

Leadership in National Thermal Power Corporation (NTPC)

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ABSTRACT - Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals. Leadership is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good. The specific objectives of the study is to examine the relationship of Leadership Styles with certain Socio Economic and Organization Position (SEOP) variables of the employees in NTPC and to analyze the relationship of leadership styles in the hierarchy of NTPC. The field investigation was conducted for a period of one year during 2018 by adopting the personal interview method. During the investigation, considerable help was received from Officers in different Grades of NTPC. It is reveals that in NTPC, at Deputy General Managers level, a significant interrelationship among socio-economic organizational position variables is found in the case of age vs experience and age vs economic status. It is concluded that leadership is the most pervasive activity touching every facet of human existence. However, leadership is affected by innumerable variables creating an incomprehensive picture. Thus, it had become very difficult to adopt a particular concept, construct, and style. Nevertheless, the poor leadership, inappropriate to the organizational context would definitely create an environment of poor relationships and lower turnover. Owing to these complexities the major suggestion that can be made is that the knowledge and practice of leadership is to be taught preferably from lower levels of education.

Keywords: Leadership, Socio-Economic Organization Position (SEOP), National Thermal Power Corporation, economic status

I. INTRODUCTION

Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals. Leadership is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good. Leadership is not just a person or group of people in a high position; understanding leadership is not complete without understanding interactions between a leader and his or her followers. Neither is leadership merely the ability or static capacity of a leader. Leadership is a continuous process, with the accomplishment of one goal becoming the beginning of a new goal. The proper reward by the leader is of utmost importance in order to continually motivate followers in the process. A strong visionary leader presents and convinces followers that a new course of action is needed for the survival and prosperity of the group in the future. Once a goal is set, the leader assumes the role of ensuring successful accomplishment of the goal. Another vital role of leadership is to represent the group/organization and link it to the external world in order

to obtain vital resources to carry out its mission. When necessary, leadership has to defend the organization's integrity. Leadership qualities such as aggressiveness, assertiveness, taking charge, and competitiveness are traditionally associated with strong, masculine characters.

Leadership means many things to many people. This is due to the changing environment of leaders in different roles in different functions in different settings starting from leadership of the family to the top positions in multinational organizations. However the essentials of leadership are the same to all leaders in all positions. Nevertheless, due to the variation in the skills required, roles played, functions performed, issues tackled and the relationships promoted, different leaders have had different perceptions of leadership. As such, several attributes have been made both for the success and failure of leadership in the form of properties and processes or traits and styles of leaders. Further, even these attributes cannot provide a totally satisfactory guidance for the success of leadership. Hence, theoreticians and practitioners of leadership have gone to the extent of developing the 'contingency approach', which emphasizes that there is 'No single best way'.

II. REVIEW OF LITERATURE

Shukla T (2010) in his research on “A Comparative Study of Leadership Styles in Different Organizational Settings” has concluded that in any kind of organization, be it governmental or nongovernmental, it was the situation that determines the particular leadership style of an organization and the participative management helps to build conducive environment to work for employees of organization. The result concluded that NUEPA showed high relationship, low task i.e. participating leadership style exists as dominant in this organization, whereas high task, high relationship i.e. selling leadership style was found as supporting style in the organization. Whereas in IIPA the dominant style of leadership style was found to be as low relationship, high task i.e. telling leadership style. Hence it was concluded that it was the situation of the working environment only, which determined the particular styles of leadership. As all the four different organizations revealed different styles of leadership, those exhibited different organizational cultures. A particular working condition of an organization makes the particular style of leadership.

Binwal J.C (2011) expressed in his paper that an organization had to maintain balance between technology, management and leadership. Leadership was very crucial for an effective management. The author described five fundamental elements of leadership i.e. vision, mission, values, environment and behavior. Firstly, a leader had to find out if these key elements already exist in the organization. If yes, he had to evaluate their potential to the prevailing situation of the organization. Were they powerful enough to meet the challenges of the future? In case these elements were missing or need modifications or revisions, he/she had to create them. Then he explained various theories of leadership, leadership styles and leadership skills in six broad categories i.e. formulation of vision, mission and value statements, communication skills, team building skills, initiative and innovative spirit, motivation and feedback skill and positive attitude. To conclude, it needs to be reiterated that leadership was crucial to the effectiveness of organization. Leadership skills can be learned through training and experience. Leaders were made, not born.

Prabha N (2011) in his research paper on “A Study on Leadership Style and their Impact in Public Sector-Tamil Nadu” revealed the impact of leadership style in public sector, which style was used by the leader whether it may be Authoritarian Style or Participative Style or Delegative Style and also to found that how highly the executives were concerned either with the people or task. From among 300 leaders, 210 leaders showed high concern to the autocratic leadership style i.e. leader gives instructions regarding the task or tasks to be accomplished and how they should be accomplished means more tasks oriented. 144 and 150 were utilizing shared leadership style at high and medium, which

showed that leader concentrate both on task and people. 78 executive had high Laissez faire means they allow people to make their own decision regarding the task to be accomplished. This study concluded that age and gender doesn't have any influence over the leadership style of managers/executives but education of the executives having weight over their style. Managers of the public sector used autocratic leadership style more than other two i.e. democratic and Laissez-Faire Leadership.

Corie-Lee Lazenby (2015) in her research on ‘Assertiveness and Leadership Perceptions: The Role of Gender and Leader-Member Exchange’ found that the moderate assertiveness condition emerged as a more significant predictor of social outcomes compared to the low and high assertiveness conditions. However, there was no significant difference between the high and moderate assertiveness conditions. Therefore, a leader would see no benefit to his or her ability to accomplish goals if they moved from being highly assertive to moderately assertive. The low assertive condition had significantly lower ratings for anticipated leadership effectiveness which could help explain why the low assertiveness condition was perceived negatively for social outcomes. It may be that the negative effect of one (anticipated leadership) was projected onto how well the leader was liked in the low assertiveness condition.

OBJECTIVES OF THE STUDY

The specific objectives of the study are:

- To examine the relationship of Leadership Styles with certain Socio Economic and Organization Position (SEOP) variables of the employees in NTPC and
- To analyze the relationship of leadership styles in the hierarchy of NTPC;

HYPOTHESES

The hypotheses formulated for the study are the following:

- There is no significant interrelationship among the SEOP variables of employees in NTPC.
- There is no significant relationship between Leadership Styles and the SEOP variables of employees in NTPC and
- There is no significant relationship among Leadership Styles of employees in NTPC.

FIELD STUDY

The field investigation was conducted for a period of one year during 2018 by adopting the personal interview method. During the investigation, considerable help was received from Officers in different Grades of NTPC. There were, however, problems in collecting the personal data of officers as well as their perception of their superior's style

due to certain natural hesitation and awkwardness to express freely one’s views about the organization and its members. These problems, of course, could be overcome by developing the acquaintance with the respondents through their friends and relatives.

III. RESEARCH METHODOLOGY

Sources of Data

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

The opinions of officer employees in NTPC regarding leadership concepts and constructs, ideal leaders and leadership qualities, benefits and skills are taken. The leadership perspectives of the employees of NTPC were measured under two categories, namely, positive leadership style and negative leadership style.

Sample Design

In NTPC the employees are categorized as workers, supervisors and officers. For the present study only the officer employees are taken into consideration. The officers are in several Grades, from Grade-I to Grade-XII in the rising order of seniority in the hierarchy, i.e. from Assistant Engineers to Chairman and Managing Director. However for the present inquiry, officers from Grade-I to Grade-VII only are taken into consideration, their total number being 784. The following are the departments at different levels:

In Grade-XI and Grade-X there are five departments viz., Production, Research and Development, Marketing, Personnel, and Finance.

From Grade-IX to Grade-I there are Direct and Indirect departments.

The Direct Departments are: Maintenance Department-Electrical and Mechanical, Crawler Tractor Shop, Plate Shop, Excavator Assembly, Heavy Equipment Shop, New Machine Shop, Tool Room, Gear Shop, Old Machine Shop and LW.

The Indirect Departments are: Accounts, Materials Management, Tool Design, Tool Planning, Stores, Quality Engineering, Training Department-Service Training and Marketing, Security, Safety Engineering and Medical Centre. From each grade of officers 50 per cent are drawn as the sample. The number of samples drawn from each grade is listed below. The total sample for the study consists of 399 out of 784 officers.

Table 1: Samples taken for Study in National Thermal Power Corporation, Ramagundam

Sl.No.	Designation	Grade	No.of Officers	Samples drawn
1	Deputy General Manager	VII	16	8
2	Assistant General Manager	VI	31	16
3	Senior Manager	V	47	24
4	Manager	IV	95	48
5	Assistant Manager	III	173	88
6	Engineers	II	232	118
7	Assistant Engineers	I	190	97
Total			784	399

Source: Field Survey

FIELD STUDY

The field investigation was conducted for a period of one year during 2018 by adopting the personal interview method. During the investigation, considerable help was received from Officers in different Grades of NTPC. There were, however, problems in collecting the personal data of officers as well as their perception of their superior’s style due to certain natural hesitation and awkwardness to express freely one’s views about the organization and its members. These problems, of course, could be overcome by developing the acquaintance with the respondents through their friends and relatives.

Table 2: Concept of leadership according to officers of NTPC (N=399)

Ranks	Leadership meaning	Number of responses	Responses (In Percentage)
I	Guiding	215	54
II	Controlling	167	42
III	Protecting	144	36
IV	Influencing	96	24
V	Loving	64	16

Source: Compiled from field survey

It is evident from the table 2 that 215 persons felt that meaning for leadership is ‘guiding’ which accounts for 54

per cent, followed by ‘controlling’ is 167 (42 per cent), and ‘protecting’ by 144 persons (36 per cent).

However, the commonly accepted meaning of ‘influence’ is preferred by 96 persons or 24 per cent of the sample. The least preferred meaning is ‘loving’ by 64 persons (16 per cent). This signifies that the guidance by the superior to the subordinates is a prime factor in the perception and expectation of the employees working in NTPC.

INTER-CORRELATION OF SEOP VARIABLES

A. Deputy General Managers of NTPC

For the inter-correlation, the degree of freedom (df) is N-2. In NTPC, Deputy General Managers stood 8, where N=8, the df=8-2=6. For 6 df the entries at 0.01 and 0.05 by linear interpolation are 0.834 and 0.707 respectively (for 3 decimals). The correlation values with two stars are significant at 0.01 level and those with one star is significant at 0.05 level.

Table 3: Inter-correlations among SEOP Variables for Deputy General Managers of NTPC (N=8)

S.No	SEOP Variable	Designation	Age	Experience	Education	Economic Status
1	Designation		0.315	0.413	0.213	-0.218
2	Age			**0.841	0.218	*-0.480
3	Experience				0.423	-0.210
4	Education					0.323
5	Economic Status					

Source: Compiled from field survey

Table 3 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education, and economic status for Deputy General Managers of National Thermal Power Corporation.

The variable ‘age’ was significantly and positively correlated with ‘experience’(r=0.841, P<0.01) indicating that higher the age, greater the ‘experience. ‘age’ was also significantly but negatively correlated with ‘economic status’ (r= -0.480, P<0.05) signifying that the economic status decreases with the increase in the ‘age’.

None of the other socio-economic and organizational position variables, however, were found not to be significantly inter-correlated. They are rather, independent of each other.

Hence, the hypotheses of “there is no significant interrelationship among the socio-economic and organizational position variables of employees in National Thermal Power Corporation” is rejected in the case of age

vs experience and age vs economic status, and is accepted in all other cases.

B. Assistant General Managers of NTPC

For the inter-correlation, the degree of freedom (df) is N-2. In NTPC, Assistant General Managers stood 16, where N=16, the df=16-2=14. For 14 df the entries at 0.01 and 0.05 by linear interpolation are 0.623 and 0.497 respectively (for 3 decimals). The correlation values with two stars are significant at 0.01 level and those with one star is significant at 0.05 level.

Table 4: Inter-correlations among SEOP Variables for Assistant General Managers of NTPC (N=16)

S.No	SEOP Variable	Designation	Age	Experience	Education	Economic Status
1	Designation		0.143	0.015	**1.000	0.067
2	Age			-0.158	0.143	*-0.471
3	Experience				0.015	-0.097
4	Education					0.067
5	Economic Status					

Source: Compiled from field survey

Table 4 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education and economic status for Assistant General Managers of National Thermal Power Corporation.

The variable ‘designation’ was significantly, positively and perfectly correlated with ‘education’ (r=1.000, P<0.01) indicating that higher the age, greater the ‘experience’.

The variable ‘age’ was significantly but negatively correlated with ‘economic status’ (r= - 0.471, P<0.05) signifying that the economic status decreases with the increase in the ‘age’.

None of the other socio-economic and organizational position variables, however, were found not to be significantly inter-correlated. They are rather, independent of each other.

Hence, the hypotheses of “there is no significant interrelationship among socio-economic and organizational position variables of employees in National Thermal Power Corporation” is rejected in the case of designation vs education and age vs economic status, and is accepted in all other cases.

Comparison of Deputy General Managers and Assistant General Managers

In Deputy General Managers, ‘designation’ does not correlate significantly with any of the socio-economic and organisational position variables whereas in Assistant

General Managers, ‘designation’ was significantly, positively and perfectly correlated with ‘education’. In Deputy General Managers, ‘age’ was significantly and positively correlated with ‘experience’ and ‘age’ was also significantly but negatively correlated with ‘economic status’ whereas in Assistant General Managers, ‘age’ was significantly but negatively correlated with ‘economic status’.

C. Senior Managers of NTPC

For the inter-correlation, the degree of freedom (df) is N-2. In NTPC, Senior Managers stood 24, where N=24, the df=24-2=22. For 22 df the entries at 0.01 and 0.05 by linear interpolation are 0.515 and 0.404 respectively (for 3 decimals). The correlation values with two stars are significant at 0.01 level and those with one star is significant at 0.05 level.

Table 5: Inter-correlations among SEOP Variables for Senior Managers of NTPC (N=24)

S. No.	SEOP Variables	Designation	Age	Experience	Education	Economic Status
1	Designation		0.042	0.233	-0.361	0.044
2	Age			**0.756	-0.180	-0.245
3	Experience				0.069	-0.233
4	Education					-0.120
5	Economic Status					

Source: Compiled from field survey

Table 5 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education and economic status for Senior Managers of National Thermal Power Corporation.

The variable ‘age’ was significantly and positively correlated with ‘experience’(r=0.756, P<0.01) indicating that higher the age, greater the ‘experience’.

None of the other socio-economic and organizational position variables, however, were found not to be significantly inter-correlated. They are rather, independent of each other.

Hence, the hypotheses of “there is no significant interrelationship among socio-economic and organizational position variables of employees in National Thermal Power Corporation” is rejected in the case of age vs experience, and is accepted in all other cases.

Comparison of Assistant General Managers and Senior Managers

In Assistant General Managers, ‘designation’ was significantly, positively and perfectly correlated with ‘education’ whereas in Senior Managers, ‘designation’ does not correlate significantly with any of the socio-economic

and organisational position variables. In Assistant General Managers, ‘age’ was significantly but negatively correlated with ‘economic status’ whereas in Senior Managers, ‘age’ was significantly and positively correlated with ‘experience’. Managers of NTPC

For the inter-correlation, the degree of freedom (df) is N-2. In NTPC, Managers stood 48, where N=48, the df=48-2=46. For 46 df the entries at 0.01 and 0.05 by linear interpolation are 0.372 and 0.288 respectively (for 3 decimals). The correlation values with two stars are significant at 0.01 level and those with one star is significant at 0.05 level.

Table 6: Inter-correlations among SEOP Variables for Managers of NTPC (N=48)

S. No.	SEOP Variables	Designation	Age	Experience	Education	Economic Status
1	Designation		-0.037	0.003	0.046	-0.015
2	Age			**0.919	-0.064	*0.336
3	Experience				-0.136	0.275
4	Education					*0.307
5	Economic Status					

Source: Compiled from field survey

Table 6 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education and economic status for Managers of National Thermal Power Corporation.

The variable ‘age’ was significantly, positively and highly correlated with ‘experience’(r=0.919, P<0.01) indicating that higher the age, greater the ‘experience’. ‘age’ was also significantly and positively correlated with ‘economic status’ (r= 336, P<0.05) signifying that the economic status increases with the increase in the ‘age’.

The variable ‘education’ was significantly and positively correlated with ‘economic status’ (r=0.307, P<0.05) indicating that the persons who are at higher education are with higher economic status.

None of the other socio-economic and organizational position variables, however, were found not to be significantly inter-correlated. They are rather, independent of each other.

Hence, the hypotheses of “there is no significant interrelationship among socio-economic and organizational position variables of employees in National Thermal Power Corporation” is rejected in the case of age vs experience, age vs economic status and education vs economic status, and is accepted in all other cases.

Comparison of Senior Managers and Managers

In Senior Managers, ‘age’ was significantly and positively correlated with experience whereas, in Managers, ‘age’ was significantly and positively correlated with ‘experience’ and ‘economic status’. In Senior Managers, ‘education’ does not correlate significantly with any of the socio-economic and organisational position variables whereas, in Managers, ‘education’ was significantly and positively correlated with ‘economic status’.

D. Assistant Managers of NTPC

For the inter-correlation, the degree of freedom (df) is N-2. In NTPC, Assistant Managers stood 88, where N=88, the df=88-2=86. For 86 df the entries at 0.01 and 0.05 by linear interpolation are 0.275 and 0.211 respectively (for 3 decimals). The correlation values with two stars are significant at 0.01 level and those with one star is significant at 0.05 level.

Table 7: Inter-correlations among SEOP Variables for Assistant Managers of NTPC (N=88)

S.No	SEOP Variables	Designation	Age	Experience	Education	Economic Status
1	Designation		0.072	0.058	0.026	-0.016
2	Age			**0.880	0.053	0.159
3	Experience				-0.119	-0.119
4	Education					*-0.264
5	Economic Status					

Source: Compiled from field survey

Table 7 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education and economic status for Assistant Managers of National Thermal Power Corporation.

The variable ‘age’ was significantly and positively correlated with ‘experience’(r=0.880, P<0.01) indicating that higher the age, greater the ‘experience’.

The variable ‘education’ was significantly but negatively correlated with ‘economic status’ (r= -0.264, P<0.05) indicating that the persons who are at higher education are with lower economic status.

None of the other socio-economic and organizational position variables, however, were found not to be significantly inter-correlated. They are rather, independent of each other.

Hence, the hypotheses of “there is no significant interrelationship among socio-economic and organizational position variables of employees in National Thermal Power

Corporation” is rejected in the case of age vs experience and education vs economic status, and is accepted in all other cases.

Comparison of Managers and Assistant Managers

In Managers, ‘age’ was significantly and positively correlated with ‘experience’ and ‘economic status’ whereas in Assistant Managers, ‘age’ was significantly and positively correlated with ‘experience’. In Managers, ‘education’ was significantly and positively correlated with ‘economic status’ whereas in Assistant Managers, ‘education’ was significantly but negatively correlated with ‘economic status’.

E. Engineers of NTPC

For the inter-correlation, the degree of freedom (df) is N-2. In NTPC, Engineers stood 118, where N=118, the df=118-2=116. For 116 df the entries at 0.01 and 0.05 by linear interpolation are 0.254 and 0.195 respectively (for 3 decimals). The correlation values with two stars are significant at 0.01 level and those with one star is significant at 0.05 level.

Table 8: Inter-correlations among SEOP Variables for Engineers of NTPC (N=118)

S.No	SEOP Variables	Designation	Age	Experience	Education	Economic Status
1	Designation		0.134	0.127	-0.012	-0.014
2	Age			**0.875	**0.324	0.039
3	Experience				*0.243	0.052
4	Education					0.082
5	Economic Status					

Source: Compiled from field survey

Table 8 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education and economic status for Engineers of National Thermal Power Corporation.

The variable ‘age’ was significantly and positively correlated with ‘experience’(r=0.875, P<0.01) indicating that higher the age, greater the ‘experience’. ‘age’ was also significantly and positively correlated with ‘education’ (r= 0.324, P<0.01) signifying that the education increases with the increase in the ‘age’.

The variable ‘experience’ was significantly and positively correlated with ‘education’ (r= 0.243, P<0.05) indicating that the persons who are at higher experience are with higher education.

None of the other socio-economic and organizational position variables, however, were found not to be significantly inter-correlated. They are rather, independent of each other.

Hence, the hypotheses of “there is no significant interrelationship among socio-economic and organizational position variables of employees in National Thermal Power Corporation” is rejected in the case of age vs experience, age vs education and experience vs education, and is accepted in all other cases.

Comparison of Assistant Managers and Engineers

In Assistant Managers, ‘age’ was significantly and positively correlated with ‘experience’ whereas in Engineers, ‘age’ was significantly and positively correlated with ‘experience’ and ‘education’. In Assistant Managers, ‘experience’ does not correlate significantly with ‘education’, ‘economic status’ and ‘designation’ whereas in Engineers, ‘experience’ was significantly and positively correlated with ‘education’.

F. Assistant Engineers of NTPC

For the inter-correlation, the degree of freedom (df) is N-2. In NTPC, Assistant Engineers stood 97, where N=97, the df=97-2=95. For 95 df the entries at 0.01 and 0.05 by linear interpolation are 0.260 and 0.200 respectively (for 3 decimals). The correlation values with two stars are significant at 0.01 level and those with one star is significant at 0.05 level.

Table 9: Inter-correlations among SEOP Variables for Assistant Engineers of NTPC (N=97)

S.No.	SEOP Variables	Designation	Age	Experience	Education	Economic Status
1	Designation		0.107	0.088	-0.088	0.045
2	Age			**0.898	-0.085	-0.111
3	Experience				-0.179	-0.091
4	Education					0.155
5	Economic Status					

Source: Compiled from field survey

Table 9 presents the inter-correlations among socio-economic and organizational position variables viz., designation, age, experience, education, and economic status for Assistant Engineers of National Thermal Power Corporation.

The variable ‘age’ was significantly and positively correlated with ‘experience’(r=0.898, P<0.01) indicating that higher the age, greater the ‘experience’.

None of the other socio-economic and organizational position variables, however, were found not to be significantly inter-correlated. They are rather, independent of each other.

Hence, the hypotheses of “there is no significant interrelationship among socio-economic and organizational position variables of employees in National Thermal Power

Corporation” is rejected in the case of age vs experience, and is accepted in all other cases.

IV. CONCLUSION

It is concluded that leadership is the most pervasive activity touching every facet of human existence. However, leadership is affected by innumerable variables creating an incomprehensive picture. Thus, it had become very difficult to adopt a particular concept, construct, and style. Nevertheless, the poor leadership, inappropriate to the organizational context would definitely create an environment of poor relationships and lower turnover. Owing to these complexities the major suggestion that can be made is that the knowledge and practice of leadership is to be taught preferably from lower levels of education. The proper reward by the leader is of utmost importance in order to continually motivate followers in the process. A strong visionary leader presents and convinces followers that a new course of action is needed for the survival and prosperity of the group in the future. Once a goal is set, the leader assumes the role of ensuring successful accomplishment of the goal. Leadership qualities such as aggressiveness, assertiveness, taking charge, and competitiveness are traditionally associated with strong, masculine characters.

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