry. In textile industry information technology helps impart better quality, improved productivity, and savings in spare parts ordering and even in tackling absenteeism effectively. In items of mass customization, resource optimization, data warehousing, trade methodology and communication infrastructure to maintain its competitiveness textile industry is no exception to the general trend. The Indian textile industry today is faced with an urgent need to modernize its designing and manufacturing technique and make it viable and globally competitive. Application of IT in textile spinning is by its use in the ring frame department, the most important departments in a spinning mill as it consumes about 60% of the overall conversion cost associated with the production. In weaving, computer Aided Design is very crucial. Computer Aided Mgt. and role of IT in garment manufacturing in the areas of pattern making and grading are crucial too. The importance of IT in documentation and standardization of MIS in running an organization is as crucial to textile industry as for any other industry today. According to DK Nair, Secretary General of the Confederation of Indian Textile Federation, with the removal of quotas by the WTO the entire textile industry is going to become an Asian industry by 2010 because the west cannot sustain such a labor intensive industry. Infrastructure and other regulatory support apart, the Indian Garment Industry at the crossroads now, with the only option for survival being scaling up and re-inventing it to take on the world competition and make the label ”Made in India” sell.

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Overview

During the early nineteenth century Wellingtons and Napoleon's observations made sense. With onset of battle, communication became muddled, artillery was mobilized and a commander's ability to control his forces was limited. Consequently the leadership of a single general could prove decisive in battle by maintaining clarity of command and control.

We are now at a totally different stage of warfare. This not to say that the fog of war has completely lifted but visibility and synchronized actions and the speed precision and lethality of response is beyond comparison to anything that has preceded it. The battle field success of the doctrine and technology of network centric warfare was not based up on a single brilliant plan, or a single individual group, but rather was a property of network, both technologically and organizationally. As operation Iraqi freedom saw vividly illustrated. Battle plans can now be changed very rapidly, affecting all aspects of operations strategy, tactics, logistic and operations. The competencies that make Network Centric Warfare a success are network properties. They are no longer solely province of charismatic leader or chance, but the result of diverse competencies and a new understating of the role and growth of leadership, and how it is learned and rewarded.

Early Leadership History

Leadership among Greek warriors was based up on "a first among equals" principle. Such leadership was a product of a culture of equality and mutual accountability. In a very tangible sense, cultures are networks of social relationship. Military culture especially in battlefield situations has highly articulated roles and codes of conduct and mutual accountability. Although an individual may gain prominence and status apart from a group, it is often not the result of individual achievement, but how the individual exemplifies certain traits that represent the best traits of that group, such as sacrifice, decisiveness, courage, initiatives and prowess. In fact, to attribute successes to the individual that drive from the group undermines a core principle of true leadership; the group comes before the individual.

In the following stanzas taken from Alfred Lord Tennyson's ode to Wellington, many of the qualities that continue to make leaders great are captured:

…Mourn for the man of amplest influence,
Yet clearest of ambitious crime,
Our greatest yet with least pretence,
Great in council and great in war,
Foremost captain of his time,
Rich in saving, common sense,
And, as the greatest only are,
In his simplicity sublime…

…who never sold the truth to serve the hour,
Nor paltered with Eternal God for power;
Who let the turbid steams of rumor flow,
Thro' either babbling world of high and low;
Whose life was work, whose language rife
With rugged maxims hewn from life;
Who never spoke against a foe;
Whose eighty winters freeze with one rebuke
All great self-seekers trampling on the right.
Truth teller was our England's Alfred named;
Truth-lovers was our English Duke;
Whatever record leap to light
He never shall be shamed…

By embodying the best quality of group, a military leader does not try to elevate himself above his peers, but brings honor and distinction to them, be their his company brigade, division, or services. These qualities of "Simplicity Sublime" and "Truth-Teller" are parts of the best military culture. They are hard to transfer from the field of battle into bureaucratic and administrative assignment, where often different types of codes of conduct are rewarded. As noted earlier small network of 150-200 individuals can still be coordinated by face to face relationship and personal codes of honor and accountability. At such a scale, combat relationship are more transparent and accountable, and hence, not so easily “Gamed” and “politicized” as in hierarchical, formal organization. It is not surprising that many who succeed on the battlefield failed to adjust to the rules of bureaucratic organization, whose code of success are often at variance with those of battlefield group.

In bureaucratic organizations, successful leadership can entitle the subordinate of the interest of the group to the promotion of individual, as visibility to outside party is associated with an individual leader who is personally credited with a certain policy or success. Under such circumstances, the leader in bureaucratic groups becomes a marker, a king of shorthand, for the success or failure of an issue, this kind of leadership can entitle taking much of the credit and little of the blame, thereby undermining the very principles of trenchancy and accountability upon which effective peer networks depend.

The systematic failure of corporate leadership and governance in India over the last ten years can be partially attributed bureaucratic culture wherein a company’s success was almost totally attributed to the skills of CEOs and senior managers. This was reflected in the senior executive compensation packages that ballooned unprecedentedly with compare to average worker’s pay packages. Yet when downturn came, and even widespread fraudulent practices were revealed, very few corporate were held accountable and shareholders and employees assumed the bulk of the losses. These failures were neither personality not individually based, but were systematic in terms of how leaders were selected, cultivated, rewarded and held accountable. The systematic subversion of governance leadership roles needed to achieve independence, truth telling and transparency has been its own kind of perverse “network effect.” It doesn’t mean that individual qualities are not important, but rather that sustainable and replicable qualities of leadership are treated here as network property, made possible by the combination of the character and the social network and the individual themselves. Moreover it will be argued that there are several different types of leadership roles and the relative importance and combination of these roles depends up on the circumstances and structure of the organizational network involved.

TYPES OF NETWORK LEADERSHIP ROLES

There are at least eight different kinds of leadership roles in networked organizations. Each of these can be associated with specific network signatures consisting of pattern of links and nodes and the social rules governing their interactions. For instance, some network leaders, such as visionaries, primarily generate new information and typically do not directly request others to perform task for them. They generally work in conjunction with connector and facilitator leaders who help them get their information out. Connectors, unlike visionaries, may have many symmetric dyadic interactions and the act as a gateway for a variety of sub networks, whereas truth-tellers leaders may only interact weakly with other members, having strong ties with a relatively small number of peers.

The eight principal network roles are discussed below. Many of the roles can coexist in the same person. However as network grow in scale in complexity; these roles often become highly differentiated and expressed as Searle's Institutional facts.

The Exemplar or "Alpha Member"

Most peer networks, whether they are military, technological, recreational, adolescent, criminal, terrorist, artistic, professional, or athletic, are founded by individuals who exemplify the standards and qualities that characterize the best competencies of the peer network. These are the role models that others imitate. Sometimes their role can be simply symbolic, even ceremonial, but they are nonetheless important in setting the tone and culture of the organization. Successful and charismatic founders of new organizations, from Bill Gates, Steve Jobs, and Sam Walton to Osama Bin Laden and Aum Shinrikyo, all embody values and personalities that become the values of their organization. These leaders also exemplify the assessment criteria and set the standards for becoming a member of a network. In the military, each Service has its own types of exemplars: pilots and Seals for the Navy; Green Berets, and Rangers for the Army; and fighter pilots for the Air Force. These exemplars embody what is considered the most difficult and admired professional qualities that set that Service apart.

The Gatekeeper

For every network there are membership rules—criteria for being included, retained, elevated, and excluded. The gatekeeper decides who is in and who is out. In Congressional politics, the party leadership plays this role by deciding who gets what committee assignments and whose bills take precedence in a legislative agenda. This is a role that President Johnson as the former majority leader of the Senate understood brilliantly, while President Carter—an outsider, visionary, truth-teller, and moralist—never fully appreciated. In many military organizations, the drill sergeant often plays multiple leadership roles, acting as exemplars, enforcers, and gatekeepers. He weeds out recruits whom he believes fail to meet the standards of his unit. The gatekeeper role is especially important for elite units that seek to achieve a high degree of exclusivity based upon exceptional standards of excellence. Like the doorman to exclusive clubs, the gatekeeper role is a combination of truth-teller, applying the standard for admittance, and enforcer, denying admittance to those parties that fail the test.

The Visionary

The role of the visionary leader is to imagine futures, determine what is limiting about the present, and show what is possible in the future. Visionary leaders such as Steve Jobs, Winston Churchill, Walt Disney, Craig Venter, Billy Mitchell, and Thomas Edison are a constant fount of new ideas and are "at war with the present." Many high technology startups have been founded by visionaries, but eventually end up being run by operatives or fixers. The visionary leader imagines new possibilities, creating new institutional facts and realities, and therefore plays a critical role in moving networked organizations in new directions. This is an absolutely critical role in the start-up or crisis phase of an organization. However, it can also be disruptive in circumstances where continuity and execution are critical to success.

Visionaries play a vital and sometimes contentious role within the military. They are often the first to see weaknesses in prevalent military doctrine, to espouse new technologies and doctrines, and therefore, to challenge current leadership and entrenched interests. Consequently, unless they are able to prove themselves within wartime, their ideas can languish for decades. Rare are the individuals such as Lord Nelson.

The Truth-Teller

In every network organization, someone has to keep the network honest. This entails the very challenging task of identifying free riders and cheaters. In knowledge-based organizations, it is also about ferreting out half-truths, spin, blunders, and lies. Such a leadership role can become easily compromised. Like the accounting function in a corporation or the judicial function in the legal system, truth-tellers can lose their independence, and hence effectiveness. Since these are often the first roles to go in times of stress, successful leadership is exemplified here by independence, transparency, accuracy, and candor in the face of enormous pressure. One of the arguments for modesty in leadership is that the lure of celebrity and its attendant rewards can compromise independence and hence, credibility. Therefore, if a leader is to be an effective truth-teller, he or she must also be credible, and even the hint of self-dealing can undermine his effectiveness.

The challenges are especially acute and consequential within military organizations. If credibility breaks down, trust soon becomes the next casualty, and then the overall effectiveness of the chain of command. The admonition “Don’t shoot the messenger” is taken from military experience and reflects the high potential cost of reporting unwanted information. In response to such pressures, the military developed the doctrine of “ground truth” after the Vietnam War. The truth telling goal is to provide authenticated and inevitable pressures of peers and superiors to report what they want to be known, rather than the truth of the matter. Being a truth-teller can be highly unpopular and a long road to advancement.

The Fixer

This is an individual who knows how to get things done and measures him or herself not just by how many people they might know, but rather how they can get things done that others cannot. Such individuals are results oriented. They “know where the bodies are buried” and what “makes people tick.” In politics, they are the operatives, the Mr. Fix-its. They are all about opening and closing loops—getting tasks done. In Tennyson's words, they abide by the "rugged maxims hewn from life." They are without illusions and are inherently pragmatic. They may interact with a range of other network leaders—visionaries, truth-tellers, and connectors—but always with a concrete outcome in mind.

Within the military there is the archetype of the "scrounger," an individual who is highly skilled at finding and assembling "found" materials, people, and resources to solve a variety of human and mission needs, from chocolate and silk stockings during WWII, to scrap iron as armor plating for Humvees in Iraq. Fixers are gifted improvisers, what the French call "bricolagers," who take common available materials and repurpose them into something useful. In contrast to those who work through normal channels and depend upon approved procedures, fixers typically are "rule benders" and work through informal networks. Within the British Army during the late Victorian period, the Quartermaster was famous for the orderly but creative acquisition of supplies under the most trying and unpredictable of circumstances.

The Connector

These network leaders participate in multiple social networks, connecting not only with a large number of members, but a highly diverse number of members as well. They are known for having numerous friends, connections, and contacts—for being consummate networkers. Like the visionary leaders, they can introduce variety and options into a network through the diversity of people with whom they interact. They are critical for identifying and accessing new resources and helping to get a message out. By building links across network boundaries, they can help a networked organization break out of the "lock ins" of scale-free networks and introduce greater diversity, and hence robustness. During WWII, General Eisenhower as the Supreme Allied Commander developed a reputation as a highly accomplished connector leader by virtue of his ability to relate to the different interests and cultural styles of the allied commanders. He was able to make and sustain connections among contending parties in order to keep the alliance together and on course. He was also able to exercise significant control over those whose primary allegiances were to different military organizations.

The Enforcer

In smaller networks, this role is often combined with that of the gatekeeper and even the truth-teller. However, in larger networks it is an independent role. Enforcement can mean physical coercion, but more often entails psychological or peer pressure. Like the truth-teller function, independence and transparency are critical for overall network effectiveness. Clearly, force and military means are the enforcement methods of last resort, but are necessary in order to buttress other forms of enforcement, which can vary from guilt and shame to legal redress. Most networks have their own forms of redress and enforcement that entail exclusion. The power of ostracism in Greek city-states, for example, was extremely effective because it not only removed an individual's right of protection but destroyed their social identity as well.

The Facilitator

In order for a network to grow and evolve, it must be able to add new members and reach across network boundaries in order to do so. The facilitator role is pivotal in creating communities or sub-networks that provide the greatest form of network value. By assuming a leadership role in helping others, facilitators create value that benefits an entire network or community, whereas a connector, while playing a similar value creation role, appropriates value to him and only indirectly benefits the overall group. The role of facilitator in many respects resembles that of the "community coordinator" in the development of communities of practice, a method developed for helping to create and leverage knowledge.

Within the military, this role is filled primarily as a staff functions to a commander, and therefore may not appear to have the cache of the connector or visionary leadership roles. However, in networked organizational structures where decision-making is being more distributed and less hierarchical, this leadership role is vital to coordinating and enabling other actors and decision makers. In the case of networked organization, the facilitator role and the associated skills of enabling cooperation and self-organization will play a more critical role than within current hierarchical organizations. When self-synchronization depends upon peer-based cooperation, the facilitator role is a prerequisite for effective operations.

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[1]. **Peter Drucker** points out that, “Managers (business leaders) are the basic and scarcest resources of any business enterpraise”.[2] **Gorge Terry** points out that “Of every one hundred new business establishment started, approximately 50 or one half go as our business within two years.[3] 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.

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 that group.

DEFINING LEADERSHIP:

Leadership may be defined as the art of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically for achievement of group objectives. Most management writers agree that,

“Leadership is the process of influencing the activities of an individual or a group in efforts towards goal achievement in a given situation.”[4]

“Leadership is the process of directing the behavior of others toward the accomplishment of objectives.”[5]

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.

It is important to add the element of “Willingness” in the above definitions. This element of willingness differentiates successful and effective leaders from the “Common run of the managers.” Motivating and influencing people to move towards a common goal are all essential elements of management, but the “Willingness” of the followers to be led highlights a special quality that puts a leader high above others.

Based on these elements of a leadership function the leadership may be defined as[6].”

L=F (f, g, w, s)
Where leadership (L) is a function (F) of:
f=followers
g=goals
w=a measure of willingness on the part of subordinates, and
s=a given situation

From the above discussion, it can be said that leadership is an interpersonal relationship between the leaders and followers. People who engage in leadership are referred to as leaders and those individuals toward whom leadership is directed are referred to as followers. Both leaders and followers are involved together in the leadership process. Leaders need followers and followers need leaders.

LEADER V/S MANAGER:

Leading is not the same as managing. Many executives fail to grasp the difference between the two and therefore labor under a misapprehension about how to carry out their organizational duties.

Management is all about believing in somebody else, while leadership is about believing in you. Leadership is about assimilating, learning and understanding your role as guide and steward based on your most deeply held truths.[7]

Management is about arms and hands; leadership is about heads and hearts. While leadership captures the contituments' heads and hearts appealing to their conscience management buys their arms and hands, through hierarchies. Management gets people to do what needs to be done. Leadership gets them to want to do them.

Management is about the present, leadership is about the future. According to **John Kotter**, "The fundamental purpose of management is to keep the current system functioning while that of leadership is to produce useful change." Management tries to deal with complexities that arise in the current system, while leadership tries to cope with change. **Zaleznik** sees managers as fairly passive work-centered operators intending on keeping the present show on the road, whereas leaders are seen as people centric proactive, intuitive and attracted to situations of high risk where the rewards for success are great.

TRAITS OF LEADERSHIP:

A leader has certain inherent qualities and traits which assist him in playing a directing role and wielding commanding influence over others. Some of these traits according to Jago[8] are:

1. Energy, drive
2. Appearance present ability
3. A sense of cooperativeness
4. Enthusiasm
5. Personality-height and weight
6. Initiatives
7. Intelligence
8. Judgment
9. Self-confidence
10. Sociability
11. Tact and diplomacy

12. Moral courage and integrity
13. Willpower and flexibility
14. Emotional stability
15. Knowledge of human relations

These traits are not universal in nature. Not all leaders have these traits. Not all of these traits work at all times. While some of these traits differentiate successful managers and leaders from unsuccessful ones, it is the behavior of leaders, either as a result of these traits or otherwise, which is more tangible and obvious and less abstract than traits. The leadership behavior is directly related to individual worker activity and group activity, absences, turnover, and employee morale. These are indicators, to some degree, of the effectiveness of leadership behavior.

Many studies have been conducted in order to identify and separate such characteristics and personal traits that reflect the behavior of successful leaders. These traits than could be set up as standards against which the profiles of leaders could be matched and judged. However, such attempts have not been successful. According to **Ralph,** who studies the subject of leadership most extensively, “A person does not become a leader by virtue of the possession of some combination of the traits, but the pattern of personal characteristics of the leader must bear some relevant relationship to the characteristics, activities and goals of the followers.”

THEORIES OF LEADERSHIP:

Some of the approaches and theories to the study of leadership are explained below in detail.

1. Trait Theory of Leadership

Leadership trait theory is the idea that people are born with certain character traits or qualities. Since certain traits are associated with proficient leadership, it assumes that if you could identify people with the correct traits, you will be able to identify leaders and people with leadership potential.

Most of the time the traits are considered to be naturally part of a person's personality from birth. From this standpoint, leadership trait theory tends to assume that people are born as leaders or not made as leaders.

There is a lot of value in identifying the character traits associated with leadership. It is even more valuable to identify the character traits that followers look for in a leader. These traits would be the characteristics of an individual who is most likely to attract followers.

However, the idea that leadership traits are inborn and unchangeable appears to be incorrect. It is true that many of our dispositions and tendencies are influenced by our personalities and the way we are born. However, most people recognize that it is possible for someone to change their character traits for the worse. Someone who is known for being honest can learn to be deceitful. The whole idea of saying that someone was "corrupted" is based on the fact that people can learn bad character traits.

The traditional approach had been to describe leadership in terms of personal traits and special characteristics of leaders. These traits are not acquired, but are inherent personal qualities. The trait theory emphasizes that leaders are born and not made. This theory proposes that leadership is a function of these inborn traits. Some of these traits include intelligence, understanding, perception, and high motivation, and socio-economic status, initiative maturity need for self-actualization, self-assurance and understanding of inter-personal human relations. The existence of these traits becomes a measure of leadership. It holds that the possession of certain traits permits certain individuals to gain position of leadership. This relationship between successful leadership and traits was extensively studied by **Stogdill.**[9] He believed that, "The pattern of leadership traits is different from situation to situation. A person who becomes a leader in one situation may not become in a different situation." There is no single personality trait that would typify a leader and be applicable in all situations.

If people can learn bad character traits and become different than the way they are naturally through conditioning, it logically follows that they can learn good character traits as well. A person who is prone to being dishonest can learn to be honest. A person who avoids risks can learn to take risks. It may not be easy, but it can be done

- *Achievement drive:* High level of effort, high levels of ambition, energy and initiative
- *Leadership motivation:* an intense desire to lead others to reach shared goals
- *Honesty and integrity:* trustworthy, reliable, and open
- *Self-confidence:* Belief in one's self, ideas, and ability
- *Cognitive ability:* Capable of exercising good judgment, strong analytical abilities, and conceptually skilled
- *Knowledge of business:* Knowledge of industry and other technical matters
- *Emotional Maturity:* well adjusted, does not suffer from severe psychological disorders.
- *Others:* charisma, creativity and flexibility

Strengths/Advantages of Trait Theory

- It is naturally pleasing theory.
- It is valid as lot of research has validated the foundation and basis of the theory.
- It serves as a yardstick against which the leadership traits of an individual can be assessed.
- It gives a detailed knowledge and understanding of the leader element in the leadership process.

Limitations of The Trait Theory

Leadership implies activity movement and getting the work done. The leader is a person who occupies a position of responsibility in coordinating the activities of the members of a group. Hence, leadership must be conceived of in terms of interactions-for one to lead-and others who want to be led.

The trait theory of leadership has suffered from lack of conclusiveness and oversimplifications. The critics have charged that the theory focuses attention only on the leader and disregards the dynamics of the leadership process. Also, the theory ignores the situational characteristics which may result in the emergence of a leader. Some of the other weaknesses and failures of the trait theory are:

- There is bound to be some subjective judgment in determining who is regarded as a ‘good’ or ‘successful’ leader
- The list of possible traits tends to be very long. More than 100 different traits of successful leaders in various leadership positions have been identified. These descriptions are simply generalities.
- There is also a disagreement over which traits are the most important for an effective leader
- The model attempts to relate physical traits such as, height and weight, to effective leadership. Most of these factors relate to situational factors. For example, a minimum weight and height might be necessary to perform the tasks efficiently in a military leadership position. In business organizations, these are not the requirements to be an effective leader.
- The theory is very complex

Implications of Trait Theory

The trait theory gives constructive information about leadership. It can be applied by people at all levels in all types of organizations. Managers can utilize the information from the theory to evaluate their position in the organization and to assess how their position can be made stronger in the organization. They can get an in-depth understanding of their identity and the way they will affect others in the organization. This theory makes the manager aware of their strengths and weaknesses and thus they get an understanding of how they can develop their leadership qualities.

The traits approach gives rise to questions: whether leaders are born or made; and whether leadership is an art or science. However, these are not mutually exclusive alternatives. Leadership may be something of an art; it still requires the application of special skills and techniques. Even if there are certain inborn qualities that make one a good leader, these natural talents need encouragement and development. A person is not born with self-confidence. Self-confidence is developed, honesty and integrity are a matter of personal choice, motivation to lead comes from within the individual, and the knowledge of business can be acquired. While cognitive ability has its origin partly in genes, it still needs to be developed. None of these ingredients are acquired overnight.

2. Behavioral Theory of Leadership

So far, leadership has been studied informally by observing the lives of great men and formally by attempting to identify the personality traits of acknowledged leaders through assessment techniques. Since the Second World War, research emphasis has shifted from a search for personality traits to search for behavior that makes a difference in the performance or satisfaction of the followers.

The first study in this area was performed by Lewin, Lippit and White at the University of Iowa. They tried to find out what underlies differing patterns of group behavior as rebellion against authority, persecution of a scapegoat, apathetic submissiveness to authoritarian domination, or attack upon an out-group. They studied whether differences in subgroup structure, group satisfaction, and potency of ego-centered, and group-centered goals can be utilized as criteria for predicting the social resultants of different group atmospheres.

In a first experiment, they (compared one group of five 10-year-old children, under autocratic leadership, with a comparable group under democratic leadership. In a second experiment, they studied four comparable clubs of 10-year-old boys, each of which passed successively through three club periods in such a way that there were altogether five democratic periods, five autocratic periods, and two "laissez-faire" periods.

In the first experiment, hostility was 30 times as frequent in the autocratic as in the democratic group. Aggression (including both “hostility” and “joking hostility”) was 8 times as frequent. Much of this aggression was directed toward the autocrat.

In the second experiment, one of the five autocrats showed the same aggressive reaction as was found in the first experiment. In the other four autocracies, the boys showed an extremely non-aggressiveness, apathetic pattern of behavior.

Four types of evidence indicate that this lack of aggression was probably not caused by lack of frustration, but by the repressive influence of the autocrat: (a) outbursts of aggression, (b) a sharp rise of aggression when the autocrat left the room; (c) other indications of generalized apathy, such as an absence of smiling and joking; and (d) the fact that 19 out of 20 boys liked their democratic leader better than their autocratic leader, and 7 out of 10 also liked their “laissez-faire” leader better. Halpin & Winer modified Leadership Behavior Description Questionnaire for using it in the study of Air Force Personnel manning bombardment aircraft. The number of items in the revised form was reducted from 150 to 130, with characteristics of leader behavior such as membership (12 items), communication (22 items), organization (16 items), production (12 items), domination (19 items), leadership quality (31 items), goal dimension (9 items) and initiative (16 items).

A factoral analysis of the inter-correlations among 8 hypothesized dimensions of leader behavior resulted in the emergence of 4 factors. These factors were identified as Consideration (behavior indicative of friendship, mutual trust, respect, and warmth), Initiative Structure (behavior that organizes and defines relationships or roles, and establishes well-defined patterns of organization, channels of communication, and ways of getting jobs done), Production Emphasis (behavior which makes up a manner of motivating the group to greater activity by emphasizing the mission or job to be done), and Social Awareness (sensitivity of leader to, and his awareness of, social interrelationships and pressures inside or outside the group). Two factors, Consideration and Initiating Structure, accounted for 83 per cent of the total factor variance. Consideration tends to be correlated negatively with leadership effectiveness ratings by superiors, while Initiating Structure is positively related to effectiveness ratings. Consideration is not perceived as a form of behavior which contributes directly toward leadership effectiveness.

The study was sponsored jointly by the Human Resources Research Laboratories, Department of the Air Force, and The Ohio State University Research Foundation. Consideration and Initiating Structure became to some extent identified as "the Ohio State" dimension of leadership.

3. Contingency Theory :[10]

Managers and leaders in any organization are expected to influence the actions of their employees through several channels. Some of these include communicating with staff members, stimulating subordinates to work hard and ensuring that all the resources within the company are allocated well. These expectations can either be met successfully or unsuccessfully. Numerous researchers felt the need to come up with theories that govern successful leadership. One of these theories is known as the contingency theory.

An Analysis of the contingency theory

Fielder (1964) came up with this approach to leadership after realizing that leaders could function well if they changed their styles to suit the situation at hand. This is where the name contingency originates. Fielder conducted several studies of effective and ineffective leaders. Thereafter he concluded that the most successful approach would be to match organizational settings with leadership styles. These two parameters form the basis of the contingency theory of leadership.

According to Fiedler, leadership style may be defined as the way leaders and employees interact with one another. One cannot claim that a manager's leadership style changes from time to time. On the contrary, this is a fixed parameter since every leader has a different personality. The latter term largely affects the nature of the leadership style. Since this trait is important, Fielder came up with a method for categorizing leadership styles. He used the Least Preferred Coworker Scale (LPC). The Scale is applied only to leaders; the latter are asked to rate the person they feel has worked very poorly with them. The scale starts from one to eight and may be a classification of a co-worker from the past or the present depending on which worker was the worst. Examples of personality traits that guide the scaling process include;

Unfriendly versus friendly workers
Hostile versus supportive
Guarded versus open
Uncooperative versus cooperative (Fiedler, 1964)

All the latter traits are in ascending order with number 1 representing the character trait on the left while number 8 represents the character trait on the right.

The LPC scale's main purpose is to determine whether a particular form of leadership style is task oriented or people oriented. Leaders who score high marks in the scale favor interpersonal relationships. Consequently, those leaders who rate their co-workers in a negative light may be more interested in the task at hand. This also implies that such leaders have poor interpersonal relationships. However, critics have asserted that such traits may not necessarily be accurate. Some individuals may portray their co-workers in a negative light but still be keen on interpersonal relationships.

Fielder (1964) felt that those leaders who managed to match the requirements of the task with a dominant personality trait tended to be more successful. Dominant personality traits largely determine the approach chosen by leaders i.e. either people oriented or task oriented approach. The LPC scale indicates whether or not a certain individual values interpersonal relationships. In case leaders score highly, then they normally consider interpersonal relationships as a crucial part of implementing tasks. However, those who score low marks in the scale value task completion more than anything else does. Consequently, most of them may not bother creating close relationships with their employees.

Fielder (1964) was also concerned with the organizational environment or what is also called the situational variable. According to him, the situational variable can be defined as that aspect within the organization that can allow leaders to exert influence within their team.

He divided the situational variables as follows;
-Task structure
-Position power
-Leader to member relationships

The leader-member structure is defined as the level of acceptance team players have towards their leader. Task structures may be defined as the level of job specificity among subordinates. Lastly, position power is described as the level of authority attributed to a leader as result of his position within the organization. (Fiedler, 1964)

In the Leader-member situation, a leader would be more successful if he establishes strong links between himself and the other people within the organization; this is through trusting and respecting members of his organization. Additionally, successful leaders in the task structure situation are those ones that specify job detail well. Powerful leaders in the position power situation are those ones that exercise their right to fire and hire or to reward individuals within the organization.

All the latter three situations create eight leadership styles. These are then divided into two important groups known as the relationship or task oriented leaders. Five of the leadership styles fall under the latter category.

Fielder (1964) felt that task oriented approach were more appropriate in disasters or extreme situations. In cases where a fire strikes an organization, then leaders would be more efficient if they applied the task oriented approach.

At this time, the issue of position power is not very relevant and neither are the relationships of the co-workers. In extreme cases or in disasters, the individuals who direct tasks most efficiently become the leaders. The opposite is true for leaders who try applying a people oriented approach. This would mean considering what people think and this would eventually delay outcomes. Such cases require only the fastest responses for survival.

Task oriented relationships are also important in blue collar jobs. This is because such workers normally require direction and job specificity. Therefore, this leadership approach would be most appropriate. On the other hand, such scenarios may still be characterized by strong leader member relationships. The latter situation can be effected when leaders reward worker well for their efforts.

Relationship oriented leadership styles may be more favorable in situations where the organizational environment is highly predictable. Some of the most appropriate environments include research institutes. In such circumstances, subordinates would not like it if their leaders interfered with the nature of their task. Here, it would be more appropriate to work on building relationships with subordinates.

It should be noted that Fielder's theory does not cover all the possible factors affecting leadership. Some leaders may be more effective if they undergo training or gain experience on the job. Such factors have not been accounted for by the contingency theory.

Overly, Fielder was trying to say that leaders are not just successful or unsuccessful. Leaders can either be effective in certain situations and not all of them. Therefore, all individuals can become leaders if they choose the most appropriate situation to apply their leadership styles. Additionally, it is possible to make a leader more effective by altering the following; position power, task structure and leader member relationships. It should also be noted that Fielder's scale can be quite appropriate in determining leadership styles.

4. The Path-Goal Theory:

The Path-Goal model of leadership behavior has been propounded by **Robert J.House.**[11] This model emphasizes that the leader behavior be such as to complement the group work setting and aspirations. This approach is based upon the expectancy theory of motivation and reflects the worker's beliefs that effort will lead to successful results. The leader set up clear path and clear guidelines through which the subordinates can achieve both personal and work related goals and assists them in achieving these goals. This will make the leader behavior acceptable and satisfying to subordinates since they see the behavior of the leader as an immediate source of satisfaction or as a source of obtaining future satisfaction.

This approach is largely derived from the path-goal approach to motivation. The path-goal model takes into consideration the different types of leadership behavior. There are four such types of behavior that would support this approach, depending upon the nature of the situation. These are:

A Directive:

When the demands of a task on hand are ambiguous, directive leadership is needed. But when the task is inherently clear or clarification is otherwise available then a high level of directive leadership is not required and may in fact, impede effective performance.

B. Supportive:

Supportive leadership is friendly and approachable and has the most positive effect on the satisfaction of the followers working on pleasant, stressful or frustrating tasks that are highly repetitive.

C. Achievement oriented:

This type of support helps the subordinates to strive for higher performance standards and increases confidence in their ability to meet challenging goals. This is especially true for followers who have clear cut, non-respective assignments.

D. Participative:

This leadership approach encourages subordinate's participation in the decision making process. The leader solicits subordinate's suggestion and takes the suggestions seriously into consideration before making decisions.

In addition to the various patterns of leadership, certain, characteristics of subordinates themselves such as their ability, experience, motives, dedication etc and various aspects of the situation such as the structure of the work tasks, openness of communication, extent of feedback provided etc., from intergradient of the Path-Goal model.

Path-goal theory has three major strengths. First, it provides a theoretical framework that is useful for understanding how directive, supportive, participating and achievement-oriented styles of leadership affects the productivity and satisfaction of subordinates. Second, path-goal theory is unique in that it integrates the motivation principles of expectancy theory into a theory of leadership. Third, it provides a practical model that underscores the important ways that leaders help subordinates.

On the negative side, four criticisms can be leveled at path-goal theory. Foremost, the scope of path-goal theory encompasses so many interrelated sets of assumptions that it is hard to use this theory in a given organizational setting. Second, research findings to date do not support a full and consistent picture of the claims of the theory. Furthermore, Path-Goal theory does not show in a clear way how leader behaviors' directly affect subordinate motivation levels. Last, Path-Goal theory is very leader-oriented and fails to recognize the transitional nature of leadership. It does not promote subordinate involvement in the leadership process.

5. The Vroom - Yetton - Jago (VYJ) Model :

Another major decision focused theory of leadership that has gained widespread was first developed in 1973 and refined and expanded in 1988[12].This theory, which we call the **Veroom - Yetton - Jago (VYJ) Model** of leadership after its three contributors, focuses on how much participation to allow subordinates to the decision making process. The VYJ Model is built on two important premises:

(a) Organization decision should be of high quality (should have a beneficial impact on performance)

(b) Subordinates should accept and be committed to Organizational decisions that are made.

Decision styles:

The VYJ Model suggests that there are five decision styles or ways that leaders can make decisions. These styles range from autocratic (the leader makes the decision) to consultative (the leader make the decision after interacting with the followers) to group-focused (the manager meets with the group, and the group makes the decision). All five decision styles within the VYJ model are described as under :

Table 2.1

The Five Decision Styles Available To a Leader According to the VYJ Model

Decision Style	Definition
A1	Manager makes the decision alone.
A2	Manager asks for information from subordinates but makes the decision alone. Subordinates may or may not be informed what the situation is.
C1	Manager shares the situation with individual subordinates and asks for information and evaluation. Subordinates do not meet as a group and the manager alone makes the decision.
C2	Manager and subordinates meet as a group, discuss the situation, but the manager makes the decision.
G2	Manager and subordinates meet as a group to discuss the situation, and the group takes decision.
A=Autocratic; C=Consultative; G=Group	

The VYJ Model is a method for determining when a leader should use which decision style. The model is a type of decision tree. To determine which decision style to use in a particular situation, the leader starts at the left of the decision tree by stating the organization problem. Then the leader asks a series of question about the problem as determined by the structure of the decision tree until he or she arrives at a decision style appropriate for the situation. These questions are related to quality requirement, commitment requirement, leader's information, problem structure, commitment probability, goal congruence, subordinate conflict and subordinate information.

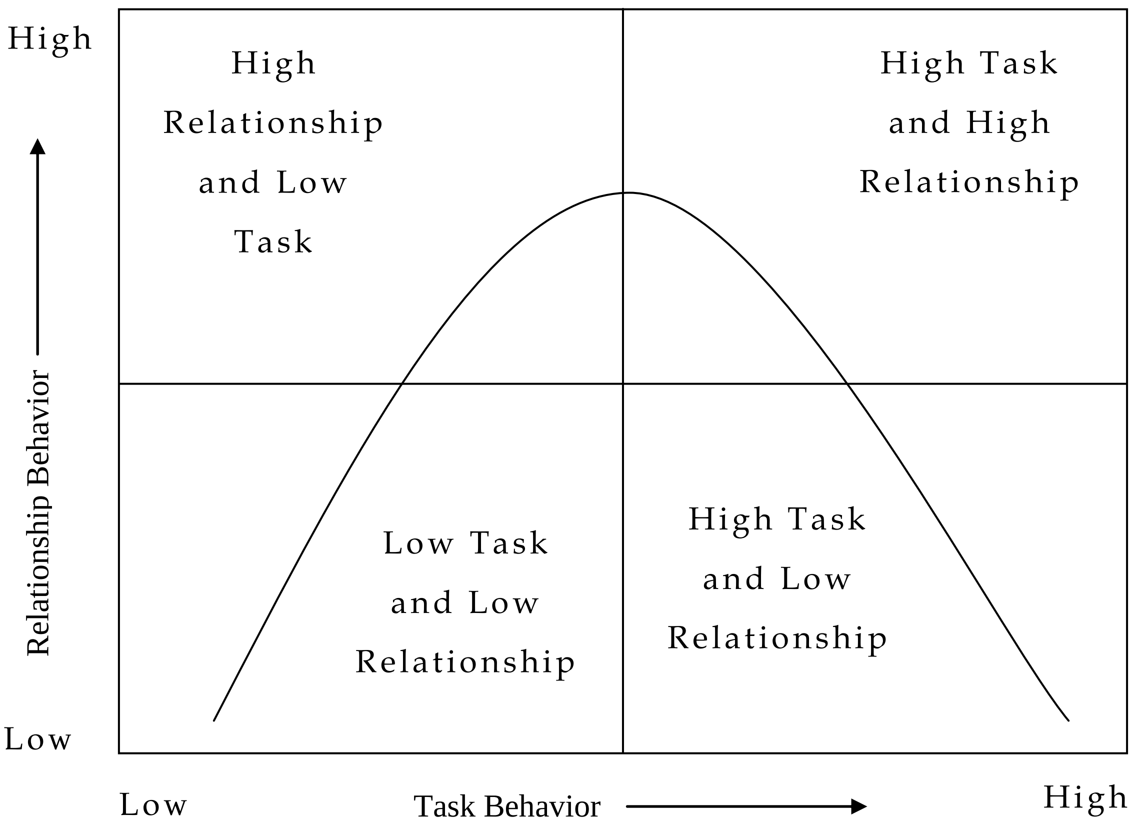
This model seems promising. Research on an earlier version of this model has yielded some evidence that managerial decisions consistent with the model are more successful than are managerial decisions inconsistent with the model. The model is rather complex, however, and therefore difficult for practicing managers to apply.

6. The Hershey-Blanchard Life Cycle Theory of Leadership[13]:

The life cycle theory reflects a systematic conceptualization of situational factors as related to leadership behavior. It is based on a curve linear relationship between task and relationship and maturity of followers ignoring other situational factors like supervision, job demands, time element and organization etc. This theory posits essentially the same two types of leadership behavior as **the OSU leadership studies,** but it calls them “Task” and “Relationship” rather than “Structure” and “Consideration”.

Chart 2.1

The Life Cycle Theory of Leadership Model



The above chart is the life cycle theory of leadership model. The curved line indicates the maturity level of the followers. Maturity level increases as the maturity curve runs from right to left. In more specific terms, the theory indicates that effective leadership behavior should shift as follows:

(a) high-task/low-relationship behavior to
(b) high-task/high-relationship behavior to
(c) high-relationship/low-task behavior to
(d) low-task/low-relationship behavior,

As one's followers 'progress from immaturity to maturity. In turn, a manager's leadership style will be effective only if it is appropriate for the maturity level of followers.

This approaches more than likely owes its acceptance to its intuitive appeal. Although at first glance it appears to be a useful leadership concept managers should bear in mind that there is little scientific investigation verifying its worth, and therefore it should be applied very carefully.

7. The Situational Approach

Blanchard and Hersey characterized leadership style in terms of the amount of direction and of support that the leader gives to his or her followers, and so created a simple matrix (figure).

Leadership Behavior of the Leader

- S1 – Telling / Directing – High task focus, low relationship focus – leaders define the roles and tasks of the 'follower', and supervise them closely. Decisions are made by the leader and announced, so communication is largely one-way. For people who lack competence but are enthusiastic and committed. They need direction and supervision to get them started.

- S2 – Selling / Coaching – High task focus, high relationship focus – leaders still define roles and tasks, but seek ideas and suggestions from the follower. Decisions remain the leader's prerogative, but communication is much more two-way. For people who have some competence but lack commitment. They need direction and supervision because they are still relatively inexperienced. They also need support and praise to build their self-esteem, and involvement in decision-making to restore their commitment.

- S3 – Participating / Supporting – Low task focus, high relationship focus – leaders pass day-to-day decisions, such as task allocation and processes, to the follower. The leader facilitates and takes part in decisions, but control is with the follower. For people who have competence, but lack confidence or motivation. They do not need much direction because of their skills, but support is necessary to bolster their confidence and motivation.

- S4 – Delegating – Low task focus, low relationship focus – leaders are still involved in decisions and problem-solving, but control is with the follower. The follower decides when and how the leader will be involved. For people who have both competence and commitment. They are able and willing to work on a project by themselves with little supervision or support.

Effective leaders are versatile in being able to move around the matrix according to the situation, so there is no style that is always right. However, we tend to have a preferred style, and in applying Situational Leadership you need to know which one that is for you.Likewise, the competence and commitment of the follower can also be distinguished in 4 quadrants.

Development Level of the Follower

- D4 – High Competence, High Commitment – Experienced at the job, and comfortable with their own ability to do it well. May even be more skilled than the leader.

- D3 – High Competence, Variable Commitment – Experienced and capable, but may lack the confidence to go it alone, or the motivation to do it well / quickly.

- D2 – Some Competence, Low Commitment – May have some relevant skills, but won't be able to do the job without help. The task or the situation may be new to them.

- D1 – Low Competence, High Commitment – Generally lacking the specific skills required for the job in hand, but has the confidence and / or motivation to tackle it.

Similar to the leadership styles, the development levels are also situational. A person could be skilled, confident and motivated for one part of his his job, but could be less competent for another part of the job.

Blanchard and Hersey said that the Leadership Style (S1 – S4) of the leader must correspond to the Development level (D1 – D4) of the follower – and it's the leader who adapts. By adopting the right style to suit the follower's development level, work gets done, relationships are built up, and most importantly, the follower's development level will rise to D4, to everyone's benefit.

Steps in Situational Leadership. Process

1. Make an overview per employee of his/her tasks
2. Assess the employee on each task (D1…D4)
3. Decide on the leadership (management) style per task (S1…S4)
4. Discuss the situation with the employee
5. Make a joint plan
6. Follow-up, check and correct

Strengths of the Situational Leadership model

- Easy to understand
- Easy to use

Limitations of the Situational Leadership model

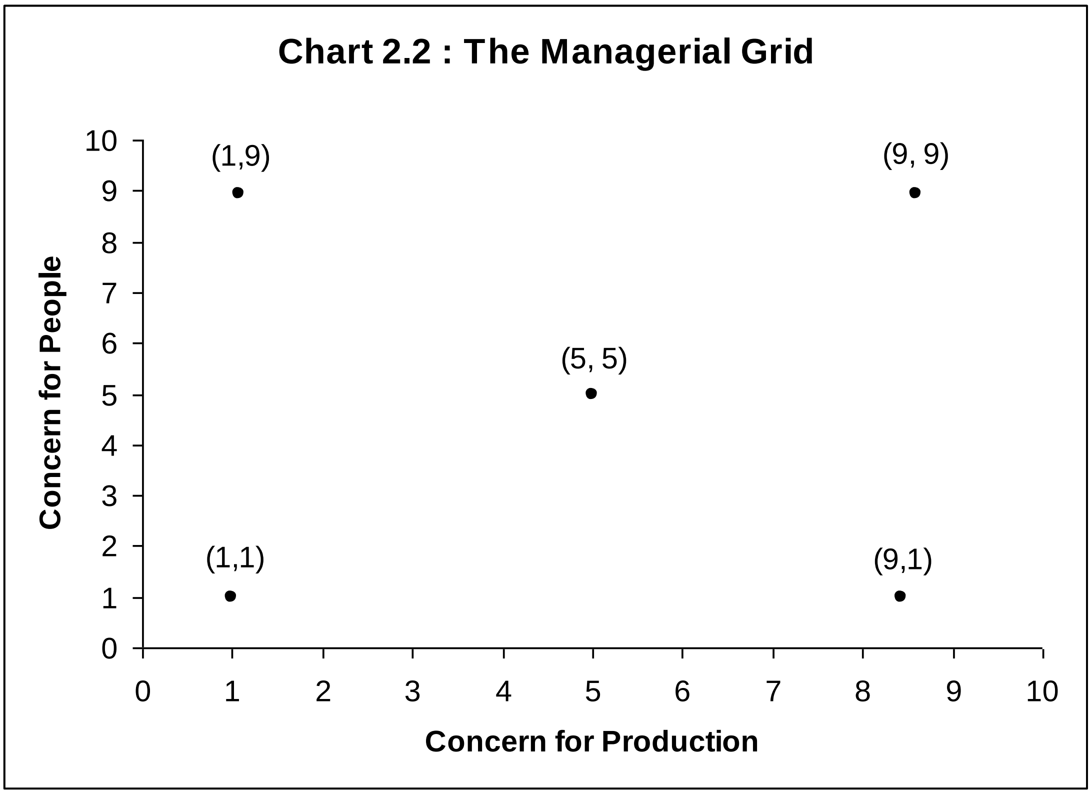
- Model fails to distinguish between leadership and management. What is called leadership style is really management style.
- Leadership is not primarily about making decisions anyway – it is about inspiring people to change direction.
- Leaders may indeed vary the way they inspire people to change. But this is when they have already decided on the need to change. Hence leadership style does not reduce to decision making style.
- Focuses too exclusively on what the person in charge does.
- Of course both leaders and managers have to behave differently in different situations. But that is just a trivial fact of life, rather than anything profound in terms of our basic understanding of what it means to lead or manage.

Assumptions of Situational Leadership

- Leaders should adapt their style to follower 'maturity', based on how ready and willing the follower is to perform required tasks (that is, their competence and motivation).
- There are four leadership styles that match the four combinations of high/low readiness and willingness.
- The four styles suggest that leaders should put greater or less focus on the task in question and/or the relationship between the leader and the follower.
- Presumes that leadership is about how the boss makes decisions.

8. The Managerial Grid:

The managerial grid was developed by **Robert Blake and Jane Mouton**[14] and plays an important part in managerial behavior in organizational development. It is built on two axis, one representing the "People" and the other the "Task" both the horizontal as well as the vertical axis are treated as a scale from 1 to 9 where 1 represents the least involvement, and 9 represents the most involvement so that the coordinates (1, 1) would indicate minimum standards and coordinates (9, 9) would indicate maximum dedication of the workers and highly structured operations. Such an involvement would reflect upon the managerial orientation towards task and towards workers who are expected to perform such tasks. **Blake and Mouton** have identified five coordinates that affect various styles of leader behavior. The managerial grid and these styles are shown in chart.2.2



The managerial grid indicated five styles which are as under:

A. Impoverished Management (1,1)

The manager makes minimum efforts to get work done. Minimal standards of performance and minimum worker dedication.

B. Authority-Compliance (9, 1)

Excellent work design, well established procedures minimum worker interference. Orderly performance and efficient operation.

C. Country Club Management (1,9)

Personal and meaningful relationships with people. Friendly atmosphere and high morale. Loosely structured work design.

D. Middle of the Road Management (5,5)

Satisfactory performance achieved by equating the necessity for performance and reasonable morale.

E. Team Management (9,9)

Ultimate in managerial efficiency, thoroughly dedicated people. Trustworthy and respectable atmosphere. Highly organized task performances.

This grid provides a reasonable indication of the health of the organization as well as the ability of the managers.

9. Leadership Member Exchange (LMX) Theory

Informal observation of leadership behavior suggests that leader's action is not the same towards all subordinates. The importance of potential differences in this respect is brought into sharp focus by Graen's leader-member exchange model, also known as the vertical dyad linkage theory. The theory views leadership as consisting of a number of dyadic relationships linking the leader with a follower. The quality of the relationship is reflected by the degree of mutual trust, loyalty, support, respect, and obligation.

According to the theory, leaders from different kinds of relationships with various groups of subordinates. One group, referred to as the in-group, is favored by the leader. Members of in-group receive considerably more attention from the leader and have more access to the organizational resources. By contrast, other subordinates fall into the out-group. These individuals are disfavored by the leader. As such, they receive fewer valued resources from their leaders.

Leaders distinguish between the in-group and out-group members on the basis of the perceived similarity with respect to personal characteristics, such as age, gender, or personality. A follower may also be granted an in-group status if the leader believes that person to be especially competent at performing his or her job. The relationship between leaders and followers follows three stages:

- *Role taking:* When a new member joins the organization, the leader assesses the talent and abilities of the member and offers them opportunities to demonstrate their capabilities.
- *Role making:* An informal and unstructured negotiation on work-related factors takes place between the leader and the member. A member who is similar to the leader is more likely to succeed. A betrayal by the member at this stage may result in him being relegated to the out-group
- The LMX 7 scale assesses the degree to which leaders and followers have mutual respect for each other's capabilities, feel a deepening sense of mutual trust, and have a sense of strong obligation to one another. Taken together, these dimensions determine the extent to which followers will be part of the leader's in-group or out-group.
- In-group followers tend to function as assistants or advisers and to have higher quality personalized exchanges with the leader than do out-group followers. These exchanges typically involve a leader's emphasis on assignments to interesting tasks, delegation of important responsibilities, information sharing, and participation in the leader's decisions, as well as special benefits, such as personal support and support and favorable work schedules.

Strengths of LMX Theory

- LMX theory is an exceptional theory of leadership as unlike the other theories, it concentrates and talks about specific relationships between the leader and each subordinate.
- LMX Theory is a robust explanatory theory.
- LMX Theory focuses our attention to the significance of communication in leadership. Communication is a medium through which leaders and subordinates develop, grow and maintain beneficial exchanges. When this communication is accompanied by features such as mutual trust, respect and devotion, it leads to effective leadership.
- LMX Theory is very much valid and practical in its approach.

Criticisms of LMX Theory

- LMX Theory fails to explain the particulars of how high-quality exchanges are created.
- LMX Theory is objected on grounds of fairness and justice as some followers receive special attention of leaders at workplace and other followers do not.

Implications

According to many studies conducted in this area, it has been found that leaders definitely do support the members of the in-group and may go to the extent of inflating their ratings on poor performance as well. This kind of a treatment is not given to the members of the out-group. Due to the favoritism that the in-group members receive from their leaders, they are found to perform their jobs better and develop positive attitude towards their jobs in comparison to the members of the out-group. The job satisfaction of in-group members is high and they perform effectively on their jobs. They tend to receive more mentoring from their superiors which helps them in their careers. For these reasons, low attrition rate, increased salaries, and promotion rates are associated with the in-group members in comparison to that of the out-group members.

LEADERSHIP TODAY:

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 program designed to improve the overall quality of organizational functioning[15].

In relation to these new situations, four leadership styles have emerged in recent years which are as under:

Transformational Leadership

In recent years there has been an interest in something called 'transformational leadership'. It was a term coined by political scientist James McGregor Burns in 1978. He wrote that: "Transforming leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality…transforming leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspirations of both the leader and led and, thus, has a transforming effect on both."[16]

The most significant essence of transformational leadership is then the relationship between leaders and followers. Transformational leaders have the ability to identify their own values, and those of others in the organization, to guide their actions, thus developing a shared, conscious way of behaving and doing. Power is distributed because these leaders do not see power as limited but expansive. Transformational leaders are concerned with substance and truly empower others.

In business, transformational leaders don't follow the short terms of bottom line or shareholder value, but that of all stakeholders: customers; employees; shareholders; suppliers and communities. By looking after all stakeholders, shareholders also prosper.

This question was the basis of the work of Bernard Bass who built on the theory of Burns to describe a process that resulted in high levels of performance in organizations where transformational leadership was expressed.

According to Bass, there are four behavioral components that make up transformational leadership: charisma; inspiration; intellectual stimulation and individualized consideration.

Charisma is regarded as the ability in leaders to arouse emotions in followers that will result in a strong identification of the followers with the leader. This includes the leader providing vision and gaining respect and trust. Inspiration is based on behaviors espoused by the leader to such things as communicating high expectations, the use of symbols to gain the focus of followers and modeling the appropriate behavior. Intellectual stimulation includes promoting intelligence and rationality, enabling followers to be creative problem solvers. Lastly, individualized consideration, whereby leaders give support and personal attention to followers and express appreciation of their work thus developing their self –confidence

.

These behaviors are then supposed to affect followers in a positive way by elevating them to be the best they can be and in doing so are motivated by achievement and self development rather than 'doing a job' that provides security. The drawback with this work is that Bass still assumes leadership is a position, i.e., 'I am the boss' and omits the moral aspect that Burns regards as an important element of transformational leadership. Recently, Bass has realized his omission and is now bringing this into his model.

Evidence has shown that transformational leadership does result in improved performance. It also aligns everyone around a common purpose and has a future orientation. In addition, transformational leadership encourages everyone to challenge and question assumptions and look at problems from new perspectives. Hence the need for this leadership throughout organizations including boards of directors. For this reason, I have worked at identifying both what is required for boards of successful organizations and how to incorporate this into transformational leadership. It was interesting to discover that this model works regardless of the size of organization or where, geographically, it is in the world.

However, transformational leadership has its critics especially those who want to maintain transactional leadership (whereby the exchange is based on followers' expectations of reward or avoidance of punishment and the leader expects compliance). It has been accused of being manipulative or even dangerous from those who feel threatened by transformation that could topple their individual power base.

Transformational leadership begins with different beliefs about oneself and others. The first changing belief is that leadership isn't a job but a way of being. The second is that, whereas in the past leadership meant power and control over others, today leadership beliefs begin with a desire to enable others to realize their own power and leadership potential. Thirdly, leadership in the past was based on believing it made people do things that you wanted done whereas, today, leadership is about a mutual relationship where each can transcend to a worthy purpose and behave with moral fiber, courage, integrity and trust.

Today many organizations are focused on short-term measures, such as cost cutting and targets, in a world that is hard to keep pace with. In fact, what is required is to ask big questions such as why do we educate? What is a healthy life? What is the purpose of business in the twenty first century? As I see it, the purpose nearly everywhere today is for transformation.

Transformation needs new information and fresh perspectives but the present, myopic managerial cultures are blocking the needed learning required. Kotter states: "The combination of cultures that resist change and managers who have not been taught how to create change is lethal." (1996).

Nearly a decade later the requirement is more than change – it requires transformation and this, in turn, requires learning not training. Teaching abstract concepts or functional skills is inefficient.

Nearly a decade later the requirement is more than change – it requires transformation and this, in turn, requires learning not training. Teaching abstract concepts or functional skills is inefficient.

What is required is for women to bring their transformational leadership skills into the forefront and this includes using it on boards of companies and in public appointments. How can women do this?

Firstly, women can draw on their social skills to transform individual self interest into a desire to achieve organizational goals. Secondly, their more participative style of leadership is helpful to employees in new or changing circumstances enabling everyone to respond creatively to change. Thirdly, through transformational leadership, women need to use their work achievements, contacts and power based on their personality, rather than power based on authority or position, to feel confident. Finally, women need to appeal to the intrinsic rewards of employees rather than extrinsic rewards as these are more empowering.

At the same time, company chairmen need to be more courageous in their choice of directors and this means choosing individuals who are different from them. They need to consider not only internal candidates, but individuals with different experiences.

Transformational leadership is needed today because it ultimately becomes moral in that it raises the level of human conduct and ethical aspirations of both the leader and the led and, thus, has a transforming effect on both. Following Enron, Shell, Equitable Life and so on, business needs to assert its ethical standing again to customers and consumers. Women are more likely to adopt this form of leadership. We should value their contribution by now allowing them to use it on the boards of companies.

Transformational Leadership and Executive Management Retreats have great influence in the survival and efficacy of an organization. These transformational sessions guide the organizational leadership groups through a series of self-examination processes, resulting in the clear understanding of current and new high value activities the organization should continue focusing on.

To be more effective, transformational leadership retreats should be held periodically throughout the year by an outside competent party. The critical transformational discipline activities revised by business executives during the retreats teach leadership participants how to correctly apply them in their organizations, increasing the success factors for the business.

Finding the link between leadership and management is of great importance in making the improvements required for the overall business transformation.

* Management is more formal and scientific than leadership. It relies on universal skills, such as planning, budgeting, and controlling. Management involves a set of tools and techniques, based on reasoning and testing that can be used in a variety of situations.

* Leadership, by contrast, involves having a vision of what the organization can become. Leadership requires cooperation and teamwork from a large network of people and keeping the key people in that network motivated to achieve the appropriate transformational results.

Guidelines for Becoming a Transformational Leader

* Develop a vision that is both clear and highly appealing to followers.

* A clear vision will guide followers toward achieving organizational goals and make them feel good about doing so.

* Articulate a strategy for bringing that vision to life. Don't present an elaborate plan; rather, state the best path toward achieving the mission.

* State your vision clearly and promote it to others. Visions must not only be clear but made compelling, such as by using anecdotes.

* Show confidence and optimism about your vision. If a leader lacks confidence about success, followers will not try very hard to achieve that vision.

* Express confidence in followers' capacity to carry out the strategy.

* Followers must believe that they are capable of implementing a leader's vision. Leaders should build followers' confidence.

* Build confidence by recognizing small accomplishments toward the goal.

* If a group experiences early success, it will be motivated to continue working hard.

* Celebrate successes and accomplishments. Formal or informal ceremonies are useful for celebrating success, thereby building optimism and commitment.

* Take dramatic action to symbolize key organizational values.

* Visions are reinforced by things leaders do to symbolize them. For example, one leader demonstrated concerns for quality by destroying.

* Work that was not up to standards.

2. Coaching

Coaching is leadership that instructs followers on how to meet the special organizational challenges they face.[17] Operating like an athletic coach, the coaching leader identifies inappropriate behavior in followers and suggests how they might correct that behavior. The increasing use of teams has elevated the importance of coaching in today's organizations.

A successful coaching leader is characterized by many different kind of behavior. Among these behaviors are the following.

A Listens Closely:

The coaching leader tries to gather both the facts in what is said and the feelings and emotions behinds what is said. Such a leader is careful to really listen and not fall into the trap of immediately rebutting statements made by followers.

B Gives Emotional Support:

The coaching leader gives followers personal encouragement. Such encouragement should constantly be aimed at motivating them to do their best to meet the high demands of successful organizations.

C Shows by Example That Constitutes Appropriate Behavior:

The coaching leader shows followers, for instance, how to handle an employee problem or a production glitch. By demonstrating expertise, the coaching leader builds the trust and respect of followers.

Super Leadership

The practice of leadership, and the theories developed to make sense of it, continues to challenge and intrigue us. Contingency theory offers us varying behavioral and situational choices, ranging from the transactional or tactically focused, to the transformational or more strategically focused. The realities of today's turbulent business environment demand the need for such choices. The entire workforce, from front-line employee to CEO, is being called upon more and more to provide ideas, make decisions, and respond to change.

Organizations, often matrix in design and decentralized in structure, are responding by creating emergent systems that are continually more flexible and adaptable to the need for speed and efficiency in both national and international markets. The talent required to function in this environment, within complex organizational structures, is a population of highly independent knowledge workers, with the skills and ability to self-direct and self-motivate in all that they do. This is the population challenging today's leaders – a new breed of follower.

This new breed of follower brings a different set of leadership expectations to the workplace, and forces leaders to renew their thinking on, and appreciation of, human nature and human beings. The relationship between leader and follower is changing, much like that of doctor and patient. Followers expect their independence, intelligence, and individual talents and abilities to be recognized, and opportunities offered to utilize those talents in a work environment supportive of both personal and professional development. If, in fact, the fastest growing organizational unit today is the team, and, organizations are using teams as their predominant strategy to do work, then perhaps this organizational evolution makes a case for re-examining the role of leadership in teams.

In Super leadership a leader who leads followers to lead themselves through empowerment and the development of self-leadership skills. The Super leadership approach promotes organizational adaptability through well-informed, self-directing, employees capable of meeting environmental pressures in their specific work areas. The leader's role, therefore, becomes even more dependent on the skills of facilitator, coach, mentor and teacher to help team members realize their full potential, and maximize the performance and efficacy of the team.

The intent of this paper is to further investigate the use of Tuckman's group development model, as it applies to the practice of leadership in teams. The question of effective leadership arises in a different context with the emergence of teams and the expectation that they self-direct and self-regulate. If team members are expected to be empowered and self-directed, then, by definition, they are highly involved in the leadership of their work. As individual contributors expect and accept more responsibility for their work, they take on a stronger role in leading the team. The line between leaders and followers in this environment becomes less clear and more flexible.

Tuckman's Model Revisted

In 1965 Bruce Tuckman proposed a developmental stage model describing changes in group life over time. The study settings of Tuckman's research focused predominantly on therapy-group and T-group (sensitivity group) studies, in addition to a small number of studies involving natural-group setting (members brought together to do a job) and laboratory-task settings (members brought together to study group phenomena). The last two settings were combined in Tuckman's research, due to the small number of groups involved. In his discussion, he was critical of his literature review and generalized findings due to the fact that therapy and T-groups studies were overrepresented, and natural and laboratory group studies underrepresented, and suggested areas ripe for further testing and empirical research. Although little empirical work has been offered to further test his hypothesis, the leadership and management literature has universally latched on to his model as an easy-to-use tool for better understanding the life cycle of teams.

Tuckman's model identified four stages of group development, as described in Table 2.2. As a way of isolating concepts common to the various groups studied, a developmental model was proposed, and the stages became commonly known as forming, storming, norming, and performing.

Table 2.2 Four Stages of Group Development

Stage	**Group Structure (Social Function)**	**Task Activity (Task Function)**
One (Forming)	Testing and Dependence	Orientation and Testing
Two (Storming)	Intragroup Conflict	Emotional Response to Task
Three (Norming)	Development of Group Cohesion	Discussing Oneself and Other Group Members
Four (Performing)	Functional Role-relatedness	Emergence of Insight

Tuckman observed that groups initially concern themselves with orientation by testing the interpersonal and task behavior boundaries of the group, and dependency relationships with the leader or other group members. The second stage is characterized by hostility and conflict related to issues of control and resistance to group influence and task requirements. As the group develops more openness, it overcomes resistance, creates new roles and standards, and is able to focus on the task at hand, expressing opinions more constructively.

Finally, the group is able to integrate group structure with task so that constructive group energy is channeled into action and completion of the task. Ideally, a unique and cohesive group structure, that is mutually supportive, is now able to be used as a vehicle for discovering personal relationships and emotions, as it experiments with possible solutions to a problem and agrees on a decision to best attain the goal.

In 1977, Tuckman and Jensen reviewed the published literature on small group development, and found only one study that directly tested Tuckman's initial hypothesis. Philip Runkel (1971) set out to test Tuckman's model of group development by observing workgroups in a classroom setting, and found it to be a good fit. Students of a social psychology class were divided into small groups of four, their task being to decide on a project related to social interaction, collect and interpret data, and write a final report. Two observers were assigned to each group and present at every group meeting. Observers were familiar with Tuckman's theory and were required to note specific behavior's observed that related to Group Structure and Task Activity. The patterns reported clearly supported Tuckman's theory.

Much of the literature reviewed suggests new theoretical models, yet still very much aligned with Tuckman's initial model. Stages have been renamed or redescribed, simplified into two stages or expanded to six stages.

Current literature on groups and teams in organizations focuses less on the stages of group development, and more on what makes them successful in attitude and behavior. In a team development and empowerment study conducted with five teams within a leading organization producing industrial glass, results indicated that a major factor important for team empowerment was the role of management. It was management's ability to develop empowered groups and promote empowerment programs in words, and more importantly, in actions, that determined the overall success of a team. In their study, managers that displayed a good mix of team and task oriented behavior, with styles that were participative and facilitative in nature, much like a mentor, led higher performing teams. As a result of this study, Hut and Molleman suggest a four stage model of team development that strives to empower teams through job enlargement (stage 1), job enrichment (stage 2), teamwork (stage 3), and “self-improvement” and boundary management (stage 4). In that order, the focus is on primary processes, the control structure, team building and internal communication, and finally, developmental learning and the management of the team environment.

This model, as does Tuckman’s model, implies the integration and interdependence of the social function of group process, and the task function of goal attainment and learning about self and others. A fifth stage of “termination” could suggest a continuation of the team process as members disengage from a team and learn how to internalize and apply learning to other situations in the organization; to verifiably transfer and share team learning organizationally.

Regardless of the inferred complexity of working on teams, few can deny that teams have more knowledge and energy than individuals working alone – they solve problems, make decisions about how they work together and accomplish a task, share and synthesize information, work through conflicts, and often become more participative and committed when they work well. Groups can be wonderful or terrible, productive or stagnant, imprisoning or freeing, conformist or creative. Although the degree of empowerment from a management viewpoint is contingent on the organization’s culture, attitudes toward empowerment, and transactions and transformations, the development of empowered teams takes a substantial investment of time. What has endured as most helpful in training and educating employees working on teams is the social psychology research on groups operating on two levels: an overt, conscious level focused on task, and a more implicit level of process, emphasizing group maintenance and interpersonal dynamics. Tuckman’s model serves as a reminder to leaders of the importance in recognizing that as the group or team develops, its member’s needs change. As those needs change, it seems apparent that the leader’s role, and therefore, behavior, should change too. Much of the leadership literature which has moved from a coercive style of leading toward an empowerment style of leading, nicely aligns with Tuckman’s model, approaching leadership from a contingency perspective that emphasizes a leader's role flexibility dependent on the follower, the situation, the group needs, and finally the organizational needs.

A flaw in the work and research on groups as it has evolved is that group studies have largely been in a laboratory setting, and short term in nature. More current research on teams in field settings has focused on team membership and leadership, and the behaviors that support and encourage a successful outcome. A focus on team development and the process of leadership, through the lens of self-organization and self-leadership, is a relatively unexplored arena in terms of empowerment and creating sustainable communities of practice in organizations.

The more popular view of leadership tells a story of the strong and wise "visionary hero" who is charismatic in nature and inspires followers to own the leader's vision as their own. The danger is a group of followers who can become "enthusiastic sheep". More recently, this assumed essential charismatic attribute of a leader has been questioned, as those who are more humble in nature with a preference for working behind the scenes, have found great success as leaders. These leaders may be described as "Level 5" leaders – those leaders with compelling modesty, fierce resolve, and the ability to look out the window to the followers when things go right, and in the mirror when things go wrong.

Considering current global business trends toward team-based organizations, they argue for a more effective leadership perspective centered on encouraging followers to build the capacity for self-leadership and empowerment. The aging perspective of the "visionary hero" is fading:

> "As stand-out leaders supposedly become stronger and receive more of the spot light and attention, followers will often become weaker and feel less significant. And leaders with weak followers who feel insignificant are really weak leaders, and their entire organizations are vulnerable to failure" (Manz, 1990).

"Super Leadership", as described by Manz and Sims (1990), is "a set of behavioral and cognitive strategies designed to provide personal direction and self motivation". Their theory appears to build on Bandura's self-efficacy theory, described as the belief in one's capabilities to organize and execute the courses of action required to produce given attainment. Manz is suggesting not only the *belief* in self-leadership, but developing the *ability* or skills to self-lead. Manz posits the need to develop the skills to self-lead as a way of modeling self-leadership strategies to the collective team, with the intent of empowering followers to lead themselves. By modeling self-leadership, the leader encourages followers to learn how to set their own development goals, see positive opportunity in problems, and improve their belief in their ability to execute their own course of action, and that of the team. In theory, Super Leadership implies that the focus of power, control, and leadership is shifted from the leader to the team.

According to Manz doing things right in the name of efficiency is not enough – doing the right things is critical for being effective. The idea that success and job security depend on how well a leader is able to protect their "turf" is an unsustainable reality. The new reality lies in a leader who sees their "turf" as the entire organization working together to achieve mutually owned goals. The team structure to accomplish work more effectively, and the expectation of heightened performance in that structure, lends itself to the need for a different way of thinking about leadership and the development of people. With this in mind, a more meaningful leadership strategy is to shift the focus from winning or losing, to that of us using the opportunity of working with others as an opportunity to learn. Ideally, team success in today's complex environment are people learning to look to themselves and others as a way of creating a sustainable system capable of continuous improvement in terms of quality, performance, and the unleashing of individual talent (Manz, 1990). Realistically, individual beliefs and attitudes toward leadership and empowerment continue to feed the debate on the practice of leadership.

The Practice of Leadership

For those somewhat fearful and frustrated with leadership, let alone, "super leadership", flexible and fluid roles relevant to the changing needs of team members as they move toward self-leadership suggests a different way to think of effective leadership practice essential for teams. Current literature on leadership has found a positive relationship between self-leadership and the productivity of a team. Those teams who had members who were more adept at self-leading and taking the initiative tended to be more productive when aligned with the attitudes and efforts of management and leadership towards empowerment. Instead of focusing leadership development almost exclusively on training individuals to be leaders…we may better learn to develop leadership by improving everyone's ability to participate in the process of leadership…providing research to help us understand what roles, behaviors, and capacities are involved in leadership as a social meaning-making process.

Authentic leadership, as defined is the leader who gives priority to developing associates to be leaders. The authentic leader does not try to coerce or even rationally persuade associates, but rather the leader's authentic values, beliefs, and behaviors serve to model the development of associates.

Additionally, team leadership competence is tied closely to understanding the new realities about the changing role of leaders. First and foremost, empowered teams need good leaders – leaders who are capable of coaching and guiding, especially in the early stages of the team's development. As teams move toward empowerment, the leaders' transference of routine or reactive tasks needs to be transferred to the team. Secondly, leaders must understand that they gain power and influence through the transition and transference process. Rather than exert their power and influence internally, that ability is best exercised externally – in attracting resources and removing barriers for the team. Thirdly, once current leaders understand the first two concepts, they are capable of relaxing and making the role transition, moving from giving directions to providing direction – "they loosen the reins; they don't drop them". Wilson and Wellins group these new skills into two categories: (1) tactical skills; day-to-day skills including communication, managing the performance of others, analysis and judgment, coaching, and championing continuous improvement and empowerment, and (2) strategic skills focused on leading effectively in highly participative team environments, including leading through vision and values, building trust, facilitating team performance at the beginning, facilitating learning throughout, and building long-term partnerships.

The transactional aspect of leadership is evolving and expanding to include a role of coaching and empowerment, yet the transformational aspect of leadership seems more stable. Team leadership, as a practice, becomes a process of analysis and design, support and empowerment, advocacy and alliance building, and inspiration and learning. As the team develops, leadership roles critical to the success of the team become that of facilitator, coach, advocate, and mentor, focused on both the interaction and activities of people and the activities of the task.

Various observations and perspectives have been reviewed in an attempt to better define and understand both teams and leadership. Connecting the two concepts seems justified in developing a more universal theory of what individuals want and need from their work. The trend toward team-based organizations seems a natural progression to what we individually need as human beings – a community to give us a sense of purpose and meaning. Communities can be powerful in changing both our attitudes and sense of self, and our ability to create and sustain something, whether it is a product or service, or an environment in which we can thrive and grow, individually and collectively.

In characterizing teams and leadership, Tuckman's model of group development continues to justify focus on two key functions of team development: people-related behaviors and task-related behaviors. As a leader each function requires a different focus, and multiple and interchangeable behaviors, as a determinant of leader success - behaviors ranging from that of a coach or facilitator, while enabling a learning environment and effectively managing those boundaries. The most current research supports the idea that the first responsibility of team leaders, as an input, is to stack the deck by creating initial conditions that foster the emergence of positive team experiences and eventual team success. As an output, time, talent, and task become renewable. In his study, he explored the effect of early team events on overall success of the project teams. Their findings suggest that high performing teams who come to relatively quick agreement on performance strategies, models the behavior that influences a “can do” attitude. Talent related to task-competencies and time make a strong case for how team leaders staff and evaluate teams. Lastly, clear and compelling tasks improve team performance. This study makes a strong case for team leadership that is more facilitative in helping to create process and structure in the early stage of team development, and is able to “let go” as the team moves toward higher performance. As the team develops, leadership intervention seems necessary only to get the team through rough spots, and more in the role of coach or advisor to further unleash talent and build additional capacity.

What may be helpful to consider in developing a team leadership point-of-view, is the consideration of the stages of development teams move through, in relation to the role options for, as shown in Table 2.3. The suggested framework considers natural work teams with long-term goals - how quickly the team moves through these stages is both the responsibility of team members and the team leader.

Table 2.3: Leading and Developing Empowered Teams

Stages of Team Development	***Description***	***Leadership Role (Transactional and Transformational)***
Forming	• Group members are "polite", testing boundaries, attempting to define their roles • Orientation, getting to know one another, and why they are on this team	**Director/Facilitator** (Works with team members to establish clear roles and expectations, encourages full participation, provides process and addresses immediate needs of the team)
Storming	• As team orients itself, differences arise around roles, task, personality styles, and other related issues • Conflict arises and they learn to deal with conflict, as a group • Ground rules and a code of conduct is established and roles are more clearly defined	**Coordinator/Mediator** (Anticipates and addresses problems and conflicts, helps the team learn how to deal with conflict, surfaces key issues and helps the team work collaboratively to address them, keeps team focused on the task)
Norming	• Roles are clear and task and expectations and goals are clarified • More cohesion among group members as a result, and they are learning how to work together and be productive	**Coach/Advocate** (Exerts influence in and outside the team to acquire necessary resources, treats each member with empathy and respect, creates an arena to explore and reframe challenges and problems, models and encourages self-leadership and learning)
Performing	• The group is interdependent and feedback systems are in place to improve the group's performance • The goal is visible and the group adopts a "can do" attitude	**Mentor/Advisor** (Acts as a resource and advisor to the team, shares observations and insights, recognizes each team member for their unique talent and abilities)

A fifth stage, or a reminder to revisit the forming stage, could be a helpful addition to the framework, at some point. As new team members are introduced and various team members resign or move on, it would be critical for the team leader to step back into the role more appropriate for the forming stage, so as to revisit boundaries, roles, responsibilities, and goals related to task, in order to keep the team moving forward. In addition, when and if the organization experiences an organizational change that impacts its' vision and mission, so must the team "re-form" and "renew" itself as it revisits both team and task functions. For this reason, it is important to note that the process of moving from stage to stage is not necessarily a linear process; more likely it is messy and chaotic at times, more cyclical than consecutive.

Reframing the practice of effective and ethical team leadership is essential given the challenges of our current work environment. As leaders and followers are expected to produce more with less, and work more efficiently, all players are challenged to find new ways to build their capacity. Such is the leadership dilemma – combining multiple roles in consideration of multiple organizational and global pressures and expectations. Perhaps a more achievable and inspirational approach to team leadership is to consider leadership development as a process, and a lifelong process at that.

As practitioners in the field of human development and leadership, it becomes increasingly more important to iconoclastically question current beliefs about what it takes to be an effective leader. Howard Gardner aptly describes the leadership development process as one that places emphasis on the relationship between leader and follower, a relationship that "is typically ongoing, active, and dynamic. Each takes cues from the other; each is affected by the other…ultimately, if the tie is to endure, leaders and followers must work together to construct some kind of an institution or organization that embodies their common values. He goes on to say that leaders must know their own minds, including his/her own changing thoughts, values, and strategies. The leader that considers both the needs and values tie to the community or team, and the regular and constant contact that keeps the leader in touch with that group's changing dynamic, is what Gardner would consider "the developed leader". Given the nature of the challenge, perhaps we should consider the description of "the developing leader". Developing leaders are learners who are fully engaged in the process of developing greater self-awareness and self-regulation as a way of modeling the same for others. As the practice of leadership becomes less directive and more empowering, and focused increasingly on human development and learning, it becomes more suited to a new breed of follower; a breed expecting a more constructive way of working, and of being.

Entrepreneurial Leadership

The past thirty years have witnessed the most powerful emergence of entrepreneurial activity in the world. Entrepreneurs are now described as aggressive catalysts for change in the world of business; individuals who recognize opportunities where others see chaos, contradiction, or confusion. They have been compared to Olympic athletes challenging themselves to break new barriers, to long-distance runners dealing with the agony of the miles, to symphony orchestra conductors who balance the different skills and sounds into a cohesive whole, or to top-gun pilots who continually push the envelope of speed and daring. The U.S. economy has been revitalized because of the efforts of entrepreneurs, and the world has turned now to free enterprise as a model for economic development. The passion and drive of entrepreneurs move the world of business forward as they challenge the unknown and continuously create the future.

Several methods have been used to measure the impact of entrepreneurial ventures on the economy--for example, efforts to start a firm (which may not be successful), incorporation of a firm (which may never go into business), changes in net tax returns filed (reflecting new filings minus filings no longer received), and a substantial amount of full-time and part-time self-employment. According to the Small Business Administration, 672,000 new businesses were created in 2005; the largest in US history (even 12% higher than the infamous "dotcom" explosion). More significantly, 74 million Americans stated they plan to start a new venture within the next five years while an additional 199 million Americans plan to start a venture someday. (The Small Business Economy,

2006) Women--owned ventures increased from 5.4 million in 1997 to 7.7 million in 2006. (Center for Women's Business Research, 2007) The non-profit Tax Foundation reports that entrepreneurs pay more than 54% of all individual income taxes. In addition, 60% of all corporate tax returns are from S-Corporations. In the highest individual tax bracket, 37% are current entrepreneurs (The Tax Foundation, 2007). Approximately one new firm with employees is established every year for every 300 adults in the United States. As the typical new firm has at least two owners-managers, one of every 150 adults participates in the founding of a new firm each year. Substantially more--one in 12--are involved in trying to launch a new firm. The net result is that the United States has a very robust level of firm creation. These numbers make it clear that entrepreneurial ventures are dominating the US economy.... truly an entrepreneurial economy.

Entrepreneurship has become the symbol of business tenacity and achievement. Entrepreneurs' sense of opportunity, their drive to innovate, and their capacity for accomplishment have become the standard by which free enterprise is now measured. We have experienced an Entrepreneurial Revolution throughout the world. This revolution is becoming more powerful to the twenty-first century than the Industrial Revolution was to the twentieth century. Entrepreneurs will continue to be critical contributors to economic growth through their leadership, management, innovation, research and development effectiveness, job creation, competitiveness, productivity, and formation of new industry.

Yet, in the midst of this "revolution," it is my belief that entrepreneurship is more than the mere creation of business. Although that is certainly an important facet, it's not the complete picture. The characteristics of seeking opportunities, taking risks beyond security, and having the tenacity to push an idea through to reality combine into a special perspective that permeates entrepreneurs. An entrepreneurial perspective can be developed in individuals and it can be exhibited inside or outside an organization, in profit or not-for-profit enterprises, and in business or nonbusiness activities for the purpose of bringing forth creative ideas. Thus, entrepreneurship is an integrated concept that permeates our society and individuals in an innovative manner. It is this perspective that has revolutionized the way business is conducted at every level and in every country. It is a perspective that has reinvigorated individuals to once again reach into their inner self to find the innovative spirit that resides in all of us. It is, in effect, the essence of entrepreneurial leadership.

The Global Impact of Entrepreneurial Leadership

The Global Entrepreneurship Monitor (GEM), which is a unique large scale long term project developed jointly by Babson College, London Business School, and the Kauffman Foundation, reaches 40 countries worldwide and provides annual assessment of the entrepreneurial environment of each country. The latest Global Entrepreneurship Monitor divides countries into middle and high-income clusters; findings show a strong variation across clusters both in frequency and quality of entrepreneurial activity. Middle income nations such as Venezuela (25%) and Thailand (20.7%) outperformed high income countries like Japan (2.2%) and Belgium (3.9%) in early-stage entrepreneurial activity. The political, legal, and cultural environment directly impacts their activity and their ability to contribute to the economic development of their country. A major component of GEM is the platform it provides governments to develop more effective entrepreneurial policies and best practices. In general, countries with healthy and diversified labor markets or stronger safety nets in terms of social welfare provisions can be more selective in the kinds of businesses they choose to start and have higher ratios of opportunity to necessity-driven motivation. Denmark comes in number one with a 27 to 4 ratio of early-stage opportunity to early-stage necessity ventures. Overall, every study continues to demonstrate that entrepreneurs' ability to expand existing markets, create new markets, and establish entrepreneurial ventures at a breathtaking pace impacts individuals, firms and entire nations.

The world economy has achieved its highest economic performance during the last ten years by fostering and promoting entrepreneurial activity. This global success has at least three key components. First, large firms that existed in mature industries have adapted, downsized, restructured, and reinvented themselves during the last decade. As these large firms have become leaner, their sales and profits have increased sharply. For example, General Electric cut its work force by 40 percent, from more than 400,000 20 years ago to fewer than 240,000 workers today, while sales increased fourfold, from less than $20 billion to nearly $80 billion over the same period. Many of these larger firms are now thriving because they learned to become more entrepreneurial.

Second, while these large companies have been transforming themselves, new entrepreneurial ventures have been blossoming. Twenty years ago, Nucor Steel was a small steel manufacturer with a few hundred employees. It embraced a new technology called thin slab casting, allowing it to thrive while other steel companies were stumbling. Nucor grew to 59,000 employees, with sales of $3.4 billion and a net income of $274 million. Newer entrepreneurial ventures--some of which did not exist 25 years ago--have collectively created 1.4 million new jobs during the past ten years.

Third, hundreds of thousands of entrepreneurial ventures have been founded, including many established by women, minorities, and immigrants. These entrepreneurial ventures have come from every sector of the economy and every part of the world. Together these entrepreneurial ventures make a formidable contribution to the global economy, as many firms have hired one or two employees together to create millions of net new jobs in the last few years.

In summary, entrepreneurship makes two indispensable contributions to the world economy. First, it is an integral part of the renewal process that pervades and defines market economies. New and emerging firms play a crucial role in the innovations that lead to technological change and productivity growth. In short, they are about change and competition because they change market structure. The world economy has become a dynamic organic entity always in the process of "becoming," rather than an established one that has already arrived. It is about prospects for the future, not about the inheritance of the past. Second, entrepreneurship is the essential mechanism by which millions enter the economic and social mainstream of our global society. Entrepreneurial ventures enable millions of people, including women, minorities, and immigrants, to access the "entrepreneurial dream." The greatest source of economic strength has always been the entrepreneurial pursuit of economic growth, equal opportunity, and upward mobility. In this economic access process, entrepreneurial ventures play the crucial and indispensable role of providing the "social glue" that binds together both high-tech and traditional business activities. Entrepreneurial formations are the critical foundations for any net increase in global employment.

CURRENT TOPICS IN LEADERSHIP:

Adaptive Leadership

The ideas and practices surrounding adaptive leadership have been advanced in large part by Ron Heifetz and Marty Linsky in the books “Leadership without Easy Answers” and “Leadership on the Line” and more recently with the help of Alexander Grashow in the book “The Practice of Adaptive Leadership”. This introduction, and the upcoming blog entries, will draw in large part from the work of these three subject matter experts.

This style of leadership is, at its essence, about influencing change that builds and enables the capacity of individuals and organizations to thrive. Specifically, that leadership is the practice ofmobilizing groups of people to tackle tough challenges and thrive. The bottom line is that leaders need to understand the importance of adaptation and are able to employ the relevant processes and tools to build the adaptive capacity of organizations.

The word “adaptive” in adaptive leadership is drawn from evolutionary biology and refers to the process that organisms follow if they are going to survive and thrive. The three components of this process (applied to organizations) are to 1) preserve the organizational elements necessary for survival, 2)remove (or modify) the elements that are no longer necessary or useful, and 3) create (aka innovate) new arrangements that enable the organization to thrive.

In adaptive leadership, to thrive is to develop new capabilities and strategies to address changes in the environment (e.g. industry) and realize strategic vision and goals. The key for an adaptive leader is to understand what it means for a specific organization to thrive, and then help make that happen. To thrive is to successfully adapt to circumstances, make desired changes, and stay anchored to what is best about the organization in the process. This requires an appreciation for the core values, purposes(whether explicit or implicit), and the history of the organization.

Competencies of Adaptive Leadership

The adaptive leadership approach views leadership more as a process than a set of competencies. Having said this, the following are some skills, attitudes, and implied qualities that align with adaptive leadership.

- The adaptive leader needs to be able to connect organizational change to the core values, capabilities, and dreams of the relevant stakeholders
- The adaptive leader seeks to foster a culture that collects and honors diversity of opinion and uses this collective knowledge for the good of the organization
- The adaptive leader knows that change and learning can be painful for people, and is able to anticipate and counteract any reluctant behavior related to the pain
- The adaptive leader understands that large scale change is an incremental process and that he/she needs to be persistent and willing to withstand pressure to take shortcuts

The theory that informs adaptive leadership appears to be more about the nature of organizations than about the nature of leadership. In the writings of Heifetz et al, the clearest theoretical underpinning is the speculation that organizations adhere to the same processes outlined in evolutionary biology. It is the task of the leader to understand this theoretical framework and use it to guide and strengthen the organization.

Authentic Leadership

Andrew Cohen first began speaking to business leaders in the spring of 2003, using the tenets of his teaching of Evolutionary Enlightenment to explain how and why those in positions of power must take full responsibility for their effects on the world. In the following article, Cohen considers the topic of “authentic leadership” from the enlightened point of view.

It is indeed a remarkable fact that now, at the dawn of the twenty-first century, executives and business leaders are beginning to look to the perennial spiritual truth of Oneness, not only for personal salvation in these most challenging of times but as the source for a new, deeper, and higher perspective from which to engage in the global marketplace. They're turning to spiritual concepts and techniques as an adaptive or coping mechanism in order to survive in this brave new world.

Appreciative Leadership

The foundation of Appreciative Leadership is in a theory and approach to organizing known as Appreciative Inquiry (AI). The fundamental difference between AI and other approaches to working with organizations is that instead of focusing on what is wrong or broken — and trying to fix it — AI seeks to discover the uniquely positive qualities and capabilities of an organization and uses these as the foundation for future development or change. It is a highly participatory approach that involves asking strategically crafted questions about an organization’s collective strengths, achievements, success stories, positive traditions, and visions for the future. AI is based on the assumption that organizations will change in the direction of the questions asked. If inquires are into problems or difficult situations, that is what you will keep finding. And if the focus is on what the organization is at its best, that you will move the organization in that direction, and be able to build sustainable changes that are grounded in these emerging narratives. AI is firmly grounded in social constructionist theory, ideas around the power of generative conversations, and the centrality of relationships and language in the functioning of organizations.

Appreciative Leadership was born over a period of years, during which we worked as Appreciative Inquiry consultants and authors. We noticed how some of the initiatives we worked on resulted in “transformational” change, while others started strong but lost momentum or effectiveness over time. Patterns of leadership began to emerge among the successful initiatives – and we followed them. Through one-on-one interviews and focus groups, we identified five core strategies that are at the heart of Appreciative Leadership: qualities, strengths and capacities that compel people to follow and foster winning performance. We collected many of the stories from which the strategies had been gleaned, and wrote a book “by leaders, for leaders,” whose purpose was to simultaneously heighten readers’ awareness, affirm their capacities, and enhance their capacities.

The Wisdom of Inquiry: Leading with Positively Powerful Questions

The first of the five core strategies is Inquiry. By “asking” more than they “tell” and employing purposefully positive and value-based questions, appreciative leaders actively invite people to share their thoughts, feelings, stories of success and ideas for the future. As committed practitioners of Appreciative Inquiry, we had already seen the power of positive questions. Over years of consulting, however, we discovered that leaders who practice The Wisdom of Inquiry help cultivate environments in which people feel both empowered to make decisions and take risks, and encouraged to learn experiment and innovate. These capacities, in turn, enhance organizational performance.

The Art of Illumination: Bringing Out the Best of People and Situations

Second comes the strategy of Illumination. Individual and collective strengths are a deep well of potential just waiting to be tapped. By recognizing and shining a light on strengths, appreciative leaders transform raw potential into positive results. They do so by actively seeking to discover the unique skills, abilities strengths and positive potential of every person and situation. They also keep their eyes and ears open to see and hear what works, when people are at their best. They tell stories of success, anticipating and fulfilling people’s need for recognition and celebration and disseminating best practices. Finally, they align strengths – providing opportunities for both individuals and organizations to do more of what they do well, and collaborate where appropriate with others whose strengths are complementary.

The Courage of Inspiration: Awakening the Creative Spirit

The fourth strategy – Inspiration – breathes new life into possibilities, offers hope in the midst of crisis, and gives people a reason and way to go forward. Seeing, experiencing and knowing the hardships of the world, appreciative leaders choose to live and work in ways that are energetically positive. They use elevated language and broadly share uplifting stories. And drawing from the wisdom of the many, they put forth visions of what is possible (i.e., hopeful visions), along with resources and paths for getting there. Together, their language, stories, visions and paths forward give people courage to shed habitual ways of living and working, and to move in new, innovative and more life-affirming directions.

The Path of Integrity: Making Choices for the Good of the Whole

Integrity is perhaps the most important and least understood of the five strategies. It speaks to qualities of character such as honesty, transparency, authenticity, and moral or ethical conduct. But in the end, the strategy of Integrity is about wholeness. Appreciative leaders walk the path of integrity by employing holistic approaches to support the authentic expression of human potential, and to foster the design of life-affirming products, services and organization. They also make conscious choices to serve the whole(i.e., whole person, whole organization, whole world), and encourage or empower others to do the same. By embracing Integrity, appreciative leaders let others know they are expected to give their best for the greater good, and that they can trust others to do the same.

Strategy 1: Inquiry

- Emphasizes “asking” over “telling”
- Employs purposefully positive and value-based questions
- Invites people to share thoughts, feelings, stories of success and ideas for the future
- Cultivates environments in which people feel both empowered to make decisions and take risks, and encouraged to learn, experiment, and innovate

Strategy 2: Illumination

- Actively seeks to discover the unique skills, abilities strengths and positive potential of every person and situation
- Looks and listens for what works, when individuals and groups are operating at their best
- Share stories of success and disseminates best practices
- Anticipates and at seeks to fulfill people's need for recognition and celebration
- Aligns strengths by providing opportunities for people to do more of what they do well
- Finds opportunities to facilitate collaboration with others whose strengths are complementary.

Strategy 3: Inclusion

- Acknowledges and addresses people's need for belonging and creativity
- Brings diverse groups of people "to the table" for crucial decisions and planning
- Engages people in a manner that fosters safety and encourages equal voice
- Accommodates conversational differences
- Enables people to contribute in ways that are both comfortable and empowering

Strategy 4: Inspiration

- Acts in ways that are energetically positive
- Uses elevated language and broadly shares uplifting stories
- Puts forth visions of what's possible or "hopeful visions"
- Provides the resources and paths for attaining the "hopeful visions"

Strategy 5: Integrity

- Demonstrates honesty, transparency, authenticity, and moral or ethical conduct

- Employs holistic approaches to support the authentic expression of human potential, and to foster the design of life-affirming products, services and organization
- Makes conscious choices to serve the whole (i.e., whole person, whole organization, whole world), and encourage or empowers others to do the same
- Encourages and expects others know they are expected to give their best for the greater good

Transactional Leaders

The transactional leadership style developed by Bass is based on the hypothesis that followers are motivated through a system of rewards and punishment. The transactional leader's view of the leader / follower relationship is one of quid pro quo - or this for that. If the follower does something good, then they will be rewarded. If the follower does something wrong, then they will be punished.

Transformational Leaders

The theory behind transformational leaders, on the other hand is based, on the hypothesis that leaders can exploit a need of the follower. These particular needs are not based on quid pro quo transactions, but higher order needs. These needs are those of the total person, and are closely aligned with the internal motivational factors of the follower.

So at one end of the spectrum we have transactional leaders that are making many "deals" with those being led. On the other end of the spectrum, we have transformational leaders, which are looking to satisfy a greater need of an individual.

Laissez Faire Leaders

A third leadership dimension was eventually acknowledged by experts - the laissez faire leader. This type of leadership style allows for complete permissiveness, and the group often lacks direction because the leader does not help in making decisions.

While working for a laissez faire leader gives followers many opportunities to make decisions, the lack of direction can lead to anarchy. This is especially true if this form of leadership is allowed to remain in place for an extended period of time.

Transactional Leadership Agreements

At the extreme, the only relationship that develops between the transactional leader and the follower is an "unwritten agreement" to carry out all orders. In fact, this unwritten agreement may begin to form very early in the manager or leader relationship as demonstrated in the example that follows:

Immediately after the hiring process, it may be clear that the transactional leader is in charge, and the follower can hope to get better raises in pay by following orders. This type of agreement with the transactional leader may come about through consistent reinforcement of certain actions the follower takes.

When the follower completes an important assignment on time, and under budget, the transactional leader may reward them monetarily. If a deadline is missed, or a budget is "blown," then the leader may make it very uncomfortable for the follower.

This is not to suggest that all managers and leaders that exhibit the transactional leadership style are locked into what might seem like extreme relationships. As mentioned earlier, leaders will likely fall on a continuum, and exhibit behaviors characteristic of other leadership styles too.

As discussed in our article on Leadership Style, and again in Situational Leadership, the success of the leader is usually assured through the use of different leadership styles. Effective leadership aligns the current work environment with the disposition of followers.

Types of Transactional Leaders

The types of transactional leaders described by theorists include categories such as Opinion Leaders, Group Leaders, Governmental / Party Leaders, Legislative Leaders, and Executive Leaders.

If we examine these leadership categories more closely, then we will have a greater appreciation for what makes the transactional style "tick." These are leaders we read about in the press all the time. They are constantly meeting new people, making deals (completing transactions), and moving on.

We don't want to make it seem like transactional leaders are "shallow." Under certain conditions, this leadership style is extremely effective, and most leaders operate on a continuum as mentioned earlier.

Transactional Leadership and Women

An interesting study conducted by Northwestern University with respect to transactional, transformational, and laissez fair leadership styles revealed that women are more likely to use transformational methods than male leaders. This means most women were more interested in working with people holistically, not just making deals.

The study also found that when female leaders used the transactional leadership style, they were more likely to focus on the rewards component of that style. On the other hand, when men utilized the transactional style, they were more likely to focus on the punishment aspects of that style.

Admittedly, the study found the differences between men and women to be small; however the differences were consistent in one way. Women always exceeded men when it came to the positive aspects of a leadership style, and men always exceeded women when it came to the negative attributes of the style. Translating: women always won when it was good to win, and men always won when it was bad to win.

Regardless of winners and losers, the important thing for the leader is to understand the strengths and weaknesses of the style they use most frequently. To be effective in the workplace, the leader must also realize that switching between styles can make them a more effective leader too.

Dynamical Leadership

In today's turbulent landscape, change is multidimensional. Leaders must consider speed and scope of change, along with multiple forces buffeting organizations from all directions—new technologies, increasing difference, expanding markets, increased customer and employee expectations, fiscal meltdowns, political battles. Leaders and organizations respond quickly to remain sustainable in today's unpredictable landscape.

The study of human systems dynamics teaches that sustainability requires a system to adapt to whatever it encounters, as it holds its mission and values. An organization's ability to thrive depends on its adaptive capacity, requiring it to be

- **Sensitive** to changing patterns,
- **Flexible** in response, and
- **Robust** to withstand multiple challenges.

While some of these may sound counter to traditional approaches, they express a worldview of human system dynamics that honors inherent complexity of organizations in the 21st century and explain why adaptive capacity is crucial today.

Life is a tapestry of different textures and colors. The pattern becomes visible because of unique differences from one yarn to the next. Human interactions are similarly woven through life, play, and work. The messiness inherent to human systems makes sense to dynamical leaders, and they see the tapestry that is their organization.

As the beat goes on complex systems organize toward "fit." Interactions among individuals are responses and counter-responses. One individual shifts, calling for adjustments by others, triggering reactions elsewhere. This balancing act is continuous and simultaneous, creating a system-wide rhythm as the beat to which dynamical leaders are specifically attuned. They know the beat continues as long as the organization is open and vibrant.

There is no "there" there as patterns emerge continuously, whether or not they are watched. A system doesn't self-organize toward a single point that signals some arbitrary conclusion. Rather, the system's goal is fitness in a constantly shifting environment, responding to demands, seeking new opportunities, and finding new vistas. Dynamical leaders expect this and don't wait for it to settle down or stop changing. They value this "dance" between the organization and its environment as necessary to sustainability.

Coherence is as good as it gets when work aligns with values and people across the system respond in similar ways. Dynamical leaders recognize there is no "perfect state," and sustainability cannot be judged against external measures. The most useful measure of sustainability reflects coherence among parts of the system.

Things will go "bump" as difference within a system creates tension when individuals collaborate, build trust, or acknowledge fear. Tensions also emerge as the organization "bumps" against its environment. The goal of adaptive capacity is not to eliminate tension; it is to understand sources of tension, learn to negotiate their impact, and move forward.

There is magic in fractals as some patterns reverberate throughout the system. When similar behavior is observed in leaders, groups, and individuals, it is a fractal pattern. Behavior of senior leaders may be replicated at various levels in multiple ways. To influence a fractal at one level leverages work at others, magnifying impact of an intervention, increasing adaptive capacity.

Power is abundant, and multiplies as it's shared. In complex systems, power is the ability to influence, and is no longer associated only with position or title. Everyone can influence, and as they do, creativity and efficacy are unleashed. Sharing power is not about leaders abdicating responsibilities or accountabilities. It is honoring individuals' abilities to contribute to overall performance.

We believe there is no silver bullet for today's complex leadership dilemmas. We also believe, however, there is a path leaders can take to:

- Increase ability to thrive in today's turbulence,
- Support others in contributing to sustainability,
- Respond productively to shifting needs, and
- Step into powerful roles as dynamical leaders in a complex world.

Heroic Leadership

These days, heroic leadership is out and post-heroic is in. Still, one important question remains: Does heroic leadership have a place in organizations? If heroic leadership can add value, then managers need to learn which style to use and when. Lee Iacocca and Jack Welch were heroic leaders, strong characters with firm answers. However, recent financial scandals have cast doubt on the wisdom of granting so much power to any individual. Complexity has made it harder for one person to know it all anyway. The Level 5 leaders described by Jim Collins in *Good to Great* illustrate the post-heroic style: they possess the humility to involve others in developing new strategies.

Heroic leaders use the power of their position to make decisions unilaterally. By contrast, post-heroic leaders are facilitators. They use skillful questions to draw ideas out of others to develop shared solutions. Both styles of leadership have the authority to make decisions for the groups they manage. The difference between them is their decision-making style: one is autocratic, the other is participative. Both are positional leaders; they lead from a position of authority.

But in our rush to embrace the post-heroic leader, we overlook another way leadership demonstrates itself, namely by challenging the status quo, showing courage and taking risks to champion a better way. In this sense, Martin Luther King, Jr., Mahatma Gandhi and Nelson Mandela were all heroic leaders; they had the courage to stand up to those in power. There will always be a place for leadership based on the courage to question authority. This type of leadership is non-positional because, without the authority to make decisions on behalf of their followers, non-positional leaders' claim to leadership and their ability to retain it rests on their power to influence.

We thus have four styles of leadership, positional heroic and post-heroic, where the former is problematic, and non-positional heroic or unheroic, both of the trains are found in most of the leader in practical life.

The changing face of Positional Leadership

Progressive organizations are moving toward a more engaging style of leadership, mainly due to their recognition that followers have a greater role. Middle managers may not see themselves as fitting the heroic image, but the reality is that the heroic mindset infects everyone in cultures founded on heroism. A heroic culture is one that worships the ability to score goals, usually in the form of advancing compelling solutions to problems, while downplaying facilitation as not being "real work."

Heroic leaders, such as Lee Iacocca, have the answers to transform organizations. This approach worked in the simpler 1980's and may still work in less complex industries. Yes, Iacocca did know how to rescue Chrysler, but the heroic ideal is getting harder to live up to as the world gets more complex. Further, today's knowledge workers want to be engaged in deciding what direction to take, not simply be sold a vision from on high that they have no part in formulating. Heroic leaders undermine engagement by trying to inject motivation into employees, namely by "being inspiring" rather than by involving them in making decisions. It is a telling sign of the failure of transformational leadership that, according to a raft of evidence1, employees are still not very engaged. An inspiring sales pitch is one-way communication. They engage people in determining new strategic directions by asking the right questions. Engaging leaders operate as coaches, facilitators, catalysts, enablers and developers of people, not solution generators like the star goal scorers of the 1980's. The Level 5 leadership model of Jim Collins2 is one well-known version of this form of engaging, post-heroic leadership.

We criticize leaders today not because they are less capable than they were in the past but because we expect more than they can deliver. Our expectations of leaders have grown astronomically because of increasing complexity and the rate of change, causing our anxiety to go through the roof. We fear not being able to cope, not keeping up with the pace of change and becoming obsolete. Our need for someone to show us the way and take care of us heats up to a fever pitch. This is why transformational leadership is so popular. We are no longer satisfied with quiet, factual or less inspiring leaders. They are not powerful enough to excite us and calm our fears. It's like being used to coping by dosing ourselves with drugs or alcohol, but now needing something stronger because the old dose is no longer doing it for us.

In the end, heroic leadership is self-defeating because, the more heroic it is, the more it widens the gap between dependency and empowerment.

Searching for ever-more super leaders is no solution because more will never be enough for long. Instead, we need to switch our focus entirely, to the power of the group. This means breaking our dependency on super heroes and finding strength within ourselves and our relationships with other group members to find our own direction.

Unfortunately, heroic leaders are hooked on goal scoring and the feeling that being a facilitator is just not very exciting. Despite the lip service paid to working through people, managers get their kicks from doing what they regard as "real" work, which does not include engaging people.

Non-Positional Leadership

Martin Luther King, Jr., Mahatma Gandhi and Nelson Mandela had very different leadership styles but they shared some critical features:

- They promoted a change in direction.
- They had the courage to take risks for their convictions.
- They showed leadership to groups that they did not manage– their respective governments.
- With no position of authority, their leadership relied totally on their power to influence.

Such leadership amounts to promoting a better way, leaving it up to the target audience to get on board and implement their proposals. The organizational counterparts of King, Gandhi and Mandela are knowledge workers who see a better way -- a need for a new direction, improvements to products or more efficient processes. Front-line innovators show bottom-up leadership when they take the risk of challenging the status quo. Such leadership is not what is commonly called informal leadership, which is actually a form of positional leadership with informal authority. For example, the developer of PlayStation convinced Sony management to market this product, but he was not an "informal leader" within the Sony executive team, someone who could direct the efforts of that team.

Non-positional leadership can be heroic or unheroic depending on the personal risks involved. King, Gandhi and Mandela were heroic because they risked their lives, or at least imprisonment. When front-line knowledge workers promote a change to a product or process, the risk is much lower, ranging from a “Thanks but no thanks” to mild ridicule or, at worst, being sidelined. Suppose a junior accountant successfully promotes a more transparent accounting process to the finance director. This is everyday leadership that is very unheroic but critically important. Such unheroic leadership is in desperate need of encouragement wherever innovation or continuous improvement is critical to success. Thus, there is a place for both heroic and unheroic leadership, as long as it is conceived and delivered as promoting a better way.

Choosing a leadership style

Managers at all levels can use any of the four leadership styles. They show non-positional leadership when they use influencing skills to promote a change in direction, such as when they challenge their colleagues and promote a better way. A new vision or setting an example might work. Managers who adopt highly ethical or environmentally friendly practices, for instance, show leadership by example to their colleagues, superiors and team members. This non-positional leadership will be heroic or unheroic, depending on the amount of risk involved.

Crucially, managers can foster leadership in all employees. Front-line knowledge workers with no formal authority must be encouraged to show non-positional leadership in order to become more fully engaged and to take more ownership for organizational direction.

Making the culture change

The goal of creating a post-heroic culture is to promote non-positional leadership that creates broader ownership and engagement This can best be achieved by managers who have an engaging, post-heroic leadership style.

In heroic cultures, even front-line employees are indoctrinated with the myth that success depends on scoring goals. The widespread use of sports metaphors in business reinforces the heroic mindset. High fliers get promoted because they know what they are doing. They have ideas for new products or how to turn around a poorly performing division. Their entire careers are built on strong analytical skills to develop better solutions to challenging problems than their less insightful peers. There is no question that businesses need creative ideas. The challenge for managers hooked on goal scoring is how to switch gears and be facilitators.

The required culture change entails promoting and developing engaging managers, rewarding those who can bring out the creative ideas of their team members. In addition, all managers need to learn how to deal with challenges from below, to stop seeing good ideas from team members as a threat. Businesses that compete through rapid innovation need all employees to show more leadership.

We need to replace heroic positional leadership with its post-heroic engaging counterpart but it would be a disaster to forget either heroic or unheroic non-positional leadership, especially in businesses that need all employees to think creatively.

Currently two popular leadership topics are leadership substitutes and women leaders. Both are discussed in the following section under the heads "Substitutes for Leadership", "Women as Leaders", and "Ways Women Lead".

1. Substitutes for Leadership:[18]

There are times when leaders do not have to lead or, for one reason or another cannot lead. In these circumstances, situational substitutes can have as much influence on employees as any leader. Certain situations in which the nominal leader-for a number of reasons, including factors beyond the leader's control-had little or no impact on the outcome of a situation. Because so many factors can affect a situation, some people argue that leadership is really irrelevant to many organization outcomes. Under various conditions-for instance, strong subordinates, knowledge of the task, organizational cons traits-subordinating may not need or even want leadership.

Substitute leadership theory attempts to identify those situations in which the input of leader behavior is partly or wholly canceled out by characteristics of the subordinates or the organization. Here are some examples: A subordinate may have such high levels of ability, experience, education and internal motivation that little or no leadership is required or desired; task characteristics may be so routine that the subordinate does not required much, if any, leadership; organizational characteristics such as group cohesion and a high degree of formalization may reduce the need for leadership. Recall, also, from the earlier discussion of life cycle theory, the situation in which the leader delegates task to highly mature followers in a low-task/low-relationship situation[22].

Much of this attention has centered on leadership characteristics, situations, and leader behavior. Substitute theory tends to downplay the importance of these dimensions. This theory reminds us that-at least in some situations with some people in some organizations-things just seem to get done regard less of the quality of leadership.

2. Women as Leaders:

Many researchers have been done in management and leadership. But one may rarely find any references to women leaders. Because there are very few women leaders as compared to men leaders. In 1970 only 15 percent of all managers were women. By 1989, this figure has arisen to more than 40 percent. By 1995, women made up about 63 percent of the total work force in the U.S. Just how many women will become leaders in their companies or industries remains to be seen[19].

At the very top of major corporations, these were only three female CEOs in Fortune 500 companies in 1999 and currently, this figure is raised to 10, it means that women hold 20% of corporate officer positions in Fortune 500 companies.

In past, women worked only in several fields like educations and social services. Today, women are working in each and every field like business, education, government, military, entertainment, social services etc. Now, women have become more powerful than past. It is also true that women are found favorable for middle management positions in business by male evaluators while men are favored for supervisory positions.

A labor department study of the U.S. of the early 1990s suggests that the so-called glass-ceiling was keeping from moving into leadership positions. The glass ceiling is the subtle barrier of negative attitudes and prejudices that prevents women from reaching seemingly attainable top management positions.

Despite the array of studies indicating that women possess the behavioural skills and inner qualities that qualify them for effective leadership, there remain underrepresented in such positions. Organizational, intrapersonal and personal barriers like prejudice, male executives' preference for gender similarity non-equivalent for gender similarity, non-equivalent developmental assignments, lack of support and work/home conflict prevent women leader's progress.

Women who successfully break through these barriers can get top positions in organizations. There are some examples of such women like Indra Nui (CEO of Pepsi Co.) Mrs. Malika Shrinivasan (Taphe Tractors and Farm Equipment Co.) and Marion O. Sandler (Golden West Financial Corporations).

3. Ways Women Lead:

As stated earlier, women who have broken through the glass ceiling have found that there is no one mold for effective leadership. In the past, women leaders modeled their leadership styles after successful male managers. Today's women manager, however, often describes their leadership style as transformational. This leadership style attributes power to such personal characteristics as charisma, personal contacts than to the organizational structure.

Several meta-analyses and reviews of leadership research indicated very few differences between male and female leaders. The only behavioral difference was women leaders' use of a more participative and less autocratic style than men in most environments. Female and male leaders did not differ overall in effectiveness but tended to be evaluated differently, particularly by male evaluators. Comparisons of effectiveness favored women leaders for middle management positions. While men were favored for supervisory positions. These findings were consistent with other studies indicating that a collaborative leadership style is better suited for 21st century global leadership.

Leadership styles:

A style of a leadership is a "Relatively enduring set of behavior which is a characteristic of the individual, regardless of the situation".[26] 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. 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 them 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 program and limitations for action and the entire process is left to subordinates. He maintains contacts with outside persons and intervenes only in exceptional cases.

Leadership in Indian organizations has generally been found to be of the benevolent authoritarian type. In many proprietary organizations, a certain amount of the paternalistic attitude prevails. As contrast to these, there are many organizations which put high emphasis on supportive leadership. Thus, the total position appears to be a mixture, and the real situation in this context can be appreciated only when a detailed account of various practices is taken for consideration. A mayor (1960) concludes that barring a few, most Indian top managers are relatively authoritarian in their relationships with lower management and labor. Similar result has also been highlighted by Ganguli (1964) in his study of leadership behavior in state owned engineering company. Rangaswamy (1976) in his study of leadership behavior found that Indian managers are more employee-oriented due to Indian culture and religious pattern which influences towards helpfulness and peaceful co-operation.

Indian work organization from this point of view can be classified into three parts which have some distinctive features and consequently the different leadership styles such as : in the family-managed traditional organizations, the most prevalent style is autocratic. The organizations in the private sector owned by Indian or multinationals have appreciable degree of participation or democratic leadership. In the public sector organizations, bureaucratic style is more prevalent owing to the work culture inherited by public sector managers. Sinha (1980) found that authoritative leadership is often preferred by the employees in Indian organizations. The various studies on leadership styles fail to give a generalized result.

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 characteristic like age, experience, education and family background also influence the style of leadership behavior.

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RESEARCH METHODOLOGY

INTRODUCTION:

Through this research work, the researcher tries to determine the leadership styles of owners-managers of the Dyeing & Printing Industry of Jetpur city. Leadership is a interpersonal relationship between the leader-manager and the followers. The behavior exhibited by a leader during supervision of subordinates is known as leadership style. There are probably as many different styles of leaders as there are leaders. But the researcher has used five leadership styles for this research study. They are Benevolent Autocrat, Strict Autocrat, Prior Consultation, Democratic Style and Delegation Style.

TITLE OF THE PROBLEM:

For the present research work, the title of the problem is **"LEADERSHIP STYLES IN DYEING AND PRINTING INDUSTRY OF JETPUR CITY."**

From this research work the researcher aims at studying various leadership styles of owners-managers in Dyeing & Printing Industry of Jetpur city in terms of their demographic characteristics such as age, education, experience and family background.

RESEARCH DESIGN:

Research design gives a master plan for the research work to be conducted. For better economical and attractive construction of house, we need a blueprint or the map of the house well thought out and prepared by an expert architect, similarly, a research design is essential before collecting and analyzing data for the research project, keeping in view of the objective of the research and the availability of effort, time and money.

SAMPLING DESIGN:

At present, there are about 2000 units working in Jetpur Dyeing and Printing Industry. Jetpur Dyeing and Printing Association is registered under charitable trust and Co-operative Act in 1964. This association is engaged in the development and making representation at various levels for the problems faced by this industry in Jetpur. It is a voluntary association where in more than 550 units are the members of this association.

Out of these 2,000 units, 500 units were selected using convenient sampling. The researcher prepared a structured questionnaire divided in three parts viz. Part-I for general information of the respondents. Part-II for general information of the units where the individual respondents are working and part-III for leadership styles. Using schedule and questionnaire method, the researcher collected primary data from 500 respondents.

UNIVERSE OF THE STUDY:

The universe of the study consists of all the units working in Dyeing and Printing Industry of Jetpur city.

DATA COLLECTION:

The present study is based mainly on primary data and supported by secondary data. The primary data were collected from the owners- managers of Dyeing & Printing units of Jetpur city through structured schedule and questionnaire. The secondary data were collected from magazines, periodicals, journals and newspapers and websites related to the industry and subject matter.

SCOPE OF THE STUDY:

The present research study is a micro level study. The scope of the study is as under:

1. Functional Scope :

Functional scope of this research work is to study various leadership styles in Dyeing and Printing Industry of Jetpur city and examine the influence of demographic factors such as age, education, experience and family background on the leadership styles of owners- managers.

2. Geographical Scope :

Jetpur city area is a geographical criterion for present research study.

OBJECTIVES OF THE STUDY:

Objective is a base for any work. No work is started without any objective. The present research work has been undertaken keeping in view the following objectives:

1. To study various leadership styles in Dyeing and Printing Industry of Jetpur among the owners- managers.
2. To examine the influence of age on the leadership styles of the owners-managers.
3. To examine the influence of education on the leadership styles of the owners managers.
4. To examine the influence of experience on leadership styles of the owners- managers.
5. To examine the influence of family background on the leadership styles of the owners-managers.
6. To conclude which leadership styles are used by the owners-managers.
7. To make suggestions in the improvement of various leadership styles used by the owners managers.

REVIEW OF LITERATURE

In this chapter, an attempt has been made to present a review of' studies bearing on leadership styles. Published work on various aspects of leadership styles has provided a background for the present study.

Leadership is defined as the relationship in which one person (the leader) influences other to work together willingly on a related task to attain goals devised by the leader and for group. Thus, the leadership is a key element in human resource in any organization. Leadership is a part of management, but not all. Leaders require and use three different skills in influencing and interacting with people to attain goals viz., technical skills, human skills, and conceptual skills. Leadership, the process of influencing the activities of others towards goal achievement, has long been recognized as a vital aspect of management. Accordingly, a tremendous array of studies has been conducted in this important area. The current theory of leadership has evolved from fifty years of studies on this subject. It is derived from the best features of the earlier theories of leadership. First, it is important to examine the historical "root" of this theory in order to bring us up to present day thinking. Specifically, leadership will be viewed from five perspectives which illustrate the development of the current model: the leader; the leader and group; the leader, the group, and the situation; the leader's two primary concerns - production and people; and finally, Redding's 3-D leader effectiveness model. At one time, it was believed that leadership was a right that one inherited from birth. This went out of fashion with the realization that people born into leadership roles often are not leaders. The first major formal approach to the study of leadership, known as the "trait approach" was the primary theory in leadership study between 1900 and 1940. In effect, researchers of that period started to ask: "How do leaders differ from followers in terms of personal traits?" When the results of all the research efforts were studied collectively, there were some traits that leaders seemed to have in common. However, researchers slowly began to realize that this approach to the study of leadership was not entirely valid, as the results varied from one occupational group to another. Researchers then began to ask "What styles of behavior did leaders exhibit in their specific group"? And the new perspectives began to emerge.

EVOLUTION OF RESEARCH STUDIES ON LEADERSHIP STYLES

In the past seventy years, more than three thousand leadership studies have been conducted and dozens of leadership models and theories have been proposed! The leadership studies initiated in 1945 by the bureau of business research of Ohio state university attempted to identify the leader behavior. The interdisciplinary team of researchers from psychology, sociology, and economics developed and used 'LBDQ' to analyze the managerial behavior of leaders in numerous types of groups and situations. The two dimensions of the managerial behavior that has emerged in the analysis were labeled as "consideration" and "Initiating Structure". Blake and Mouton instead of using the words "consideration "and "initiating structure", They used the different words known as "concern for people" and "concern for production". The orientations identified by the Ohio State University studies and Blake and Mouton need not be same the orientations for the bureaucrats working in the bureaucratic environment whi.ch is vastly different from that of an environment prevailing in Non Government organizations. In the following paragraphs a brief survey of some of those important researches is given.

Work done outside India

1. Pigors (1936) has observed that leaders in group work tend to act either as (I) master, or (ii) educator. Trait approach was carried out under the direction of Carol Shartle at the Ohio state university in the late 40's and early 50's. The main findings of this study suggest that managerial behavior can be classified into two categories, namely initiating and consideration.

2. In the other study, **K.Lewin, R.Lippitt, and R.White** identified three basic styles of leadership: Authoritarian (where the leader has all the power and influence in decision - making); Democratic (where the leader shares power and influence in decision - making with his group); and Laissez – faire (where all the power and influence in decision - making is given to the group members). According to kheir research, the best leadership style in terms of productivity and group satisfaction was the democratic style. The study emphasized the democratic leadership style over the authoritarian leadership style, which was once widely believed to be the most effective style of leadership.

3. During the later 1930's **R.Tannenbaum and W.Schmidt** plotted leadership styles along a continuum, based on the degree that power and Influence on decision-making was retained by the boss or shared with subordinates. They identified four basic styles of leadership along this continuum - "tells", "sells", "consults", and "joins". "Tells" is the authoritarian style of leadership, and "joins" is the democratic style of leadership. They suggested a mix of all styles of leadership - ranging from "tells" to "sells" to "consults" to "joins" - may be the best. To determine which would be the most effective leadership style at any point in time, it is necessary to consider three sets of forces - (i) forces of the leader; (ii) forces in the subordinates and (iii) forces In the situation. They concluded that a successful leader is one who can accurately assess the forces

that determine what behaviors would be most appropriate in any situation and there is able to be flexible enough to adopt the most functional leadership style.

4. Getzels and Guba (1957) proposed three types of leadership, of these two are associated with separate dimensions of group activity. Nomothetic leadership is involved with roles and expectations which define the normative dimensions of activity in social systems. Ideographic leadership is associated with individual needs and dispositions of members which define the personnel dimensions of group activity. Synthetic leadership reconciles the conflicting demands arising from the two contrasting systems within a group.

5. Stogadil (1959) suggested that it is the function of the leader to maintain group structure and goal direction and to reconcile conflicting demands arising outside the group.

6. In the 1960's a highly useful theory of leadership was developed by **R.Blake and J.Mouton (1964)** Through their model called the "Managerial Grid" leadership was defined by two fundamental leadership concern – concern for production and concern for people. The major drawback of this model is that it views the team management leadership style, which is essentially the same as the democratic style, as the best leadership style for all people in all situations. It also suggests that concern for production and concern for people should always be equal. In actual day-to-day management experiences, there are too many instances where this is not practical.

7. The best integration of ideas concerning leadership into one comprehensive and yet relatively understandable model, drawn up by **P.Hersey and K. Blanchard (1977)** suggest that there are two sets of behavior necessary to effective leadership: task behavior and relationship behavior. Given those two sets of behavior, four leadership styles are possible. They are,

- TELLING-high task, low relationship behavior.
- SELLING-high task, high relationship behavior.

- PARTICIPATING-high relationship, Low task behavior
- DELEGATING-low relationship, low task behavior.

Hersey and Blanchard suggest that each of those leadership styles may yield highly effective results. To determine which style would be most appropriate, it is necessary to determine the "task maturity" of the members in one's group. Task maturity is defined as the degree of willingness and ability to assume responsibility.

- With subordinates of low task maturity, the TELLING approaches likely to the most effective.
- With subordinates with *moderate low* task maturity, the SELLING approach is likely to the most effective.
- With subordinates with *moderately high* task maturity, the PARTICIPATING approach is likely to the most effective.
- With subordinates of *high* task maturity, the DELEGATING approach is likely to the most effective.

This model illustrates the nature of effective leadership and capitalizes on the strong features of the earlier theories while avoiding their short comings. Thus, it currently is perhaps the single most impressive model for selecting the most effective leadership style for any work situation.

8. Fiedler (1967) has termed his theory of leadership effectiveness as "the contingency model". In essence, it is a system for predicting which leaders will be effective in different situation. Its principal implications are for the processes of recruitment, selection, and placement of leaders.

9. Victor Vroom (1976) has focused new look at leadership by postulating a number of necessary ingredients for a situational theory of leadership. He has developed a model on some of the previous approaches and formed more general knowledge concerning both human behavior and functioning of groups.

10. Bowers and Seashore (1966) concluded that there are four basic dimensions of leadership: support, emphasis on goals, facilitation of interaction and facilitation on work, Support is similar to consideration to Likert's concept of supportive management. It is the behavior that enhances someone else's feeling or personal worth and importance. The emphasis is on goals stimulation enthusiasm for achieving high performance level. Facilitation of interaction involves encouraging group members to develop close, mutually satisfying relationships. Finally, facilitation of work is similar to Fleishman and Harris (1962) dimension of initiating structure. It is the behavior that promotes the attainment of goals through activities such as scheduling, planning, coordinating and providing resources. Requisite management skills and activities differ from one hierarchical level in the organization to another. The management of physical, human and strategic resources receives different degrees of emphasis in lower, middle and top management position.

11. Likert (1961) discovered the general pattern of management and found that supervisors with the best record of performance focused their primary attention on the human aspect of their subordinate's problems (employee-centered). Other supervisors who kept constant pressure on production were called job-centered but were found more often to have low producing sections.

12. Korman (1966) researched in which consideration and structure scores of industrial supervisors were related to various criteria of supervisory effectiveness and work group performance. It was found that rating made by peers of supervisory and performance is not related to the supervisor's consideration and initiating of structure. However, evaluations by superiors and subordinates, as well as various objective criteria tend to the related significantly to the supervisor's leader behavior as described by subordinates. These findings appear reasonable in that a supervisor's peers in the industrial organization not as well placed as his supervisors to evaluate his performance accurately.

13. Leadership is composed of two factors initiating structure and consideration - according to **Edwin Fleishman and David Peters, (1962)** writing in personal

psychology in 1962. Initiating structure is the extent to which an individual defines his own behavior and the behavior of others. Consideration IS the extent to which an individual achieves a high rapport or rapport two-way communication with others. Consideration in essence is personal power. **Katz's (1966)** efforts through analytical method to trace the three levels of hierarchy, fixing the effective leadership is a very good study. According to Katz and Khan (1966) **organization,** (creating: changing, and eliminating structure), **inter potation** (Supplementing, and precing out structure) and **administration** (using structure as it already exists) are management concerns of importance to top, middle and lower levels in the hierarchy, respectively. Each of these three leadership patterns has both an effective and a cognitive component. The cognitive component of organizations found in the leader's "systematic perspective" -- his awareness of the organization's relationship with its environment and of the interrelationships among subsystems within the organization and in his ability to change or create new structures. The emotional component of organization is **"Charisma".** This is the aura surroundings a leader that drives from his special gifts for affecting Individuals in an emotional way. Interpolation, the managerial behavior thought to be appropriate at middle-management levels, has a "sub-system perspective" as its cognitive component. Middle managers need both an upward and downward orientations. In order to implement policy directives emanating from above and to coordinate various interdependent subsystems. The middle manager must be a good problem solver and coordinator and be Influential, with both superiors and subordinates. The effective component of interpolation exists in the ability to integrate what sociologists / psychologists called "primary and secondary relationships". A leader must be able to establish warm human (primary) relations with the followers and integrate them with more impersonal (or secondary) organizational elements that exist outside the primary work groups. He must integrate individual needs with organizational requirements. The administrative pattern, which is appropriate at lower level of management, has its cognitive component the "technical knowledge" of a job and "knowledge of organizational roles". The effective component is "fairness" which enables rules to be applied equitably.

14. Reddin (1970) pioneer of effectiveness dimension which was further developed as tri-dimensional leader effectiveness model believes that variety of leadership styles may be effective or ineffective depending on the situation. W.J.Reddin may be called the apostolic father of the three dimensional theory of leadership. Reddin is the first person to introduce effectiveness dimension which has a pragmatically amorphous meaning so far. In his model, Reddin uses three dimensions of task-orientation, relationship - orientation, and the effectiveness. He contends that the leader who exhibits the leadership style in concinnity with the situation is called effective leader, ineffective otherwise. Reddin maintains that no style is good or bad in itself. It depends on the situation as to which style is best or appropriate. If the basic style is used appropriately it becomes effective, otherwise ineffective Reddin's model is appreciated on two accounts.

1. For introducing the effectiveness dimension to the earlier concepts of task - orientation and relationship - orientation.
2. For integrating the behavior of the leader with the situation.

Reddin has just tried to provide variety of styles that may be effective or ineffective depending on the situation. His 3-D approach incorporates all the three theoretical bases - leader, group and situation, and stresses that. The manager should have an adaptive style that leads to effectiveness. Reddin's model helps in identifying a particular style a leader is using, but could not explain how a leader can improve his style.

15. Rossel (1970) investigated instrumental leadership (production goals) and expressive leadership (employee relation) among managers and supervisors in eight production organizations that varied in required labor commitment the more instrumental the leadership orientation for supervisors the opposite situation existed.

16. Misumi (1972) and this co-workers conducted a number of studies in Japan comparing P (Standing for performance oriented) M (for maintains and strengthening group processes), PM (High on both) and pm (low on both) types of leadership. When he took into account the level of achievement motivation of his subjects, it was found that regarding the productivity index in the high motivation for achievement group, the PM type came out on top, followed by pm in that order. In terms of the degree of satisfaction with situation, PM came first, followed by M, P, and pm in the order mentioned

17. Evans (1973) explored the possibility that the leaders behave differently toward different subordinates. Three hundred and ten public utility workers were evaluated on role performance, leadership behavior and ideal Leader behavior based on self-ratings and completion of the Leadership Behavior Description Questionnaire. Two hypotheses were tested: (a) that supervisors with low stereotype scores were highly discriminating in judgments about their subordinates, and (b) that a supervisor's differentiations moderate the relationships between a subordinates perception of the leader behavior and the subordinates ratings of his own performance.

17. Johnson and Bledsoe (1973) found that agents morale was correlated with both supervisor characteristics but consideration was almost a good predictor of morale (r = 0.65) as a combination of both consideration and initiative structure (r = 0.66).

18. Oh (1975) concluded that groups under benevolent authoritarian leaders are the most effective groups in terms of productivity-satisfaction with leader, absenteeism and group conflict. The different types (autocratic, benevolent, authoritarian, democratic, and laissez-faire) of leadership, however, were significantly related to performance and morale, further confirming the two factor theory.

19. Wexlay, Alexander and Others (1980) concluded that the congruence between the subordinates' description of the manager and the managers' self description was significantly correlated with the subordinate satisfaction. In a work setting, actual attitude similarity may not be as important to the process of manager subordinate interpersonal relations, as is the congruent perception of other persons works related attitudes. Researchers have become increasingly interested in the interpersonal relationships within manager subordinate dyads. A few studies have examined the extent to which subordinates perceive their managers. Subordinates who are more perceptually aware of their superiors had work related attitudes and were more satisfied.

20. Argyris (1985) discussed methods of increasing leadership effectiveness. With a focus on ways to intervene with leader in order to increase their effectiveness in 4 activities-diagnosing situations, designing achieve to active results, producing these results, and monitoring their implementation. Emphasis is also on dealing with threatening issues. The primary goal of management education is to help leaders learn to reflect more actively on what is going on in any situation that they can detect and correct errors as they occur Generic competencies are discussed that can be used by leaders to solve problems concerning the complex and threatening issue.

21. **Hornstein and Heilman (1987)** discuss the relationship between the behavioral sciences and leadership behavior. It is suggested that leadership may need to possess different characteristics in different situation. A model of 4 perspectives on leadership behavior is presented, which includes trait theories, leadership style theories, trait situation match, and leadership style situation match. Various leadership model elements are discussed.

Work Done in India

22. In India, **Goswami and Ghosh (1957)** have made elaborate studies on the pattern of effective supervision and have brought out a number of papers and monographs. Squeria (1962a, 1962b) as outlined the characteristics of the effective supervision. He has come to the conclusion that effective supervisory practice is less ambiguous and less relative.

23. Bhatt and Pattak (1962) found high intelligence and dependability as important perceived characteristics of effective supervision. Chatterjee (1961) obtained high positive correlation between democratic leadership and productivity. Amin 1963 reports on the behavior and traits of jobbers who were liked the workers Qualities perceived in successful jobbers were high technical knowledge and ability to coordinate supply of material, good behavior, politeness and straight forward and persuasive approach.

24. Ganguli (1961 and 1964) showed that a higher degree of control was prevalent in leadership behavior of Indian Managers from an engineering factory. Majority of managers preferred autocratic style of Supervision. The interesting finding was that the subordinates also seemed to like the autocratic style of leadership. Styles were autocratic, bureaucratic, and paternalistic or all the shades of these three styles. Ganguli has also reported that 46.9 percent of the managers and 31.0 per cent of workers of a factory preferred autocratic organizational climate while only 12.30 percent of the managers preferred democratic climate. The existing environment was perceived to be autocratic by 51.0 per cent of the managers and 43.6 per cent of the workers.

25. Punekar and Savur (1969) in their study found that majority of the superiors from different organizations believed that subordinates were not capable of sharing decision-making. 70 per cent of superiors believed that subordinates had no sense of responsibility and could not work under the supervision of superiors .Kumar (1970) on the basis of his study of Indian Manager in Industrial organization, said that successful Indian executives like American executives want "to use their talents to the utmost in their work to act independently and to seek self-actualization in their work.

26. Sinha (1973) found that task oriented management was prevalent in private sector whereas political interference and bureaucratic system prevailed in public sector. Krishnaswamy (1976) on middle and senior managers found that both types of executives preferred 5,5 style of managerial grid and ignored 1,l style. The conflicting results obtained by various researches has made Sinha (1976) to give a conceptual frame work "before an organization achieves moderate degree of productivity, it requires authoritative style of leadership which can mould employees towards harder efforts and work commitment. Once at least a moderate level of productivity is achieved and the normative structure of the organization is interjected in employees, the organization is ready for the participative style". Khandawalla (1977) on the top management styles found that styles which was quasi-scientific and wishy-washy were low performers whereas neo scientific management styles were outstanding performers.

27. Elhance and Aganval (1975) have analyzed the leadership behavior taking different variables affecting leadership styles along with delegation of authority of 122 executives at various levels of management from two private and two public sector undertakings. They concluded that 67 percent executives in private sector and 57 percent of them in public sector units have employed democratic leadership styles.

Rangaswami and Helmick (1976) in his study of leadership behavior of 56 top level managers has found that Indian managers are more employee - Oriented as compared to their American Counterparts. Though this result is quite unexpected but due to the impact of Indian culture and religion, these types of results are found.

Das (1977) in the study of 280 managers from two public sector and four private sector units found that bureaucratic style is the most predominant followed by the benevolent autocrat, developer and democratic styles of leadership. Further, Singh and Das highlighted that leadership style is associated with the type of organization, executives' age group, their level in the organization and their exposure to management programs. More importantly, according to Singh and Das, in public sector, leadership styles are in order of compromiser, developer and autocratic styles. In private sector, benevolent autocracy is followed by the bureaucratic, democratic and developer styles. Hierarchy wise top levels managers are more benevolent autocrats followed by democratic and developer in behavior. While middle and lower level managers are more bureaucratic followed by the benevolent autocrat category. Age-wise, aged managers are more benevolent autocratic followed by developer, bureaucratic and democratic leaders; young executives are more democratic followed by benevolent, autocratic, and bureaucratic. He executives who are exposed to some formal management education are more democratic as compared to those who do not have such exposure.

The study of 120 managers by **Jaggi (1978)** concludes that prevailing leadership styles appear to the between benevolent autocracy and consultative type. The study further indicates that the leadership style is associated with various factors such as age of the executives, their positions and functions and the size of the organizations. Thus, younger managers and managers in bigger sized companies are less authoritarian whereas the managers in production and technical areas are more authoritarian (quoted by Hinger 1986) and Gupta (1978) in his study on Indian executives found that style 2 (high task and high relationship) was found to be predominant among executives of all groups. Style 1 (high task and low relationship) and style **3** (low task and high relationship) were supporting styles. Style **3** was found to be positively related to the effectiveness dimension. The study also hinted at the possible success of participative styles in the time to come. Punj (1978 studies the leadership styles and their effectiveness in bank executives. The findings are in the line with that of Gupta(1978) that the high task and high relationship (Selling) was the dominating style with high task and low relationship (telling) and low task and high relationship (participating) as supportive styles. However, the effectiveness of leadership was found to be quite low as a result of wrong choice by the executives.

28. Habibullah and Sinha (1980) studied five hundred and twenty three executives of the BHEL to find out various factors of leadership behavior. The responses of the executives to the leadership style scales were factor analyzed by the principal component method and varimax rotation was used. Resultantly, they found the following ten usable factors: subordinate based participation, learned centered nurturance, authoritarianism, guidance and encouragement, direction, task-orientation, friendly-orientation, power, role performance and discipline.

29. Manna (1982) investigated leadership style and effectiveness of executives belonging to two functional groups viz. line and staff functions in a public sector organization. The results indicated that there was not much difference in leadership effectiveness and styles across the two groups. Style 2 (high -cask and high relationship) behavior was found to be predominant among executives of both the groups. Style **3** (low task and high relationship) behavior and style 1 (high task and low relationship) behavior were supporting. This shows that executives in public sector have started thinking on the lines of concern for the people but many of them still like to the benevolent autocrat rather than participation.

30. Aganwal (1983) in her study showed that the leaders are not rigid in their approach. They choose their leadership styles in accordance with the needs of specific situations. The leader's concern is both for the task and for establishing cordial relationships with his subordinates. The worker's perception is identical in this area and points to the suitability of the small sized banking units as the model for future expansion.

31. Shukla (1983) presents an overview of studies on leadership in the fields of psychology, industry and business management, focusing on works concerning job satisfaction, contingency theory of leadership, performance and morale, high level functioning and satisfaction of group members, Participatory Vs. Supervisory structure, and the moderating variables that affect employee satisfaction and group effectiveness.

Sinha conducted that there was no best style of leadership. Successful leaders adapt their leader behavior to meet the needs of the group and of the particular environment. Effectiveness depends up on the leader. The followers, and other situational variables that make up the environment: E=f (l,f,s). Therefore, people who are interested in increasing their own success as leaders must give serious thought to these behavioral and environmental considerations.

32. Dubashi (1984) discussed the concept of leadership as applied to the public administration in the light of recent developments. Leadership should provide a sense of direction and must identify goals and objectives, state them clearly, work out a program of action for the attainment of the goals and allocate responsibilities amongst the members. According to Dubashi administrative leadership is a functional leadership. It is not charismatic leadership or leadership based on some mystic.

33. Hinger (1984) study indicated that the level of the officers was not found to be correlated positively or negatively in any significant manner with any of the leadership styles. Length of style had strong positive correlation with bureaucratic style. The correlation between training received and participative style of leadership was found to be significantly negative. Srivastava and Kumar (1984) found that the pattern of leadership style followed by junior and middle level officers was more or less similar and majority of government officers *(70%)* adopted style 2 viz. high task and high relationship (selling) as their basic style. The study also revealed that the middle level officers were significantly more effective compared to the junior level officers. **Hinger (1986)** reported that the bureaucratic style was found to be significantly correlated with the effectiveness of superior, efficiency of superior and the efficiency of the organization. The nurturant style was not related to any indicator of effectiveness. However, the nurturant and the task - orientation styles of leadership were found to be correlated with the effectiveness of superior, and the efficiency of the organization. Participative style was found to be significantly correlated with effectiveness of subordinates, whereas the authoritarian style was found to be significantly but negatively correlated with effectiveness of subordinates.

Singh (1987) concludes that the nurturant - task leadership is the best leader behavior for supervising the workmen and participative - task leadership is the best leader behavior for supervising the executives. The study also indicates towards the fact organization, its objectives, culture and values shall, to a large extent, decide the type of lead& behavior that its executives shall learn and practice, i.e. whether they should give NT and PT leadership or give a self-conflicting and ineffective leadership. Hassan (1987) results indicate that besides the Leadership style, modalities of experiencing power may also provide some understanding of the leadership which is suitable to an organization. Virmani and Guptan(1991) studied the top executives of 44 organizations. Ninety percent or more of the organizations had adopted formal managerial structures of western origin. However, all of them by passed the formal structure and took cultural detours to get work done. At times, the formal structures were not suitable to the environment or were not congruent with the value system of the employees. In other cases, they did not suit certain individuals occupying high positions in the organizations. Virmani and Guptan concluded that 'undeniably' the focal point In Indian management is the personality of the top man in the organization. The top men tend to be paternalistic father figures. Their concern for people is the greatest motivator in all types of organisation. Transformational leadership is quite close to charismatic leadership. It also seems to have some overlaps with PI leadership.

34. Bass (1985) introduced the concept and defined the transformational leader as one "who raises awareness and higher level needs of followers and moves them to transcend their self-interests".

35. Singh and Bhanadarkar (1990) have presented the transformational leaders. They conducted the study in five organizations, rating 31 behavioral characteristics of the chief executives. Although there were some variations between the ratings of the top leaders and that of the managers at the top, middle and low levels. These had been general consensus important characteristic viz. empowering attitude, taking risks, mission-goals of organization, team building, balancing in the face of calamities, sense of confidence and trust. According to Singh and Bhandarker, there are **19 modes** which the leader employs in varying degrees for introducing and sustaining organizational transformation. The above discussion makes it clear that tot of work has been done on leader's behavior, styles and on best styles of leadership. But no study compares the leadership styles adopted by the **executives** (top level) and the desired styles expected by the **supervisors** (middle level / lower level) in Govt. department which is very much needed. This study is intended to fill this gap.

HYPOTHESES OF THE STUDY:

The following hypotheses are tested in this study:

1. H_0 = The owners- managers do not adopt different types of leadership styles depending on situations.

   H_1 = The owners- managers adopt different types of leadership styles depending on situations.

2. H_0 = Leadership styles of owners- managers do not vary with the type of decision.

   H_1 = Leadership styles of owners- managers vary with the type of decision.

3. H_0=Leadership styles of owners managers do not vary with age, education, experience and family background.

   H_1=Leadership styles of owners-managers vary with age, education, experience and family background.

ANALYSIS OF DATA:

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.

OUTLINE OF CHAPTER PLAN:

The research report has been prepared and presented under the sequentially arranged five chapters. The highlights of each chapter are as under:

Chapter 1

“Introduction of Dyeing and Printing Industry of Jetpur City.”

This chapter presents introduction, definition of dyeing definition of printing, methods of printing, history and development of Dyeing and Printing Industry in Jetpur city, reasons for growth of Dyeing and Printing Industry in Jetpur and future prospectus of Dyeing and Printing Industry of Jetpur city.

Chapter 2

“Conceptual Framework of Leadership”

This chapter represents introduction, defining leadership, leader v/s manager, theories of leadership, leadership today, current topics in leadership and leadership styles.

Chapter 3

“Research Methodology”

This chapter deals with introduction, title of the problem, research design sampling design, universe of the study, data collection, scope of the study, objectives of the study, hypotheses of the study, review of literature, analysis of data, outline of chapter plan and limitations of the study.

Chapter 4

“Analysis and Interpretation”

This chapter is completely based on the primary information collected through structured questionnaire from selected 500 owner- managers of the Dyeing and Printing Industry of Jetpur city. The chapter covers the general information of the respondents and sample units. It represents the respondents’ views regarding the situations of production technical, financial, personnel and marketing matters the analysis of demographic characteristics and leadership styles. It also covers the broader hypothesis testing and conclusions drawn on the basis of the analysis.

Chapter 5

"Summary, Findings & Interpretation"

This chapter includes summary of each chapter and findings of the study and at last suggestions for improvement in leadership styles and development of the industry are made.

LIMITATIONS OF THE STUDY:

1. The study is limited to Jetpur city only itself.
2. The study has been restricted only to 500 owners- managers of the industry of Jetpur out of 2000 units.
3. Though leadership is interpersonal relationship between the leader managers and followers, the study is focused on the former.
4. The personal views and opinions of the respondents affect the quality of data collected for the present study. The personal bias of the respondents affects the quality of this present research study.

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GENERAL INFORMATION OF SAMPLED OWNERS-MANAGERS:

This study is completely based on the primary information collected through structured schedule and questionnaire from randomly selected 500 owners-managers of the Dyeing and Printing Industry of Jetpur City. A questionnaire is divided in three parts viz. Part-I for general information of the respondents in terms of their personal characteristics such as age, religion, category, region, educational qualification, marital status, number of persons depending on the respondents' earnings, experience and family background. Part-II for general information of the units where the individual respondents are working and Part-III for leadership styles.

1) Age:

Age is an important factor which plays a major role in determination of leadership styles in various situations. It is assumed that there is a specific relationship between age and leadership style. As such, the study to trace out the relationship between age and leadership styles would be interesting.

Out of 500 sampled respondents, 16% of the sample size belongs to less than 30 years 20% belong to the age group of 30-40 years, 32% belong to the age group of 40-50 years, 26% consists age of 50-60 years and 6% belong to the age group of 60-70 years. Thus, 78% of the sample size has an age of more than 30 years but less than 60 years.

2) Religion, Category and Region :

The researcher tried to find out religion, category and region of the respondents. All the respondents were Hindus. No respondents were other than Hindus. Out of 500 respondents, 94% belong to general category, while 6% belong to SEBC category and no respondent belongs to SC/ST category. An effort is also made to know the region to which an individual respondent originally belongs. So it shows that all of them belong to Saurashtra Region.

3) Educational Qualification:

Educational qualification has increasingly become an important factor in determining the choice of leadership styles in various situations. It is assumed that leadership styles are positively or negatively influenced by educational qualification. So it will be very helpful in the analysis of the present study. The respondents were classified on the basis of their educational qualifications. Out of total respondents, 26% were having their education below S.S.C.level, 36% belong to secondary education, 20% were graduates, 10% were post graduates and 2% have other educational qualifications. Thus, the analysis shows that 62% of the sample size has not got the education to the extent of graduation level.

4) Marital Status:

An effort has also been made to find out the marital status of the respondents. Out of 500 respondents, 440 were married and 60 were unmarried. Thus, 88% of the sample size was married and the remaining 12% were unmarried.

5) No. of Persons Depending on the Respondents' Earning :

All the respondents were classified according to no. of persons depending on the respondents' earnings. It reveals that on 16%, of the sampled owners-managers, the number of dependents were 3 persons, on 32%, the number of dependents were 4 persons, on 24%, the number of dependents were 5 persons, on 18%, the number of dependents were 6 persons, on 8%, the number of dependents were 7 persons and on 2%, the number of dependents were 11 persons.

6) Experience:

The experience of owners-managers of the organizations is bound to have a great impact on the quality of leadership style in different situations which often occurs in business. A person who has more experience of the business would get success in a very short time while handling his subordinates or followers in various situations. So it is an important variable in selecting leadership styles.

Out of 500 owners managers 14% have an experience of less than five years, 18% belong to 5 to 10 years, 20% belong to the group of 10-15 years, 10%

have an experience of 15-20 years, 14% have an experience of 20-25 years, 10% belong to 25-30 years, 6% belong to 30-35 years and the remaining 8% belong to 35-40 years of experience. Thus, the present study shows that 68% of the sample size has an experience of more than 10 years but less than 40 years and 32% have an experience of less than 10 years but more than 1 year.

7) Family Background:

The leadership styles of owners–managers also depend upon their family background. It is also assumed that leadership styles of owners–managers vary with different family backgrounds. Out of 500 respondents, 36% hails from agriculture background, 50% are from business background, 6% belong to agriculture and business and 8% belong to labor background. No owner manager is from professional background. 92% of the sample size is directly or indirectly related to agriculture business and both of them.

GENERAL INFORMATION OF SAMPLED UNITS:

As stated earlier, the questionnaire is divided into three parts viz. Part-I for general information of the respondents, Part-II for general information of the units where the individual respondents are working. The information in this section was sought in terms of year of establishment, type of firm, no. of employees, size of firm, no. of sister concerns, nature of business, products and export business.

1) Year of Establishment:

All the sampled units were established during the period of 1960 to 2010. 4% of the sampled units were established during 1961 to 1970, 12% were established during 1971 to 1980, 34% were established during 1981 to 1990, 32% were established in between the years of 1991 to 2000 and 18% of the sample size were established during 2001 to 2005. Thus, maximum number (66%) of the sampled units was established after 1985 and only 4% were started in between the years of 1960 to 1970.

2) No. of Employees:

To start a unit of Dyeing and Printing Industry in Jetpur city, minimum 6 persons are required as per the basic requirements of this industry. All the sampled units fulfill this criterion. 60% of the sampled units have 6 to 10 employees, 26% have 11 to 15 employees, 4% have 21 to 25 employees, 4% have 26 to 30 employees and 6% have 31 to 35 employees. Thus, 14% units provide an employment to more than 20 employees but less than 35 employees.

3) Type of Firm:

All the units in Dyeing and Printing Industry of Jetpur city are held either by sole- proprietors or by partnership firms. Out of 500 sampled units, 320 units are held by sole proprietors and the remaining 180 units are held by partnership firms. Thus, 64% owners managers are sole proprietors and 36% are worked as partnership firms.

4) Size of Firm:

In the Dyeing and Printing Industry of Jetpur, all the units have to obtain small scale register number to get water pollution consent letter. So all the sampled units are registered as small scale industry. In India at present, small scale industry is defined as one having original investment in plant and machinery not exceeding Rs.1crore. This limit of the investment is often increased and decreased by the govt. of India as per the needs and development of the country. Thus, no unit is registered as medium and large scale industry.

5) No. of Sister Concerns:

The main aim of sister concern is to get the benefits of the government policies and laws. In addition to this, other advantages are also taken into consideration like to contribute the responsibilities of the main firm and to develop the range of the business. So sister concerns are developed and managed by original firm. Taking into consideration all these points, units of Dyeing and Printing in Jetpur have established one or more than one sister concern. Out of 500 sampled units, 200 units have no sister concern, 230 units have one sister concern, and remaining units have 2 to 6 sister concerns. Thus, 40% units have no sister concern, 46 % have only 1 sister concern and the remaining 14% have 2 to 6 sister concerns.

6) Nature of Business:

The Dyeing and Printing Industry of Jetpur city works either by own processing and printing houses or on job work basis. The research reveals that out of 500 sampled units, 450 units do their business on job work basis and only 50 units have their own processing and printing houses. Thus, 90% of the sample size is engaged in job work and the rest 10% have their own processing and painting houses.

7) No. of Products Produced by the Sampled Units :

This industry produces products like cotton sarees, bandhani, khanga, dress materials and others like kitanga, bed sheets and dupattas. Out of 500 units, only 2% units produce all the products, 8% produce 4 products, 16% produce 2 products and 74% units produce only one product. The major product produced by this industry is printed cotton sarees.

8) Export Business:

The Dyeing and Printing Industry of Jetpur is popular at national and international level. It has faced many critical situations due to unfavorable factors such as drought, depression and pollution case etc. But the entrepreneurs of this industry have created new markets at international level by their own efforts. Now, they produce khangas and kitangas (dress materials of the African people) with high quality and export them to the African countries. Out of 500 sampled units, 70 units are engaged in export business while 430 units are not engaged. Thus, 14% of the sample size is engaged in export business and 86% are not engaged.

LEADERSHIP STYLES:

To determine the leadership style of sample units and to know whether the leadership styles of owners-managers vary with the type of the decision, 21 decisions–making situations of Part-III of the questionnaire classified into five groups were introduced and the owners–managers were asked to indicate their style of decision making in relation to each of the situation. Their responses and their mean percentage are presented in Table 4.1, 4.3, 4.5, 4.7 and 4.9.

Decision making situations were classified into following 5 groups.

A. Production
B. Technical
C. Financial
D. Personnel
E. Marketing

For the present research work, the researcher used five leadership styles like Benevolent Autocrat, Strict Autocrat, Prior Consultation, Democratic style and Delegation style. 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”.

Table 4.1

Leadership Styles of Owners-Managers in Percentage of Times the Styles used in Production Matters

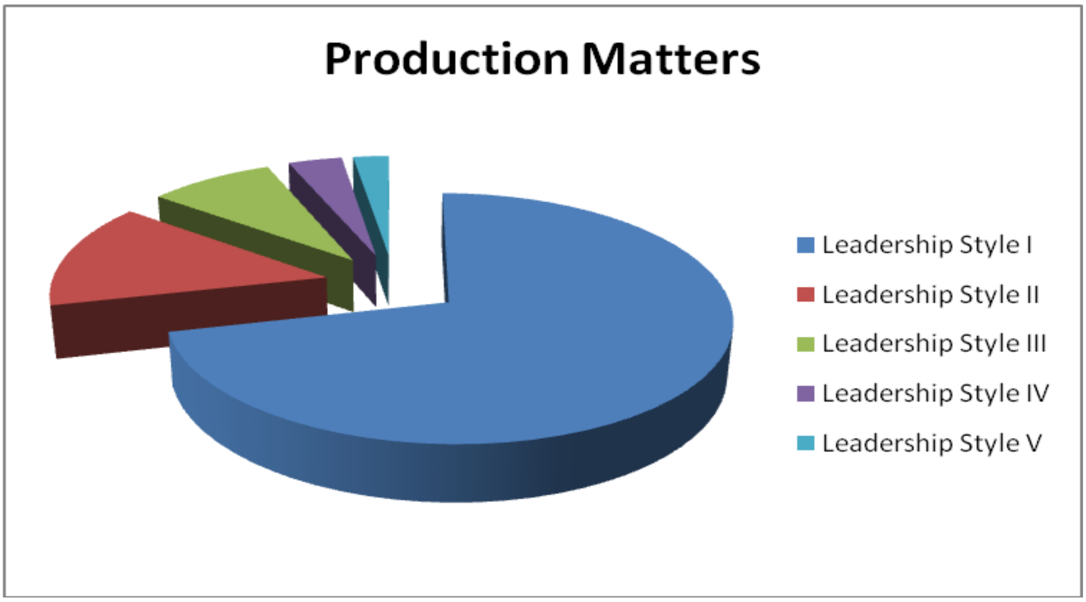
Situation	Leadership Styles						Total
	I	II	III	IV	V	Style Uncovered	
1	78 (390)	12 (60)	4 (20)	6 (30)	-	-	100
2	70 (350)	14 (70)	8 (40)	4 (20)	-	4 (2)	100
3	70 (350)	14 (70)	6 (30)	2 (10)	6 (30)	2 (10)	100
4	68 (340)	18 (90)	10 (50)	2 (10)	2 (10)	-	100
5	66 (330)	12 (60)	14 (70)	4 (20)	4 (20)	-	100
Average	**70.4**	**14**	**8.4**	**3.6**	**2.4**	**1.6**	**100**

Source : Data collected from sampled industrial units

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

Chart 4.1

Leadership Styles of Owners-Managers in Percentage of Times the Styles used in Production Matters



From the above table, it is observed that dominantly style used by the owners-manager is style I. In case of situation no. 1 i.e. decision relating to volume of output, 78% of the sample owners-managers have adopted style I to the extent of 78% and it is followed by style II (12%), style IV (6%) and style III (6%). In situation no. 2 i.e. decision relating to size, location and layout of the plant, 70% of the sample size have used style I and it is followed by style II (14%), style III (8%), style IV (4%) and uncovered style (4%). The same thing has taken place in situation no. 3 but style V is used by 6% of the sample owners-managers. In case of situation no. 4 i.e. decision relating purchase practices and amount of inventory, 68% of the respondents have adopted style I and it is followed by style II (18%), style 3 (10%), style IV (2%) and style V (2%). In case of situation no.5 i.e. decision relating to the method of wage payment, style I is used to the extent of 66% and it is followed by style III (14%), style II (12%), style IV (4%) and style (4%).

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. 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.

H_o: There is no significant difference between mean score of leadership styles regarding production matters within various situations.

H_1: There is significant difference between mean score of leadership style regarding production matters within various situations.

Level of significance = 5%

Correction Factor = 10610.26

Table 4.2

Analysis of Variance Table According Owners-Manager's Views Regarding Production Matters

Source of Variation	SS	D.F.	MS	F-ratio
Between	15616.24	4	3904.06	380.51
Within	184.76	18	10.26	
Total	**15801.00**	**22**		

The above table 4.2 expresses the statistical analysis of respondents' views regarding the situations of production matters. The calculated and tabulated values of F are 380.51 and 2.93. The calculated value of F is higher than the table value of F. Therefore, null hypothesis is rejected and there is a significant difference between mean score of Leadership styles regarding production issues within various situations and the results are not as per the expectations.

Table 4.3

Leadership Styles of Owners-Managers in Percentage of Times the Styles used in Technical Matters

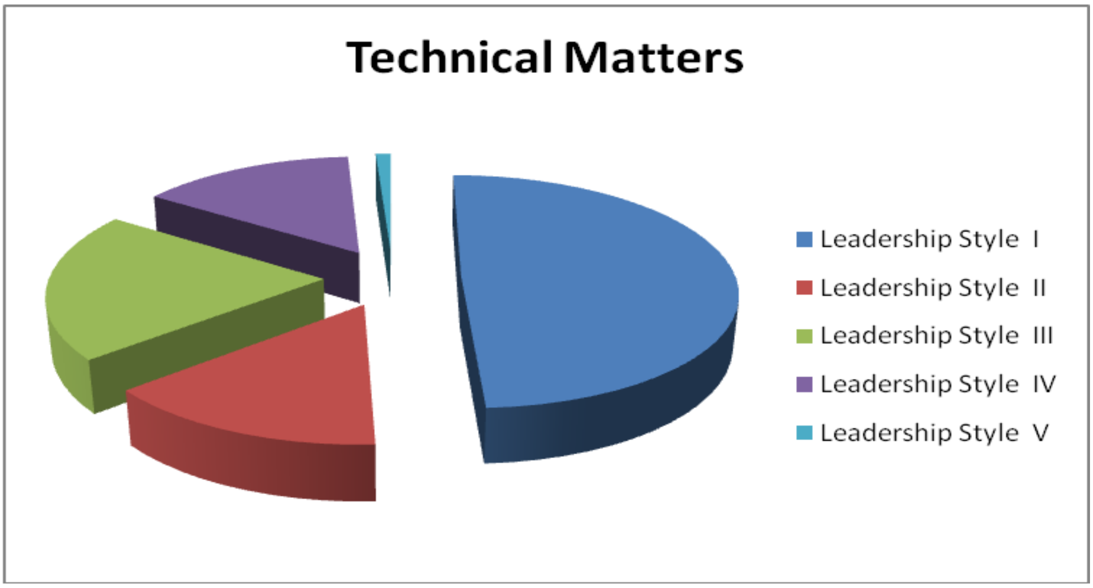
Situation	**Leadership Styles**						**Total**
	I	**II**	**III**	**IV**	**V**	**Style Uncovered**	
1	70 (350)	8 (40)	18 (90)	4 (20)	-	-	100
2	48 (240)	20 (100)	22 (110)	8 (40)	2 (10)	-	100
3	52 (260)	20 (100)	14 (70)	14 (70)	-	-	100
4	26 (130)	10 (50)	28 (140)	32 (160)	2 (10)	2 (10)	100
Average	**49**	**14.5**	**20.5**	**14.5**	**1**	**0.5**	**100**

Source : Data collected from sample industrial units.

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

Chart 4.2

Leadership Styles of Owners-Managers in Percentage of Times the Styles used in Technical Matters



From the above table and chart, it is observed that maximum number of sample owners-managed have used style I. In case of situation no. 1 i.e. decision relating to the change of operating procedures in technical matters, 70% of the owners-managers have adopted style I and it is followed by style III (18%), style II (8%) and style IV (4%). Then in situation no.2 i.e. decision relating to purchase the new equipment, 48% if the owners managers used style I. while 22% have used style III, 20% have used style II, 8% have used style IV and 2% have adopted style V. In case of situation no.3 i.e. decision relating to hire the machinery 52% of the sample owners-managers have adopted style I. Style II is used to the extent of 20%. But the adoption level of style III and IV is same (14%). The above analysis shows that style I is used in situation no.1, 2, and 3 but in situation no.4 i.e. decision relating to employ new subordinates to operate the machine, style IV is used for maximum number of times than any other style. Style IV is followed by style III (28%), Style I (26%), style II (10%) and style V (2%).

On an average, 49% of the sample owners-managers have adopted style I i.e. Benevolent Autocratic style. Style III is used to the extent of 20.5%. But style II and style IV are used to the same extent. Style V is used to a negligible extent. 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 1/3rd of the owners-managers are adopting participative and democratic approach while taking decisions about technical matters. However, whether difference between mean scare of leadership styles is significant or not is tested at 5% level of significance with the help of 'F' test.

H_o : There is no significant difference between mean score of leadership styles regarding technical matters within various situations.
H_1 : There is significant difference between mean score of leadership styles regarding technical matters within various situations.

Level of Significance = 5%
Correction factor = 8800.32

Table 4.4

Analysis of Variance Table According to Owners-Managers' Views of Technical Matters

Source of Variation	**SS**	**D.F.**	**MS**	**F-ratio**
Between	4174.78	4	1043.70	8.03
Within	1689.00	13	129.92	
Total	**5863.78**	**17**		

The above table 4.4 expresses the statistical analysis of owners-managers' views regarding technical matters. The calculated and tabulated values of F are 8.03 and 3.18. Thus, the calculated value of F is higher than the table value of F. Therefore, null hypothesis is rejected and there is a significant difference between mean score of leadership styles regarding technical matters within various situations.

Table 4.5

Leadership Styles of Owners-Managers in Percentage of Times the Styles used in Financial Matters

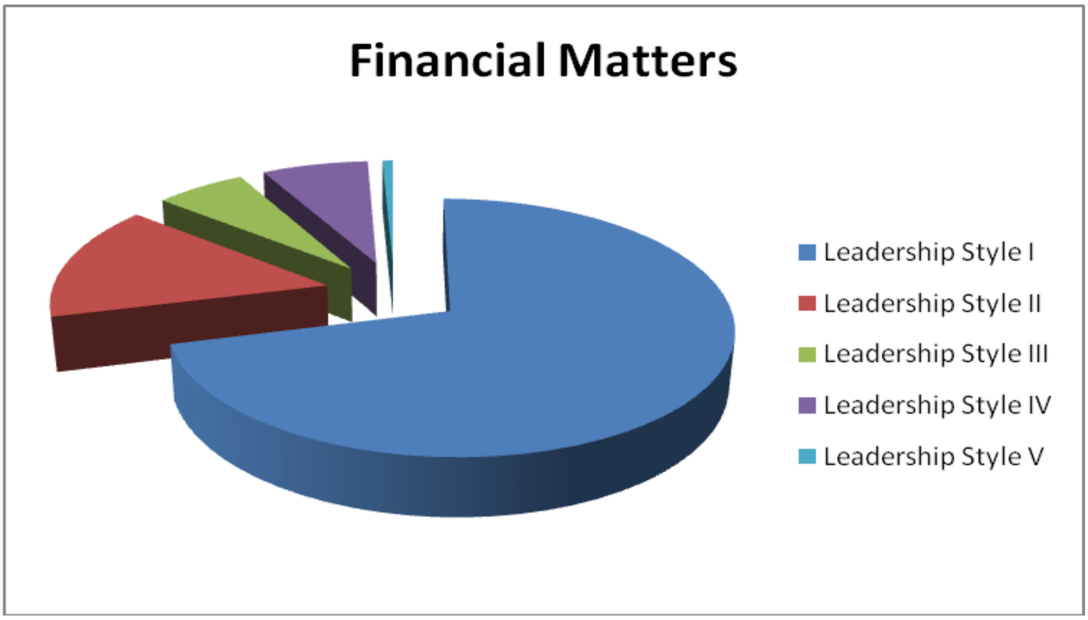
Situation	Leadership Styles						Total
	I	II	III	IV	V	Style Uncovered	
1	68 (340)	14 (70)	6 (30)	12 (60)	-	-	100
2	70 (350)	16 (80)	6 (30)	6 (30)	-	2 (10)	100
3	70 (350)	14 (70)	6 (30)	2 (10)	2 (10)	6 (30)	100
Average	**69.3**	**14.7**	**6**	**7**	**0.7**	**2.7**	**100**

Source : Data collected from sample industrial units.

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

Chart 4.3

Leadership Styles of Owners-Managers in Percentage of Times the Styles used in Financial Matters



From the above table and chart, it is observed that the most commonly style used by the owners-managers is style I. In case of situation no. 1 i.e. decision relating to purchase new plants and machines, the owners – managers have used style I to the extent of 68%. In the same situation, style I is followed by style II (14%), style IV (12%) and style III (6%). In case of situation no.2 i.e. decision relating to get a loan, 70% of the sample owners-managers have used style I. It is followed by style II (16%) while style III and IV are used to the same extent of 6%, 2% of the sample owner-managers have not faced the same situation. Style V is not used at all by any owner-manager in both the situations. In situation no.3 i.e. decisions about any other financial matters, 70% of the owners-managers have adopted style I followed by style II (14%), style III (6%). Style IV and V have same percentage while 6% of the owners-managers have not faced such situation.

The mean percentage shows that about 70% of the samples owners-managers of Dyeing and Printing Industry of Jetpur city have adopted style I in financial matters i.e. Benevolent Autocratic style. It is 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 3/4th of the owners-managers are adopting autocratic approach while taking decision 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. 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.

H_o : There is no significant difference between mean score of leadership styles regarding financial matters within various situations.

H_1 : There is significant difference between mean score of leadership styles regarding financial matters within various situations.

Level of Significance = 5%

Correction Factor = 6558.77

Table 4.6

Analysis of Variance Table According to Owners-Managers' Views of Financial Matters

Source of Variation	**SS**	**D.F.**	**MS**	**F-ratio**
Between	8753.22	4	2188.31	312.61
Within	56.01	8	7.00	
Total	**8809.23**	**12**		

The above table 4.6 expresses the statistical analysis of owners-managers' views of financial matters. The calculated value of F is 312.61 and the tabulated value of F at 5% Level of significance is 3.84. Thus, the calculated value of F is higher than the tabulated value of F. Therefore, null hypothesis is rejected and there is a significant difference between mean score of leadership styles regarding financial matters within various situations.

Table 4.7

Leadership Styles of Owners-Managers in Percentage of Times the Styles used in Personnel Matters

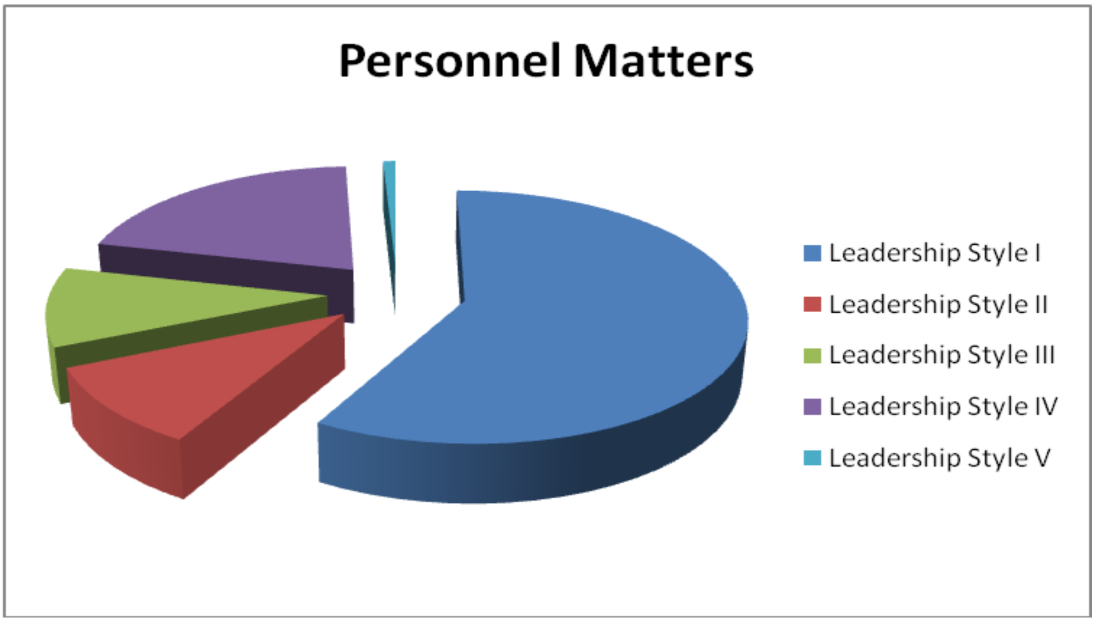
Situation	Leadership Styles						Total
	I	II	III	IV	V	Style Uncovered	
1	52 (260)	10 (50)	16 (80)	22 (110)	-	-	100
2	56 (280)	10 (50)	6 (30)	28 (140)	-	-	100
3	68 (340)	8 (40)	12 (60)	8 (40)	2 (10)	2 (10)	100
4	60 (300)	12 (60)	12 (60)	10 (50)	2 (10)	4 (20)	100
5	48 (240)	10 (50)	4 (20)	32 (160)	-	6 (30)	100
Average	**56.8**	**10**	**10**	**20**	**0.8**	**2.4**	**100**

Source : Data collected from sample industrial units.

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

Chart 4.4

Leadership Styles of Owners-Managers in Percentage of Times the Styles used in Personnel Matters



From the above table and chart, it is observed that dominantly style used by the owners-managers is style I. In case of situation no. 1 i.e. decision relating to promote or punish the workers, 52% of the sample owners-managers have used style I followed by style IV (22%), style III (16%) and style II (10%). In case of situation no.2 i.e. decision relating to take disciplinary actions against employees, 56% of the owners-managers have used style I followed by style IV (28%), style II (10%) and style III (6%). Style V is not used in most of the situations. In situation no.3 i.e. decision relating to assign different types of jobs to workers, style I is used to the extent of 68% followed by style III (12%) while style II and IV are used to the same extent. Style V is used to the negligible extent. In case of situation no.4 i.e. decision relating to remove the workers, style I is used to the extent of 60%. Style II and III are used to the same extent of 12% followed by style IV (10%) and style V (2%). In situation no.5 i.e. decision relating to pay compensation to workers, 48% of the sample owners-managers have adopted style I followed by style IV (20%), style II (10%) and style III (10%) while 6% of the sample size have used uncovered style.

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. In personnel matters, style IV is used for more times than any other business matters. Thus, style I is the most important style in personnel matters. 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.

H_o : There is no significant difference between mean score of leadership styles regarding personnel matters within various situations.
H_1 : There is significant difference between mean score of leadership styles regarding personnel matters within various situations.

Level of significance = 5%
Correction Factor = 10824.73

Table 4.8

Analysis of Variance Table According to Owners-Managers’ Views on Personnel Matters

Source of Variation	SS	D.F.	MS	F-ratio
Between	8314.47	4	2078.62	44.35
Within	796.80	17	46.87	
Total	**9111.27**	**21**		

The above table 4.8 expresses the statistical analysis of owners-managers’ views of personnel matters. The calculated value of F is 44.35 and the tabulated value of F at 5% level of significance is 2.96. Thus, the calculated value of F is higher than the table value of F. Therefore, null hypothesis is rejected and there is a significant difference between mean score of leadership styles regarding personnel matters within various situations and the results are not as per the expectations.

Table 4.9

Leadership Styles of Owners-Managers in Percentage of Times the Styles used in Marketing Matters

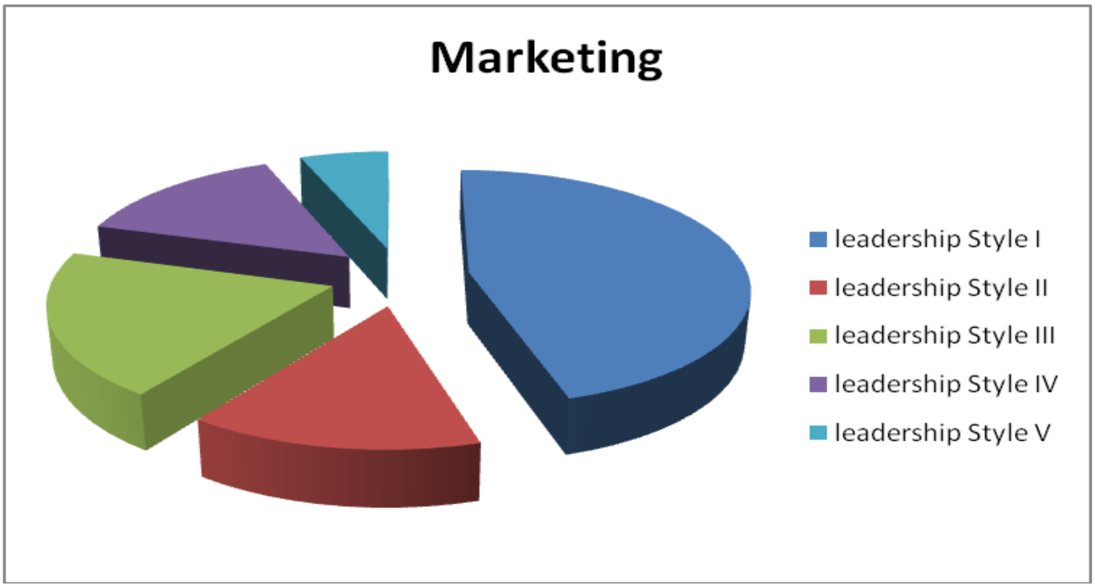
Situation	Leadership Styles						Total
	I	II	III	IV	V	Style Uncovered	
1	46 (230)	10 (50)	12 (60)	4 (20)	4 (20)	24 (120)	100
2	52 (260)	10 (50)	16 (80)	-	-	22 (110)	100
3	8 (40)	14 (70)	20 (100)	24 (120)	12 (60)	22 (110)	100
4	32 (160)	10 (50)	12 (60)	16 (80)	2 (10)	28 (140)	100
Average	**34.5**	**11**	**15**	**11**	**4.5**	**24**	**100**

Source : Data collected from sample industrial units.

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

Chart 4.5

Leadership Styles of Owners-Managers in Percentage of Times the Styles used in Marketing Matters



From the above table and chart, it is observed that style I is the most popular style in marketing matters. In case of situation no. I i.e. decision relating to volume of sales, 46% of the sample owners-managers use style I followed by uncovered style (24%), style III (12%) and style II (10%) while style IV and V are used to the same extent (4%). In case of situation no.2 i.e. decision relating to mode of selling (cash or credit), style I gets first rank with 52%. It is followed by uncovered style (22%), style III (16%) and style II (10%). Style IV and V are not used at all by any owner-manager. In the situation no.3 i.e. decision relating to method of sales promotion, style IV is used to the extent of 24% followed by uncovered style (22%), style III (20%) style II (14%), style V (12%) and style I (8%). In this situation, the respondents have used more participative, democratic and delegation approach. In case of situation no.4 i.e. decision relating to remuneration of sales personnel, style I is adopted to the extent of 32%. It is followed by uncovered style (28%), style IV (16%), style III (12%), style II (10%) and style V (2%).

On an average, 34.5% of the sample owners-managers have adopted style I i.e. Benevolent Autocratic style. 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 1/3rd of the owners-managers are adopting benevolent autocratic style. Style I is most important style in marketing matters. 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.

H_o : There is no significant difference between mean score of leadership styles regarding marketing matters within various situations.

H_1 : There is significant difference between mean score of leadership styles regarding marketing matters within various situations.

Level of significance = 5%

Correction Factor = 5134.22

Table 4.10

Analysis of Variance Table According to Owners-Manages' Views on Marketing Matters

Source of Variation	SS	D.F.	MS	F-ratio
Between	1710.11	4	427.53	3.67
Within	1515.67	13	116.59	
Total	**3225.78**	**17**		

The above table 4.10 expresses the statistical analysis of owners-managers' views of marketing matters. The calculated value of F is 3.67 and the tabulated value of F at 5% level of significance is 3.18. Thus, the calculated value of F is higher than the tabulated value of F. Therefore, null hypothesis is rejected and there is a significant difference between mean score of leadership styles regarding marketing matters within various situations.

Table 4.11

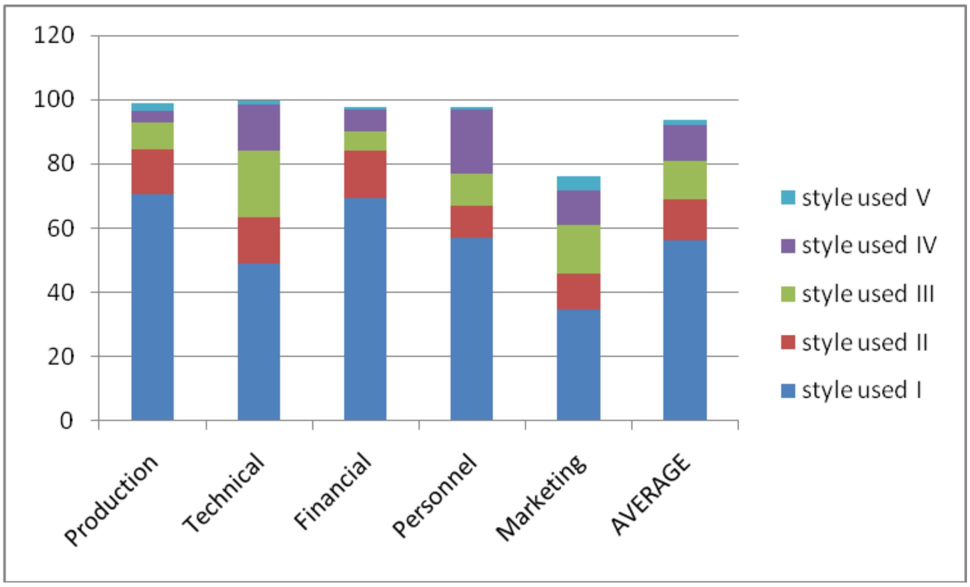
Leadership Styles of Owners-Managers in Average Percentage of Times the Styles used

Matters	Leadership Styles						Total
	I	II	III	IV	V	Style Uncovered	
Production	70.4	14.0	8.4	3.6	2.4	1.6	100
Technical	49.0	14.5	20.5	14.5	1.0	1.5	100
Financial	69.3	14.7	6.0	7.0	0.7	2.7	100
Personnel	56.8	10.0	10.0	20.0	0.8	2.4	100
Marketing	34.8	11.0	15.0	11.0	4.5	24.0	100
Mean	**56.0**	**12.84**	**11.98**	**11.22**	**1.86**	**6.24**	**100**

Source : Data collected from sample industrial units.

Chart 4.6

Leadership Styles of Owners-Managers in Average Percentage of Times the Styles used



From the above table, 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 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-manager use style I (70%). But in case of situations, 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.

Thus, style I is the popular leadership style used by owners-managers of the Dyeing and Printing Industry of Jetpur city (56%). It is followed by style II (12.84%), style III (11.980), 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 2/3rd of the owners-managers are adopting autocratic style. Style IV and V put together comes to about 25% and thus 1/4th 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.

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 4.12

Age and Leadership Styles

Age (in Years)	Styles					Total
	I	II	III	IV	V	
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**

Source : Data collected from sample industrial units

Note : Figure in brackets indicates percentage of total used styles

Above table 4.12 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 adapted 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. An analysis is also made to know whether there is any correlation between the leadership styles of managers and different age groups with the help of **Karl Pearson's** coefficient of correlation.

Table 4.13

Correlation Between Different Age Groups and Leadership Styles

Coefficient of Correlation	Styles				
	I	II	III	IV	V
R	-0.2991	-0.0367	-0.2074	-0.1284	0.2518

Above table 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.

Table: 4.14

Rank Correlation Between Age and Benevolent Autocratic Style

H_0 : There is no significant relationship between AGE and style I.

H_1 : There is significant relationship between AGE and style I.

Age in years	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
0-30	4	4	0	0
30-40	2	2	0	0
40-50	1	1	0	0
50-60	3	3	0	0
60-70	5	5	0	0

$\Sigma d1^2=0$

$$r = 1 - \frac{6\Sigma d1^2}{N(n1^2-1)} = 1 - \frac{6\times0}{5(25-1)}$$

r =+1

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r" is found out +1. Thus, there is a perfect positive relationship between these two variables. The critical values of "r" at 5% level of significance are ± 0.9000. And since the calculated value of r=+1 is outside the limits of the acceptance region, the null hypothesis is rejected and there is a significant relationship between AGE and style I.

Table: 4.15

Rank Correlation between Age and Strict Autocratic Style

H_0 : There is no significant relationship between AGE and style II.

H_1 : There is significant relationship between AGE and style II.

Age in years	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
0-30	4	3	1	1
30-40	2	4	-2	4
40-50	1	1.5	-0.5	0.25
50-60	3	1.5	1.5	2.25
60-70	5	5	0	0

$\Sigma di^2=7.50$

$$r=1-\frac{6\Sigma di^2}{N(n1^2-1)}=1-\frac{6\times(7.50)}{5(25-1)}$$

$$r=1-\frac{45}{120}$$

$$r=0.625$$

Above table shows the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r" is found out +0.620Thus, there is a high positive relationship between these two variables. The critical values of "r" at 5% level of significance are ± 0.9000. And since the calculated value of r=+0.620 is within the limits of the acceptance region, the null hypothesis is rejected and there is no significant relationship between AGE and style II.

Table: 4.16

Rank Correlation Between Age and Prior Consultation Style

H_0 : There is no significant relationship between AGE and style III.

H_1 : There is significant relationship between AGE and style III.

Age in years	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
0-30	4	3.5	0.5	0.25
30-40	2	3.5	-1.5	2.25
40-50	1	1	0	0
50-60	3	2	1	1
60-70	5	5	0	0

$\Sigma di^2 = 2.50$

$$r = 1 - \frac{6\Sigma di^2}{N(n1^2-1)} = 1 - \frac{6\times(2.50)}{5(25-1)}$$

$$r = 1 - \frac{15}{120}$$

$$r = 0.875$$

Above table reveals the calculation of the **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r" is found out +0.875. Thus, there is a high positive relationship between these two variables. The critical values of "r" at 5% level of significance are ± 0.9000. And since the calculated value of r=+0.875 is within the limits of the acceptance region, the null hypothesis is rejected and there is no significant relationship between AGE and style III.

Table: 4.17

Rank Correlation Between Age and Benevolent Democratic Style

H_0 : There is no significant relationship between AGE and style IV.

H_1 : There is significant relationship between AGE and style IV.

Age in years	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
0-30	4	4	0	0
30-40	2	3	-1	1
40-50	1	1	0	0
50-60	3	2	1	1
60-70	5	5	0	0

$\Sigma di^2=2$

$$r = 1 - \frac{6\Sigma di^2}{N(n1^2-1)} = 1 - \frac{6\times(2)}{5(25-1)}$$

$$r = 1 - \frac{12}{120}$$

r =0.9

Above table clarifies the calculation of the **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r" is found out +0.90. Thus, there is a high positive relationship between these two variables. The critical values of "r" at 5% level of significance are ± 0.9000. And since the calculated value of r=+0.90is within the limits of the acceptance region, the null hypothesis is rejected and there is no significant relationship between AGE and style IV

Table: 4.18

Rank Correlation Between Age and Delegation Style

H_0 : There is no significant relationship between AGE and style V.

H_1 : There is significant relationship between AGE and style V.

Age in years	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
0-30	4	4.5	-0.5	0.25
30-40	2	3	-1	1
40-50	1	2	-1	1
50-60	3	1	2	4
60-70	5	4.5	0.5	0.25

$\Sigma di^2 = 6.50$

$$r = 1 - \frac{6\Sigma di^2}{N(n1^2-1)} = 1 - \frac{6\times(6.50)}{5(25-1)}$$

$$r = 1 - \frac{39}{120}$$

$$r = 0.675$$

Above table analyzes the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r" is found out +0.675. Thus, there is a high positive relationship between these two variables. The critical values of "r" at 5% level of significance are ± 0.9000. And since the calculated value of r=+0.675 is within the limits of the acceptance region, the null hypothesis is rejected and there is no significant relationship between AGE and style V.

Table 4.19

Experience and Leadership Styles

Experience (in Years)	Styles					Total
	I	II	III	IV	V	
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**

Source : Data collected from sample industrial units

Note : Figure in brackets indicates percentage of total used styles

Table 4.19 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. An attempt is also made to know whether there is any correlation between the leadership styles of owners-managers and their experience with the help of **Karl Pearson's** coefficient of correlation.

Table 4.20

Correlation Between Experience and Leadership Styles

Coefficient of Correlation	**Styles**				
	I	**II**	**III**	**IV**	**V**
R	-0.7094	-0.1176	-0.2497	-0.1615	0.4372

Above table 4.20 expresses the coefficient of correlation between experience and various leadership styles. It 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.

Table 4.21

Rank Correlation Between Experience and Benevolent Autocratic Style

H_0 : There is no significant relationship between Experience and style I.

H_1 : There is significant relationship between Experience and style I.

Experience in years	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
0-5	3	3	0	0
5-10	2	2	0	0
10-15	1	1	0	0
15-20	6	6	0	0
20-25	4	4	0	0
25-30	7	7	0	0
30-35	8	8	0	0
35-40	5	5	0	0

$\Sigma di^2=0$

$$r1=1-\frac{6\Sigma di^2}{N(n1^2-1)}=1-\frac{6\times(0)}{8(64-1)}$$

r1=1

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r_1" is found out +1. Thus, there is a perfect positive relationship between these two variables. The critical values of "r_1" at 5% level of significance are ± 0.9000. And since the calculated value of r_1=+1 is outside the limits of the acceptance region, the null hypothesis is rejected and there is a significant relationship between Experience and style I.

Table: 4.22

Rank Correlation Between Experience and Strict Autocratic Style

H_0 : There is no significant relationship between Experience and style II.

H_1 : There is significant relationship between Experience and style II.

Experience in years	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
0-5	3	2.5	0.5	0.25
5-10	2	2.5	-0.5	0.25
10-15	1	5.5	-4.5	20.25
15-20	6	4	2	4
20-25	4	8	-4	16
25-30	7	5.5	1.5	2.25
30-35	8	1	7	49
35-40	5	7	-2	4

$\Sigma di^2=96$

$$r1=1-\frac{6\Sigma di^2}{N(n1^2-1)} =1-\frac{6\times(96)}{8(64-1)}$$

$$r1=1-\frac{576}{504}$$

r1=-0.14

Above table reveals the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r_1" is found out -0.14. Thus, there is a low negative relationship between these two variables. The critical values of "r_1" at 5% level of significance are ± 0.9000. And since the calculated value of r_1=-0.14 is outside the limits of the acceptance region, the null hypothesis is rejected and there is a significant relationship between Experience and style II.

Table: 4.23

Rank Correlation Between Experience and Prior Consultation Style

H_0 : There is no significant relationship between Experience and style III.

H_1 : There is significant relationship between Experience and style III.

Experience in years	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
0-5	3	6	-3	9
5-10	2	4	-2	4
10-15	1	2	-1	1
15-20	6	3	3	9
20-25	4	5	-1	1
25-30	7	1	6	36
30-35	8	8	0	0
35-40	5	7	-2	4

$\Sigma di^2=64$

$$r1=1-\frac{6\Sigma di^2}{N(n1^2-1)} =1-\frac{6\times(64)}{8(64-1)}$$

$$r1=1-\frac{256}{504}$$

r1=0.49

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r_1" is found out +0.49. Thus, there is a low positive relationship between these two variables. The critical values of "r_1" at 5% level of significance are ± 0.9000. And since the calculated value of r_1=0.49 is within the limits of the acceptance region, the null hypothesis is accepted and there is no significant relationship between Experience and style III.

Table: 4.24

Rank Correlation Between Experience and Democratic Style

H_0 : There is no significant relationship between Experience and style IV.

H_1 : There is significant relationship between Experience and style IV.

Experience in years	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
0-5	3	7	-4	16
5-10	2	4	-2	4
10-15	1	1	0	0
15-20	6	5.5	0.5	0.25
20-25	4	2.5	1.5	2.25
25-30	7	2.5	4.5	20.25
30-35	8	8	0	0
35-40	5	5.5	-0.5	0.25

$\Sigma di^2=43$

$$r = 1 - \frac{6\Sigma di^2}{N(n1^2-1)} = 1 - \frac{6\times(43)}{8(64-1)}$$

$$r = 1 - \frac{258}{504}$$

r =0.49

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r" is found out +0.49. Thus, there is a low positive relationship between these two variables. The critical values of "r" at 5% level of significance are ± 0.9000. And since the calculated value of r=0.49 is within the limits of the acceptance region, the null hypothesis is accepted and there is no significant relationship between experience and style IV.

Table: 4.25

Rank Correlation Between Experience and Delegation Style

H_0 : There is no significant relationship between Experience and style V.

H_1 : There is significant relationship between Experience and style V.

Experience in years	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
0-5	3	7.5	-4.5	20.25
5-10	2	4.5	-2.5	6.25
10-15	1	4.5	-3.5	12.25
15-20	6	6	0	0
20-25	4	2	2	4
25-30	7	1	6	36
30-35	8	7.5	0.5	0.25
35-40	5	3	2	4

$\Sigma di^2=83$

$$r = 1 - \frac{6\Sigma di^2}{N(n1^2-1)} = 1 - \frac{6\times(83)}{8(64-1)}$$

$$r = 1 - \frac{498}{504}$$

r =0.01

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r" is found out +0.01. Thus, there is a very low positive relationship between these two variables. The critical values of "r" at 5% level of significance are ± 0.9000. And since the calculated value of r=0.01 is within the limits of the acceptance region, the null hypothesis is accepted and there is no significant relationship between Experience and style V.

Table 4.26

Education and Leadership Styles

Education Level	Styles					Total
	I	II	III	IV	V	
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**

Source : Data collected from sample industrial units

Note : Figure in brackets indicates percentage of total used styles

Table 4.26 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. An attempt is also made to know whether there is any correlation between the leadership of owners-managers and their education levels with the help of **Karl Pearson's** coefficient of correlation.

Table 4.27

Correlation Between Leadership Styles and Education Levels

Coefficient of Correlation	**Styles**				
	I	**II**	**III**	**IV**	**V**
R	-0.6882	-0.7289	-0.5740	-0.3918	-0.4103

Above table 4.27 expresses the coefficient of correlation between different education levels of owners-managers and various education levels. It 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.

Table: 4.28

Rank Correlation Between Education Level and Benevolent Autocratic Style

H_0 : There is no significant relationship between Education and style I.

H_1 : There is significant relationship between Education and style I.

Education Level	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
Below SSC	2.5	2.5	0	0
SSC	1	1	0	0
HSC	5	5	0	0
Graduate	2.5	2.5	0	0
Post Graduate	4	4	0	0
Any Other	6	6	0	0

$\Sigma di^2=0$

$$r1=1-\frac{6\Sigma di^2}{N(n1^2-1)}=1-\frac{6\times(0)}{6(36-1)}$$

$$r1=1-\frac{0}{210}$$

r1=1

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r_1" is found out +1. Thus, there is a perfect positive relationship between these two variables. The critical values of "r_1" at 5% level of significance are ± 0.9000. And since the calculated value of r_1=+1 is outside the limits of the acceptance region, the null hypothesis is rejected and there is a significant relationship between Education and style I.

Table: 4.29

Rank Correlation Between Education Level and Strict Autocratic Style

H_0 : There is no significant relationship between Education and style II.

H_1 : There is significant relationship between Education and style II.

Education Level	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
Below SSC	2.5	1	1.5	2.25
SSC	1	4	-3	9
HSC	5	3	2	4
Graduate	2.5	5	-2.5	6.25
Post Graduate	4	2	2	4
Any Other	6	6	0	0

$\Sigma di^2 = 25.50$

$$r = 1 - \frac{6\Sigma di^2}{N(n1^2-1)} = 1 - \frac{6\times(25.50)}{6(36-1)}$$

$$r = 1 - \frac{153}{210}$$

r =0.27

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r" is found out +0.27. Thus, there is a low positive relationship between these two variables. The critical values of "r" at 5% level of significance are ± 0.9000. And since the calculated value of r=0.27 is within the limits of the acceptance region, the null hypothesis is accepted and there is no significant relationship between Education and style II

Table: 4.30

Rank Correlation Between Education Level and Prior Consultation Style

H_0 : There is no significant relationship between Education and style III.

H_1 : There is significant relationship between Education and style III.

Education Level	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
Below SSC	2.5	3	-0.5	0.25
SSC	1	1	0	0
HSC	5	5	0	0
Graduate	2.5	2	0.5	0.25
Post Graduate	4	4	0	0
Any Other	6	6	0	0

$\Sigma di^2=0.50$

$$r = 1 - \frac{6\Sigma di^2}{N(n1^2-1)} = 1 - \frac{6\times(0.50)}{6(36-1)}$$

$$r = 1 - \frac{3}{210}$$

r =0.98

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r" is found out 0.98. Thus, there is a perfect positive relationship between these two variables. The critical values of "r" at 5% level of significance are ± 0.9000. And since the calculated value of r=+0.98 is outside the limits of the acceptance region, the null hypothesis is rejected and there is a significant relationship between Education and style III.

Table: 4.31

Rank Correlation Between Education Level and Democratic Style

H_0 : There is no significant relationship between Education and style IV.

H_1 : There is significant relationship between Education and style IV.

Education Level	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
Below SSC	2.5	3	-0.5	0.25
SSC	1	1	0	0
HSC	5	6	-1	1
Graduate	2.5	2	0.5	0.25
Post Graduate	4	4	0	0
Any Other	6	5	1	1

$\Sigma di^2=2.50$

$$r = 1 - \frac{6\Sigma di^2}{N(n1^2-1)} = 1 - \frac{6\times(2.50)}{6(36-1)}$$

$$r = 1 - \frac{15}{210}$$

r =0.92

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r" is found out +0.92. Thus, there is a perfect positive relationship between these two variables. The critical values of "r" at 5% level of significance are ± 0.9000. And since the calculated value of r=+0.92 is outside the limits of the acceptance region, the null hypothesis is rejected and there is a significant relationship between Education and style IV.

Table: 4.32

Rank Correlation Between Education Level and Delegation Style

H_0 : There is no significant relationship between Education and style V.

H_1 : There is significant relationship between Education and style V.

Education Level	Rank of total style	Rank of style	d1=Ro-R1	$d1^2$
Below SSC	2.5	3.5	-1	1
SSC	1	1	0	0
HSC	5	5.5	-0.5	0.25
Graduate	2.5	2	0.5	0.25
Post Graduate	4	3.5	0.5	0.25
Any Other	6	5.5	0.5	0.25

$\Sigma di^2=2$

$$r = 1 - \frac{6\Sigma di^2}{N(n1^2-1)} = 1 - \frac{6\times(2)}{6(36-1)}$$

$$r = 1 - \frac{12}{210}$$

r =0.94

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r" is found out 0.94. Thus, there is a perfect positive relationship between these two variables. The critical values of "r" at 5% level of significance are ± 0.9000. And since the calculated value of r=0.94 is outside the limits of the acceptance region, the null hypothesis is rejected and there is a significant relationship between Education and style V.

Table 4.33

Family Backgrounds and Leadership Styles

Family Background	Styles					Total
	I	II	III	IV	V	
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
Labour	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 4.33 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. Above table shows that the style of owner-manager who hails from an agriculture background is quite different from that of owner-manager's with business, professional and labour background. The owners-managers with labour background are using style I for 73.8% followed by business for 68% 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 labour background, 21.6% in case of agriculture background and 3.4% 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 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. The statistical analysis of the test of family backgrounds and each leadership style is explained separately below.

For Style I :

H_0 : There is no significant relationship between family backgrounds and style I.

H_1 : There is significant relationship between family backgrounds and style

Table 4.34

Rank Correlation Between Family Background and Benevolent Autocratic Style

Family Background	**Rank of Total Styles(R_0)**	**Rank of Style I(R_1)**	**$d_1=R_0-R_1$**	**d_1^2**
Agriculture	2	2	0	0
Business	1	1	0	0
Profession	5	5	0	0
Agriculture & Business	4	4	0	0
Labour	3	3	0	0
				$\Sigma d_1^2=0$

$$r_1 = \frac{1-6\Sigma d_1^2}{n_1(n_1^2-1)}$$

$r_1 = +1$

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r_1" is found out +1. Thus, there is a perfect positive relationship between these two variables. The critical values of "r_1" at 5% level of significance are ± 0.9000. And since the calculated value of r_1=+1 is outside the limits of the acceptance region, the null hypothesis is rejected and there is a significant relationship between family backgrounds and style I.

For Style II :

H_0 : There is no significant relationship between family backgrounds and style II.

H_1 : There is significant relationship between family backgrounds and style II.

Table 4.35

Rank Correlation Between Family Background Strict Autocratic Style

Family Background	Rank of Total Styles(R_0)	Rank of Style II(R_2)	$d_2=R_0-R_2$	d_2^2
Agriculture	2	1	1	1
Business	1	4	-3	9
Profession	5	5	0	0
Agriculture & Business	4	3	1	1
Labour	3	2	1	1
				$\Sigma d_2^2=12$

$$r_2 = \frac{1-6\Sigma d_2^2}{n_2(n_2^2-1)}$$

$r_2 = +0.4$

Above table explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r_2" is found out +0.4. Thus, there is a low positive relationship between these two variables. The critical values of "r_2" at 5% level of significance are ± 0.9000. And since the calculated value of r_2=0.4 is within the limits of the acceptance region, the null hypothesis is accepted and there is no significant relationship between family backgrounds and style II.

For Style III :

H_0 : There is no significant relationship between family backgrounds and style III.

H_1 : There is significant relationship between family backgrounds and style III.

Table 4.36

Rank Correlation Between Family Background And Prior Consultation Style

Family Background	**Rank of Total Styles(R_0)**	**Rank of Style III(R_3)**	**$d_3=R_0-R_3$**	**d_3^2**
Agriculture	2.00	2.00	0.00	0.00
Business	1.00	1.00	0.00	0.00
Profession	5.00	4.50	0.50	0.25
Agriculture & Business	4.00	3.00	1.00	1.00
Labour	3.00	4.50	-1.50	2.25
				$\Sigma d_3^2=3.50$

$$r_3 = \frac{1-6\Sigma d_3^2}{n_3(n_3^2-1)}$$

$r_3 = +0.825$

Above table 4.36 explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r_3" is found out +0.825. Thus, there is a high positive relationship between these two variables. The critical values of "r_3" at 5% level of significance are ± 0.9000. And since the calculated value of $r_3=+0.825$ is within the limits of the acceptance region, the null hypothesis is accepted and there is no significant relationship between family backgrounds and style III.

For Style IV :

H_0 : There is no significant relationship between family backgrounds and style IV.

H_1 : There is significant relationship between family backgrounds and style IV.

Table 4.37

Rank Correlation Between Family Background And Democratic Style

Family Background	Rank of Total Styles(R_0)	Rank of Style IV(R_4)	$d_4=R_0-R_4$	d_4^2
Agriculture	2.00	2.00	0.00	0.00
Business	1.00	1.00	0.00	0.00
Profession	5.00	4.50	0.50	0.25
Agriculture & Business	4.00	3.00	1.00	1.00
Labour	3.00	4.50	-1.50	2.25
				$\Sigma d_4^2=3.5$

$$r_4 = 1 - \frac{6\Sigma d_4^2}{n_4(n_4^2-1)}$$

$r_4 = +0.825$

Above table 4.37 explains the calculation of the **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r_4" is found out +0.825. Thus, there is a high positive relationship between these two variables. The critical values of "r_4" at 5% level of significance are ± 0.9000. And since the calculated value of r_4=+0.825 is within the limits of the acceptance region, the null hypothesis is rejected and there is no significant relationship between family backgrounds and style IV.

For Style V :

H_0 : There is no significant relationship between family backgrounds and style V.

H_1 : There is significant relationship between family backgrounds and style V.

Table 4.38

Rank Correlation Between Family Background And Delegation Style

Family Background	Rank of Total Styles(R_0)	Rank of Style V(R_5)	$d_5=R_0-R_5$	d_5^2
Agriculture	2.00	1.00	1.00	1.00
Business	1.00	2.00	-1.00	1.00
Profession	5.00	4.50	-0.50	0.25
Agriculture & Business	4.00	3.00	1.00	1.00
Labour	3.00	4.50	-1.50	2.25
				$\Sigma d_5^2=5.50$

$$r_5 = 1 - \frac{6\Sigma d_5^2}{n_5(n_5^2-1)}$$

$r_5 = +0.725$

Above table 4.38 explains the calculation of **Spearman's** rank correlation coefficient. With the help of the formula, the value of "r_5" is found out +0.725. Thus, there is a high positive relationship between these two variables. The critical values of "r_5" at 5% level of significance are ± 0.9000. And since the calculated value of r_5=+0.725 is within the limits of the acceptance region, the null hypothesis is rejected and there is no significant relationship between family backgrounds and style V.

As stated earlier, 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.

Leadership is the process of motivating and influencing group of people to achieve common goal. Not only but also, leader must be able to understand, encourage, willing to learn, take challenge and take burden for group of people working together, intended to achieve common goal. There are many people involves in leadership process from different background with different culture and religion. As leader one should be able to bring all the people together from different culture and religion. Having common, followers are human being and so leaders are too. Both the leader and follower seek self-respect, trust, relation, caring and good environment to work instead of showing coercive power.

Like a traveler who after completing a long and arduous journey, reaches to a predetermined destination and looks back at the area covered for recapitulating the important landmarks he came across, the researcher also wants to review the various aspects of the study so as to come out with important findings drawn on the basis of the research work. As such this chapter deals with the summarized version of this research work, major findings and conclusions drawn based on the research work undertaken.

➢ SUMMARY :

Leadership is an interpersonal relationship between the leader manager and the followers. The behavior exhibited by a leader during supervision of subordinates is known as leadership style. There are probably as many different styles of leadership as there are leaders. But the researcher has used five leadership styles for the present research work. They are Benevolent Autocrat, Strict Autocrat, Prior Consultation, Democratic Style and Delegation Style.

Through this research work, the researcher has tried to determine the leadership styles of owners-managers of the Dyeing and Printing Industry of Jetpur City. An attempt is also made to know whether the leadership styles of owners-managers vary with their demographic characteristics such as age, education, experience and family background. Leadership in Indian organizations has generally been found to be of the Benevolent Authoritarian type. Most of the owners-managers of the Dyeing and Printing Industry of Jetpur city also adopt Benevolent Autocratic style in various situations.

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, education, experience and family background also influences the style of leadership behavior. The present research work has been presented in various four chapters. The summary of each chapter has been given below

Chapter: I INTRODUCTION

The first chapter is Introduction of Dyeing and Printing Industry of Jetpur city. It includes introduction, definition of dyeing, definition of printing, methods of printing, history and development of Dyeing and Printing Industry in Jetpur and future prospectus of Dyeing and Printing Industry of Jetpur city. The chapter gives full explanation of whole process of the industry. It also provides the complete information about history, development and future prospectus of the industry in detail. This chapter is based on both primary and secondary data.

Chapter: II CONCETPTUAL FRAMEWORK OF LEADERSHIP

The second chapter of the research work is Conceptual Frame work of Leadership. It includes introduction, defining leadership, leader versus manager, traits of leadership, theories of leadership, leadership today, current topics in leadership and leadership styles. This chapter gives meaningful understanding of theoretical frame work of leadership and it is based on secondary data.

Chapter: III RESEARCH METHODOLOGY

This chapter deals with research methodology which includes introduction, title of the problem, research design, sampling design, universe of the study, data collection, scope of the study, objectives of the study, hypothesis, analysis of data, outline of the chapter plan and limitations of the study. In this part, the researcher has adopted systematic and scientific approach for the work and these aspects have been tested for further scientific tools of the research.

Chapter: IV ANALYSIS & INTERPRETATION

The forth chapter entitled Analysis & Interpretation deals with general information of sampled owners-managers and units. It also includes the analysis of the respondents' views regarding the situations of production, technical, financial, personnel and marketing matters and demographic characteristics and leadership styles. On the basis of the analysis, meaningful conclusions have been drawn.

- **FINDINGS :**

On the basis of the present research work, the major findings related to leadership styles and the industry is given below.

1) The Dyeing and Printing Industry city is an identity of Jetpur. It is famous for its cotton sarees at national and international level. The industry has the history of more than 60 years. At present, about 2,000 units are working in Jetpur city. Out of 2,000 units, 550 units are registered in the Dyeing and Printing Association of Jetpur which was come into existence in 1964. It is engaged in the development and making representation at various levels for the problems faced by this industry and social activities.

2) It has been found that the industry has its own special characteristics which are observed during the research work. Anyone can start a unit of Dyeing and Printing on a small scale with 6 employees (basic requirement of the industry). One can also do only printing work on job work basis. Bank credit, labors and raw materials are easily available from the local area. There is no requirement of any special training or educational qualification for the recruitment of labors and also for the owners. It is compulsory for each and every unit to obtain small scale register number to get water pollution consent letter. The industry provides an employment to about 55,000 persons and approximately 50,000 sarees are printed per day in Jetpur. All the units are registered either as sole proprietorship or as partnership firms.

3) The industry had to close for two times in past due to unfavorable policies of the government. The policy of the government is against the industry because of environmental issues like pollution of water and agricultural land. The industry has also faced certain critical factors such as pollution cases, depression, drought, competition with synthetic cloth etc. The industrialists successfully faced these problems and expanded their business in the counties of the Africa. At present, most of the business in Jetpur is related to export.

4) As stated earlier, all the units in the Dyeing and Printing Industry of Jetpur city are registered either as sole proprietorship or as partnership firms. So naturally, they are getting the advantages as well as disadvantages of these forms of business organizations. The disadvantages are unlimited liability, limited financial resources and managerial policy, lack of knowledge and large scale economics.

5) The units which are engaged in export business are very financially sound because they are supported by the government. It doesn't mean that units other than export units do not get the financial assistance by the government. But most of the business is carried on credit basis and they have to pay high interest. Besides this, profit per saree is very low. As a result, many units are wound up due to non-payment of the interest and credit.

6) The government provides loans and subsidies to the industry for the modification of the printing units, to purchase machinery, to build personal treatment plants, to give relieves in electricity bills etc. Thus, the government policy is against only in case of pollution issues.

7) It has also been found that the owners-managers of the Dyeing and Printing Industry of Jetpur city adopt different styles depending on the situations. It is also noticed that the popular leadership style is style I. (Benevolent Autocratic)

8) In production matters, on an average about 71% of the sample owners-managers have adopted style I. Thus, maximum owners-managers are adopting the autocratic style. The calculated and tabulated values of ANOVA are 380.50 and 2.93 which shows the rejection of null hypothesis. It means that there is a significant difference between mean score of leadership styles regarding production issues within various situations.

9) In technical matters, 49% of the sample size has adopted style I. Thus, maximum numbers of owners-managers are adopting the autocratic style. The calculated and tabulated values of ANOVA are 8.03 and 3.18 which shows the rejection of null hypothesis and acceptance of alternative hypothesis. It means that there is a significant difference between mean score of leadership styles regarding technical matters within various situations.

10) In financial matters about 70% of the sample size has adopted style I. Thus, maximum numbers of the owners-managers are adopting autocratic style. The calculated and tabulated values of ANOVA are 312.61 and 3.84 which shows the rejection of null hypothesis. It means that there is a significant difference between mean score of leadership styles regarding financial matters within various situations.

11) In personnel matters, about 57% of the owners-managers have adopted style I. Thus, maximum numbers of the sample size have adopted the autocratic style. The calculated and tabulated values of ANOVA are 44.35 and 2.96 which shows the acceptance of alternative hypothesis. It means that there is a significant difference between mean score of leadership styles regarding personnel matters within various situations.

12) In marketing matters, about 35% of the sample size has used style I. Thus, maximum numbers of owners-managers are adopting the autocratic style. The calculated and tabulated values of ANOVA are 3.67 and 3.18 which shows the rejection of null hypothesis. It means that there is a significant

difference between mean score of leadership styles regarding marketing matters within various situations.

13) Style I (Benevolent Autocrat) is used for more number of times in production and financial matters among all the business matters. It shows that the owners-managers have followed the autocratic approach while taking decisions about production and financial matters.

14) The mean percentage of style III and IV put together comes to 35% in technical matters and 33% in personnel matters which shows that the owners-managers are following participative and democratic approach while taking decisions about technical and personnel issues.

15) It has also been found that on an average, more than $2/3^{rd}$ of the owners-managers are adopting the autocratic style and $1/4^{th}$ 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.

16) 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.

17) 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.

18) 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.

19) 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 :

1) Cotton cultivation and ginning process is done in Gujarat but then spinning and weaving processes are done in Tamilnadu and bleaching and other processes are done in Maharashtra. These all the processes can be undertaken in Jetpur and rest of the processes are already available in Jetpur if the textile zone is declared nearby city. Thus, the quality of cotton fabric can be improved and cost can be minimized and as a result, profit can be maximized.

2) All the units of the Dyeing and Printing Industry of Jetpur city are registered either as sole proprietorship or as partnership firms. So they face the disadvantages of these forms of business organizations like unlimited liability, limited financial resources and managerial policy, lack of knowledge and large scale economics. But if they work as company form of business organization, they will have limited liability and unlimited financial resources. They can also hire the high qualified persons by giving them high remuneration and get the benefits of modern technical and managerial knowledge. They can also produce diversified products on large scale.

3) 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.

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