



Active Leadership Across Hierarchical Levels in Public Sector Steel Units in India

KEYWORDS

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ABSTRACT *The literature regarding leadership has recently witnessed a shift toward studying leadership in context. This paper has investigated the effectiveness of active and passive leadership across hierarchical levels in public sector steel unit in India. The aim has been to develop a framework of leadership across hierarchical levels that would be useful for leadership development program and interventions. Three levels of the management have been considered for the study. MLQ-5X has been used as an instrument for measuring leadership and outcome factors. Simple regression analysis and multiple regression analysis have been used to find the significance, direction and strength of the relationship. The findings of the research show a distinct pattern of behaviours across different hierarchical level in the organization. A framework of effective leadership behaviours across hierarchical levels in Bhilai Steel Plant has been developed from the findings.*

1-INTRODUCTION:

A large portion of contemporary leadership research has focused on the effect of transformational and charismatic leadership on followers 'motivation and performance' (Avolio, 1999; Bass, 1985; Bass & Avolio 1994, 1997; Conger & Kanungo, 1998; Lowe & Gardener, 2000). Hunt (1999) attributed the rejuvenation and continued interest in leadership research to the transformational and charismatic models that were emerging in the literature during the mid-1980s and into 1990s which were being tested throughout the educational, psychological and management. It has been described as stage -2 of the evaluation of new theories: the evaluation and augmentation stage (Hunt, 1990). In this stage theories have been critically reviewed and the focus has been on identifying moderating and mediating variables relevant to the theories. In the third stage the theories have been revised and consolidated after controversies surrounding them have been resolved.

One of the new leadership theories has been called the "full range leadership theory" (FRLT) proposed by Bass & Avolio (1991). The constructs comprising the FRLT denote three typologies of leadership behaviour: transformational, transactional and non-transactional laissez-faire leadership, which are represented by nine distinct factors. The most widely used survey instrument to assess these nine factors in FRLT has been the MULTIFACTOR LEADERSHIP QUESTIONNAIRE (MLQ) (Hunt, 1999; Lowe & Shivasubramaniam, 1996; Yukl, 1999).

The interfactor relations among the nine factors comprising of MLQ-5X will vary across different contextual conditions but will be stable within similar contextual conditions (John Antonakis et al., 2003). Based on arguments regarding the effect of the context and implicit leadership theory on leadership behaviour, three often cited contextual factors that could theoretically affect the factor structure of MLQ, have been identified (Antonakis & Atwater, 2002; Bass, 1998; Lord et al., 2001; Lowe et al., 1996; Zaccaro, 2001). These factors are: Environmental risk, leader hierarchical level and leader-follower gender.

Based on the models that have been previously tested in the literature or have been hypothesized to better portray the data, and the argumentation by Avolio et al. (1999), the indicators of the factors have been grouped as indicated below:

1. Idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation, individualized

consideration (forming transformational leadership) (Avolio et al., 1999; Den Hartog et al., 1997)

2. Contingent rewards, management by exception active and passive (forming transactional leadership) (Avolio et al., 1999).
3. Idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation, individualized consideration Contingent rewards, management by exception active (forming active leadership) (Avolio et al., 1999; Bycio et al., 1995).
4. Management by exception passive and laissez-faire leadership (forming passive leadership) (Avolio et al., 1999; Den Hartog et al., 1997).
5. Idealized attributes, idealized behaviors (forming charisma leadership, narrowly defined) (Bycio et al., 1995; Bass & Hater, 1998; Koh et al., 1995)
6. Idealized attributes, idealized behaviors, inspirational motivation (forming charisma leadership, broadly defined) (Avolio et al., 1999; Tepper & Percy 1994).

The following competing models, consisting of the combination of the above that were considered theoretically feasible were tested and found significant.

Model 1-One general first order factor of leadership to test if methods variance accounted for the variation in measures.

Model 2- Two correlated first order factors of active and passive leadership.

Model 3-Three correlated first order factors of transformational, transactional and laissez-faire leadership.

Model 4- Three correlated first order factors of transformational, transactional and passive leadership.

Model 5- Six correlated first order factors of idealized influence attributed/idealized influence behaviour/ inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, active management-by-exception and passive leadership.

Model 6- Seven correlated first order factors of idealized influence attributed/idealized influence behaviour/ inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, active management-by-exception, passive management-by-exception and laissez-faire.

Model 7- Eight correlated first order factors of idealized influence attributed/idealized influence behaviour, inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, active management –by – exception, passive management- by- exception and laissez-faire.

Model 8- Eight correlated first order factors of idealized influence attributed, idealized influence behaviour, inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, active management –by – exception and passive leadership.

Model 9- Nine correlated first order factors of idealized influence attributed, idealized influence behaviour, inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, active management –by – exception, passive management- by- exception and laissez faire leadership.

The literature regarding leadership has recently witnessed a shift toward studying leadership in context (Antonakis, Avolio, Sivasubramaniam, 2003; Fairhurst, 2009; Fry & Kinger, 2009; Pawar & Eastman 1997) and a distributed phenomenon across organizations (Gronn, 2002). Studies on transformational leadership have responded and have started to shift focus towards identifying and understanding contextual and organizational variables (Zhu, Avolio, & Walumbwa, 2009). This paper contributes to this shift in focus by exploring the contextual impact of hierarchical level on active and passive leadership and reports a frame work of these leadership behaviours across three hierarchical levels in public sector steel unit in India.

2-Literature Survey:

2.1- The full-range leadership theory

Bass (1985) argued that existing theories of leadership primarily focused on follower goal and role clarification and the ways leaders rewarded or sanctioned follower behavior. This transactional leadership was limited to inducing only basic exchanges with followers. Bass suggested that a paradigm shift was required to understand how leaders influence followers to transcend self-interest for the greater good of their units and organizations in order to achieve optimal levels of performance. He referred to this type of leadership as transformational leadership. Bass's original theory included four transformational and two transactional leadership factors. Bass and his colleagues (cf. Avolio & Bass, 1991; Avolio, Waldman, & Yammarino, 1991; Bass, 1998; Bass & Avolio, 1994; Hater & Bass, 1988) further expanded the theory based on the results of studies completed between 1985 and 1990. In its current form, the FRLT represents nine single-order factors comprised of five transformational leadership factors, three transactional leadership factors, and one non-transactional laissez-faire leadership described below.

2.1.1-Transformational leadership

Transformational leaders are proactive, raise follower awareness for transcendent collective interests, and help followers achieve extraordinary goals. Transformational leadership is theorized to comprise the following five first-order factors: (a) Idealized influence (attributed) refers to the socialized charisma of the leader, whether the leader is perceived as being confident and powerful, and whether the leader is viewed as focusing on higher-order ideals and ethics; (b) idealized influence (behavior) refers to charismatic actions of the leader that are centered on values, beliefs, and a sense of mission; (c) inspirational motivation refers to the ways leaders energize their followers by viewing the future with optimism, stressing ambitious goals, projecting an idealized vision, and communicating to followers that the vision is achievable; (d) intellectual stimulation refers to leader actions that appeal to followers' sense of logic and analysis by challenging followers to think creatively and find solutions to difficult problems; and (e) individualized consideration refers to leader behavior that contributes to follower satisfaction by advising, support-

ing, and paying attention to the individual needs of followers, and thus allowing them to develop and self-actualize.

2.1.2-Transactional leadership

Transactional leadership is an exchange process based on the fulfillment of contractual obligations and is typically represented as setting objectives and monitoring and controlling outcomes. Transactional leadership is theorized to comprise the following three first-order factors: (a) Contingent reward leadership (i.e., constructive transactions) refers to leader behaviors focused on clarifying role and task requirements and providing followers with material or psychological rewards contingent on the fulfillment of contractual obligations; (b) management-by-exception active (i.e., active corrective transactions) refers to the active vigilance of a leader whose goal is to ensure that standards are met; and (c) management-by-exception passive (i.e., passive corrective transactions) leaders only intervene after noncompliance has occurred or when mistakes have already happened.

2.1.3. Non-transactional laissez-faire leadership

Laissez-faire leadership represents the absence of a transaction of sorts with respect to leadership in which the leader avoids making decisions, abdicates responsibility, and does not use their authority. It is considered active to the extent that the leader "chooses" to avoid taking action. This component is generally considered the most passive and ineffective form of leadership.

2.2- The Multifactor Leadership Questionnaire:

Since its introduction, the MLQ has undergone several revisions in attempts to better gauge the component factors while addressing concerns about its psychometric properties (Avolio et al., 1995). The current version of MLQ (Form 5X) was developed based on the results of previous research using earlier versions of the MLQ, the expert judgment of six leadership scholars who recommended additions or deletions of items, and confirmatory factor analyses (CFAs) (Avolio et al., 1995; Avolio, Bass, & Jung, 1999). The MLQ (Form 5X) contains 45 items; there are 36 items that represent the nine leadership factors described above (i.e., each leadership scale is comprised of four items), and 9 items that assess three leadership outcome scales. This study focused on the 36 items that corresponded to the nine leadership factors.

It has been argued that context in which leadership is observed can constrain the types of behaviours that may be considered prototypically effective (Lord, Brown, Harvey & Hall, 2001). Furthermore, situations that are not similar could require different leadership behaviours to match the prototypical expectations of followers across a diverse set of contexts (Lord, Foti, & De Vader, 1984). Examples of context that could alter the prototypical expectations of leadership could include national culture (Brodbeck et al., 2000; Koopman et al., 1999), hierarchical level and environmental characteristics such as dynamic versus stable (Brown & Lord 2001, Keller 1999; Lord et al., 2001; Lowe et al., 1996).

From another perspective, "situational strength" may determine whether individual differences play a role in predicting individual behaviour (Kenrick & Funder, 1988; Mischel 1977). According to Mischel (1977), strong situations where there are stable systems with strong behavioral norms, represent context where individual differences may not make a big difference in behaviour because individuals are restricted in the ways they can behave. However in weak situations involving dynamic systems with weak behavioural norms, individual differences should be more evident because individual behaviour is less restricted in those settings.

Following the above argument, leadership may be contextualized in that the same behaviour may be seen as more or less effective depending on the context in which they are observed and measured. Conversely, where the same behaviours may exist and are validated as such across dif-

ferent contexts entails that behaviours (factors) can be considered being universally measurable and valid. In the latter case, respondent would be "employing the same conceptual frame of reference" across diverse contexts which requires that factors are measured consistently across context (Vandenberg & Lance, 2000).

Assuming context influences leader behaviour, effective leaders will seek to actively adjust their behaviours in order to meet prototypical expectations they themselves and their followers have in different contexts (Hogg, 2001). The meta analysis results reported by Lowe et al., (1996) clearly establish that the relationship between MLQ factors and outcome variables were moderated by contextual factors which included organization type. They also showed that leader level moderated the frequency of the full range behaviours that leaders demonstrate. These discussions lead to the conclusion that nine first order factors will best represent the measurement model underlying MLQ-5X when data is collected within homogenous contexts.

3- Research Methodology:

The study aims at investigating the active leadership behaviours across hierarchical level in public sector steel unit in India. To carry out the research four specific research hypotheses were generated; they are entailed in the following section.

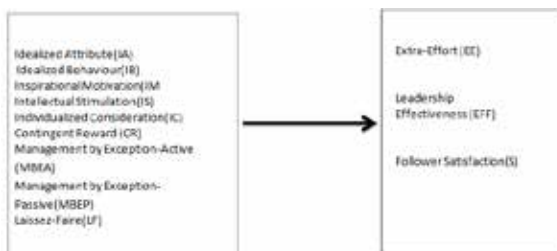
3.1-Hypotheses: 3.1.1-Hypothesis: 1

- Ho1: There is no significant positive linear relationship between employee performance and active leadership.
 Ha1: There is significant positive linear relationship between employee performance and active leadership.
 Ho2: There is no significant negative linear relationship between employee performance and passive leadership.
 Ha2: There is significant negative linear relationship between employee performance and passive leadership.
 Ho3: There is no significant linear relationship between employee performance and active leadership behaviours.
 Ha3: There is significant linear relationship between employee performance and active leadership behaviours
 Ho4: There is no significant linear relationship between employee performance and passive leadership behaviours
 Ho4: There is significant linear relationship between employee performance and active leadership behaviours

3.2- Research Design:

The study used a between - groups design with 11 dependent variables. These variables were: Idealized Attribute (IA), Idealized Behaviour (IB), Inspirational Motivation (IM), Intellectual Stimulation (IS), Individualized Consideration (IC), Contingent Reward (CR), Active Management-by-Exception (MBEA), Active Leadership (AL) (A composite of preceding seven variables), Passive Management-by-Exception (MBEP), Laissez-Faire (LF), Passive Leadership (PL), (A composite of preceding two variables). There were three outcome variables: Level of extra effort by followers (EE), Leadership Effectiveness (EFF), Follower Satisfaction (S). All of these variables reflected scales in the MLQ.

Conceptual Frame Work of the Research- Leadership Behaviours Performance/Output Factors



3.3-Research Population and Sampling:

India has two public sector steel companies – Steel authority of India limited (SAIL), Rastriya Ispat Nigam Limited (RINL). There are five integrated steel plants under SAIL while only one is there under RINL. The integrated steel plants under SAIL are located at Bhilai, Bokaro, Durgapur, Rourkela & Burnpur. The integrated steel plant of RINL is Vishakhapatnam Steel Plant located at Vishakhapatnam.

Bhilai Steel Plant has been chosen for research purpose primarily for the easy access it afforded the researcher. According to Leedy (1993), convenience sampling is where the sample is chosen according to its availability to the researcher. Hence for the purpose of research convenience sampling has been done. Bhilai steel plant has different departments. Bhilai Steel plant is organizationally divided broadly into two categories. These are executives and nonexecutives. Both categories have different grades, designations and responsibilities and perform their duties under set procedures and systems.

Executives are having nine grades from E1 to E9 with nine designations such as junior manager, assistant manager, deputy manager, manager, senior manager, assistant general manager, deputy general manager, general manager and executive director. Functionally executives have been divided into three levels. These levels are junior management covering E1 to E5 grades, middle management covering E6 to E7 and senior management covering E8 to E9. All executives play leadership role. There were total three thousand six hundred eighty one (3681) as on 1-4-2013. Out of the total, two thousand four hundred seventy five (2475) were in the junior management level, one thousand one hundred forty eight (1148) were in middle management level, and fifty seven (57) were in senior management level. The sample size has been calculated based on the strength in each level and quota sampling has been conducted. The three hierarchical levels are junior management, middle management and senior management have been considered for research purpose.

3.4- Measuring Instrument:

After an extensive review of literature on leadership, it has been argued that, Full Range Leadership Development Theory is an appropriate theoretical construct for this research and an appropriate instrument has been identified called MLQ-5X. The questionnaire contains 45 statements that identify and measure the key aspects of leadership behaviour. And each statement in the questionnaire relate to either transformational, transactional or non-transactional leadership factors. The respondent is required to judge how frequently the behaviour described in the statement is exhibited. The MLQ uses a scale of 0 to 4, with 0 indicating a "not at all" rating of the behaviour described in the statement. The other end of the scale, 4, indicates a "frequently if not always" rating of the behaviour described in the statement.

The MLQ consists of two versions, one for the leader to complete, and one for the raters of the leaders to complete. The leaders complete a questionnaire describing their own leadership style, whilst the raters complete a questionnaire regarding the leadership style of their specific leader. These two versions consist of exactly the same statements except they are written in different perspectives. These two versions are known as the "leader version" and "rater version" respectively.

A 360-degree method was used, with four categories of rating- self rating, peer rating, superior rating and subordinate rating.

3.5-Data Gathering and Capturing:

For the purpose of the research, the questionnaires was distributed personally to the leaders and raters and was collected back after completing it. These scores were then captured by a data capturer, into a Microsoft Excel spread sheet, in

order to be statistically analyzed. These scores were then imported into Minitab-16 for further analysis.

4-Data Analysis:

After capturing the data in MINITAB -16, the score of the leader on individual factors was calculated by averaging the scores of the leader, superior, average scores of peers and subordinates. After calculating the leader's score, simple statistical analysis, inter item analysis, and cronbach's alpha reliability coefficients of all the leadership factors and outcome factors at all hierarchical level were calculated. The results have been given in the table no 1, 2, and 3.

Similarly simple regression analysis was conducted between leadership factors and outcome factors. The outcome factors were considered as dependent variables and leadership factors as independent variables and as per convention dependent variables are taken on Y-axis and independent variables on X-axis. The significance of regression analysis has been indicated by *.The regression analysis between outcome factors and leadership factors at junior management , middle management and senior management level has been conducted and the result has been given in the table no.4,5 and6.

Also multiple regression analysis was conducted between outcome factors and leadership factor of active leadership and passive leadership separately. The leadership factors which are significantly related to the outcome factors have been indicated by *. Analysis of the variance gives the value of F and its significance. It has been also indicated by*.

Table No.-1 Cronbach's Alpha Reliability Coefficients For MLQ Factors For leaders at Junior Management Level in bhilai steel plant

Leader ship/performance factor	Mean	Standard deviation	Cronbach's Alpha reliability coefficient	Evaluation based on Sekaran 2000
Idealized attributes (IA)	2.999	0.3531	0.7177	Acceptable
Idealized Behaviour (IB)	3.0421	0.2785	0.6784	Acceptable
Inspirational Motivation(IM)	3.1402	0.2833	0.7647	Acceptable
Intellectual Stimulation(IS)	2.8942	0.3562	0.6063	Acceptable
Individualized Consideration(IC)	2.601	0.4253	0.6112	Acceptable
Transformational Leadership(TFL)	2.9473	0.2726	0.8844	Good
Contingent Reward(CR)	3.0341	0.3227	0.592	Acceptable
Management by exception-Active(MBEA)	2.7175	0.5103	0.799	Acceptable
Active leadership(AL)	2.9269	0.2692	0.9030	Excellent
Management by exception-Passive(MBEP)	1.0472	0.4613	0.8838	Good

Transactional Leadership(TAL)	2.263	0.2572	0.6624	Acceptable
Laissez-Fair(LF)	0.58845	0.41765	0.7989	Acceptable
Passive Leadership(PL)	0.81781	0.39181	0.8793	Good
Extra Effort(EF)-Y1	2.8371	0.3787	0.7328	Acceptable
Effectiveness(EFF)-Y2	3.0595	0.3905	0.7233	Acceptable
Satisfaction-Y3	3.1189	0.409	0.8244	Good

Table No.-2 Cronbach's Alpha Reliability Coefficients For MLQ Factors For Leaders at Middle Management level in bhilai steel plant

Leader ship/performance factor	Mean	Standard deviation	Cronbach's Alpha reliability coefficient	Evaluation based on Sekaran 2000
Idealized attributes (IA)	2.9681	0.4099	0.7665	Acceptable
Idealized Behaviour (IB)	2.9516	0.3718	0.798	Acceptable
Inspirational Motivation(IM)	3.0381	0.3908	0.8096	Good
Intellectual Stimulation(IS)	2.8305	0.3699	0.6794	Acceptable
Individualized Consideration(IC)	2.7534	0.4241	0.6683	Acceptable
Transformational Leadership(TFL)	2.9084	0.35	0.9345	Excellent
Contingent Reward(CR)	2.9896	0.37	0.7683	Acceptable
Management by exception-Active(MBEA)	2.6509	0.4205	0.7098	Acceptable
Active Leadership(AL)	2.8832	0.3147	0.9335	Excellent
Management by exception-Passive(MBEP)	1.1263	0.3672	0.7636	Acceptable
Transactional Leadership(TAL)	2.2556	0.2215	0.6013	Acceptable
Laissez-Fair(LF)	0.79208	0.42766	0.7621	Acceptable
Passive Leadership(PL)	0.95915	0.35193	0.8294	Good
Extra Effort(EF)-Y1	2.8907	0.429	0.7658	Acceptable
Effectiveness(EFF)-Y2	3.0341	0.4376	0.8443	Good
Satisfaction-Y3	2.9992	0.4111	0.7032	Acceptable

Table No.-3 Cronbach's Alpha Reliability Coefficients For MLQ Factors For Leaders atSenior MANAGEMENT LEVEL in bhilai steel plant

Leader ship/performance factor	Mean	Standard deviation	Cronbach's Alpha reliability coefficient	Evaluation based on Sekaran 2000
Idealized attributes (IA)	3.1434	0.2996	0.84	Good
Idealized Behaviour (IB)	3.0154	0.2984	0.8654	Good
Inspirational Motivation(IM)	3.3025	0.184	0.6778	Acceptable
Intellectual Stimulation(IS)	2.8815	0.2273	0.7236	Acceptable
Individualized Consideration(IC)	2.8085	0.2174	0.7439	Good
Transformational Leadership(TFL)	3.0094	0.1977	0.9173	Excellent
Contigent Reward(CR)	3.1995	0.2097	0.65	Acceptable
Management by exception-Active(MBEA)	2.608	0.3349	0.7518	Acceptable
Active Leadership(al)	2.9792	0.1938	0.9259	Excellent
Management by exception-Passive(MBEP)	0.43145	0.0739	0.677	Acceptable
Transactional Leadership(TAL)	2.0796	0.1611	0.7444	Acceptable
Laissez-Fair(LF)	0.35782	0.1411	0.89	Good
Passive Leadership(PL)	0.39464	.07186	0.6277	Acceptable
Extra Effort(EF)-Y1	3.054	0.2325	0.724	Acceptable
Effectiveness(EFF)-Y2	3.2466	0.2108	0.6966	Acceptable
Satisfaction-Y3	3.1906	0.2405	0.71	Acceptable

Table No.-4 RELATIONSHIP BETWEEN EXTRA EFFORT, LEADERSHIP EFFECTIVENESS & FOLLOWERSATISFACTION AND LEADERSHIP FACTORS FOR LEADERS AT JUNIOR MANAGEMENTLEVEL IN BHILAI STEEL PLANT

Leader ship Factor	Extra Effort			Leadership Effectiveness			Follower Satisfaction		
	Regression Coefficient β	R ²	Adjusted R ²	Regression Coefficient β	R ²	Adjusted R ²	Regression Coefficient β	R ²	Adjusted R ²
Idealized Attributes	.6113***	32.5	31.3	.7480***	45.8	44.8	.8120***	49.1	48.2
Idealized Behaviour	.6291***	21.4	20.0	1.005***	51.4	50.5	.7652***	27.1	25.8
Inspirational Motivation	.4708**	12.4	10.8	1.140***	68.5	67.9	.9142***	40.1	39.00
Intellectual Stimulation	.5893***	30.7	29.5	.8202***	56.0	55.2	.5449***	22.5	21.1
Individualized Consideration	.6325***	50.5	49.6	.3745**	16.6	15.1	.3100*	10.4	8.8
Contingent Reward	.6141***	27.4	26.1	.7866***	42.2	41.2	.6985***	30.4	29.1
Management by Exception (Active)	.3164**	18.2	16.7	.1851	5.9	4.2	.1878	5.5	3.8
Active Leadership	0.9820***	48.7	47.8	1.113***	58.9	58.1	0.9476***	38.9	37.8
Management by Exception (Passive)	-.0760	.9	.00	-.4173***	24.3	22.9	-.4651***	27.5	26.2
Laissez – Faire	-.0990	1.2	0	-.4385***	22.0	20.6	-.4164**	18.1	16.6
Passive Leadership	-0.1089	1.3	.03	-0.5381***	29.2	27.9	-0.5587***	28.7	27.8

N.B.*=P< 0.05, **=P<0.01, ***=P<0.001

Table No.-5 RELATIONSHIP BETWEEN EXTRA EFFORT, LEADERSHIP EFFECTIVENESS & FOLLOWER SATISFACTION AND LEADERSHIP FACTORS FOR LEADERS AT MIDDLE MANAGEMENT LEVEL IN BHILAI STEEL PLANT

Leader ship Factor	Extra Effort			Leadership Effectiveness			Follower Satisfaction		
	Regression Coefficient β	R ²	Modified R ²	Regression Coefficient β	R ²	Modified R ²	Regression Coefficient β	R ²	Modified R ²
Idealized Attributes	.7248***	48.0	47.3	.7930***	55.2	54.6	.7093***	50.0	49.4
Idealized Behaviour	.7496***	42.2	41.5	.8039***	46.6	46.0	.7282***	40.4	42.7
Inspirational Motivation	.8315***	57.4	56.8	.9424***	70.9	70.5	.7726***	54.0	53.4
Intellectual Stimulation	.7752***	44.7	44.0	.7925***	74.9	94.2	.6545***	34.7	33.9
Individualized Consideration	.7105***	49.3	48.7	.6409***	38.6	37.8	.4784***	24.4	23.4
Contingent Reward	.8862***	58.4	57.9	.8769***	55.0	54.4	.7671***	47.7	47.0
Management by Exception (Active)	.1225	1.4	.20	.1892	3.3	2.1	.1582	2.6	1.4
Active Leadership	1.052***	59.5	59.0	1.104***	63.1	62.6	0.9323***	50.9	50.3
Management by Exception (Passive)	-.3698**	10.0	8.9	-.3493**	8.6	7.4	-.2452*	4.8	3.6
Laissez – Faire	-.4404***	19.3	18.3	-.6314***	38.1	37.3	-.5562***	34.5	33.6
Passive Leadership	-0.5265***	18.7	17.6	-0.6564***	27.9	27.0	-0.5501***	22.2	21.2

N.B.*=P< 0.05, **=P<0.01, ***=P<0.001

Table no.-6 RELATIONSHIP BETWEEN EXTRA EFFORT, LEADERSHIP EFFECTIVENESS & FOLLOWERSATISFACTION AND LEADERSHIP FACTORS FOR LEADERS AT SENIOR MANAGEMENTLEVEL IN BHILAI STEEL PLANT

Leader ship Factor	Extra Effort			Leadership Effectiveness			Follower Satisfaction		
	Regression Coefficient β	R ²	Modified R ²	Regression Coefficient β	R ²	Modified R ²	Regression Coefficient β	R ²	Modified R ²
Idealized Attributes	.5443***	49.2	47.2	.5829***	68.6	67.4	.6359***	62.7	61.3
Idealized Behaviour	.6983***	80.3	79.5	.5064***	51.4	49.5	.5626***	48.7	46.7
Inspirational Motivation	.8926***	49.9	47.9	.8124***	50.3	48.4	.8178***	39.1	36.8
Intellectual Stimulation	.8387***	67.2	66.0	.6478***	48.8	46.8	.6864***	42.1	39.9
Individualized Consideration	.4448*	17.3	14.1	.4777***	24.3	21.4	.4278*	15.0	11.7
Contingent Reward	.8319***	56.3	54.6	.7464***	55.1	53.4	.7156***	38.9	36.6
Management by Exception (Active)	.3583**	26.6	23.8	.4496***	51.0	49.1	.4218**	34.5	32.0
Active Leadership	1.075***	80.2	79.4	1.005***	85.4	84.8	1.025***	68.1	66.9
Management by Exception (Passive)	1.084	11.9	8.5	.7685	7.3	3.7	1.034	10.1	6.6
Laissez - Faire	-.9456**	32.9	30.3	-.5848*	15.3	12.1	-.7605*	19.9	16.8
Passive Leadership	-1.250*	14.9	11.60	-0.7209	6.0	2.4	-0.9193	7.5	4.0

N.B.*=P< 0.05, **=P<0.01, ***=P<0.001

Table No.- 7 MULTIPLE LINEAR CO-RELATION BETWEEN LEADERSHIP BEHAVIOUR OF ACTIVE LEADERSHIP AT JUNIOR MANAGEMENT, MIDDLE MANAGEMENT AND SENIOR MANAGEMENT LEVEL OF BHILAI STEEL PLANT

LEADERSHIP FACTORS	JUNIOR MANAGEMENT Regression Coefficient for outcome factors			MIDDLE MANAGEMENT Regression Coefficient for outcome factors			SENIOR MANAGEMENT Regression Coefficient for outcome factors		
	EE	EFE	ST	EE	EFE	ST	EE	EFE	ST*
IDEALIZED ATTRIBUTE	0.317	0.028	0.540**	0.270	0.249*	0.313*	-0.134	0.139	0.401
IDEALIZED BEHAVIOUR	-0.088	-0.115	-0.173	-0.109	-0.171	0.061	0.394**	-0.099	0.216
INSPIRATIONAL MOTIVATION	0.010	0.792***	0.569*	0.384*	0.807**	0.500**	0.212	0.048	-0.112
INTELLECTUAL STIMULATION	0.107	0.310*	-0.040	0.016	-0.103	-0.134	0.343*	0.393**	0.172
INDIVIDUALIZED CONSIDERATION	0.460***	0.173	0.027	0.247*	0.0319	-0.149	0.0758	0.280**	0.170
CONTINGENT REWARD	-0.078	0.282*	0.090	0.428**	0.148	0.243	-0.018	0.124	-0.167
MANAGEMENT -BY- EXCEPTION (ACTIVE)	0.159*	-0.316	0.0338	-0.0584	0.0157	-0.0213	0.211**	0.255***	0.160
R ² %	62	79.5	55.6	67.8	73.6	60.6	89.9	91.2	73.5
R ² %	56.7	76.7	49.4	64.7	71.1	56.8	86.8	88.1	64.2
F	11.6	27.73	8.95	21.91	29.13	16.05	25.46	29.64	7.91

N.B.*=P< 0.05, **=P<0.01, ***=P<0.001

Table no.-8 MULTIPLE LINEAR CO-RELATION BETWEEN LEADERSHIP BEHAVIOUR OF PASSIVE LEADERSHIP AT JUNIOR MANAGEMENT, MIDDLE MANAGEMENT AND SENIOR MANAGEMENT LEVEL OF BHILAI STEEL PLANT

LEADERSHIP FACTORS	JUNIOR MANAGEMENT Regression Coefficient for outcome factors			MIDDLE MANAGEMENT Regression Coefficient for outcome factors			SENIOR MANAGEMENT Regression Coefficient for outcome factors		
	EE	EFE	ST	EE	EFE	ST	EE	EFE	ST
MANAGEMENT BY EXCEPTION (PASSIVE)	-0.036	-0.281+	-0.372++	-0.117	0.098	0.181	0.712	0.544	0.211
LAISSEZ-FAIRE	-0.076	-0.256	-0.174	-0.383++	-0.679+++	-0.655+++	-0.816++	-0.520	0.672*
R ²	1.3	29.2	29.6	20.0	38.5	36.3	37.8	18.8	24.9
R ²	0.0	26.6	27.0	17.9	37.00	34.7	32.8	12.3	18.8
F	0.37	11.33+++	11.55+++	9.73+++	24.46+++	22.26+++	7.59++	2.89	4.13+

N.B.*=P< 0.05, **=P<0.01, ***=P<0.001

5. RESULTS AND DISCUSSIONS-

5.1. Reliability of the findings-

Table 1, 2, and 3 show the results of cronbach' alpha reliability coefficients of active and passive leadership factors and outcome factors at different hierarchical levels: junior management, middle management and senior management. All the results are acceptable or good. Therefore for the purpose of this research MLQ instrument deemed to be a reliable measure of active and passive leadership.

5.2. Hypothesis testing-

Table 4, 5 and 6 show the result of simple regression analysis conducted between leadership factors and outcome factors at different hierarchical level. From the tables, it is evident that active leadership is positively and significantly related to the outcome factors. Hence the null hypothesis Ho1 is rejected and concluded that active leadership is positively and significantly related to performance. Similarly passive leadership is negatively and significantly related to all the leadership factors at middle management level. At junior management level passive leadership is significantly and negatively related to the leadership effectiveness and follower satisfaction but relationship is insignificant with extra effort. Also, at senior management level, extra effort is negatively and significantly related to passive leadership but relationship is insignificant with leadership effectiveness and follower satisfaction. Table 7 and 8 show the result of multiple regression analysis conducted between outcome factors and active and passive leadership behaviors respectively. Analysis of the variance shows the value of F and its significance. From the table no. 7 it is evident that multiple regression analysis conducted between outcome factors and leadership behaviours of active leadership at different hierarchical level is significant. Hence, Ho3 is rejected and concluded that there is significant relation between performance and active leadership behaviours. Similarly, from table 8, it is evident that outcome factors are significantly related to the passive leadership behaviors except extra effort at junior management level and leadership effectiveness at senior management level.

5.3. DISCUSSIONS-

The findings of the research show a distinct pattern of behaviours across hierarchical levels of Bhilai Steel Plant. Active leadership is equally significant across hierarchical levels in the organization. Passive leadership is significant at middle management level. At junior management level it is significant for leadership effectiveness and follower satisfaction but not significant for extra effort. Similarly, at senior management level, it is significant for extra effort but not significant for leadership effectiveness and follower satisfaction.

With regard to the constituent factors of active leadership, the more detailed analysis given by multiple regression analysis shows a pattern of significant and non-significant leadership behaviours. For extra effort at junior management level, individualized consideration and management by exception (active) are significant behaviours while at middle management level, inspirational motivation, individualized consideration and contingent reward are significant and at senior management level idealized behaviour, intellectual stimulation and management by exception (active) are significant behaviours. For leadership effectiveness at junior management level, inspirational motivation, intellectual stimulation and contingent reward are significant behaviours while at middle management level inspirational motivation is significant and at senior management level intellectual stimulation, individualized consideration and management by exception (active) are significant behaviours. Similarly, for follower satisfaction at junior management level idealized attribute and inspirational motivation are significant behaviours and the same behaviours are significant at middle management level also while at senior management level no leadership behaviour is significant. Similar results are shown by constituent factors of passive leadership. At junior management level significant leadership behaviour for leadership effectiveness

and follower satisfaction is management by exception (passive). At middle management level laissez-faire is significant behaviour for all the outcome factors and at senior management level laissez-faire is significant for extra effort. No behaviour is significant for leadership effectiveness and follower satisfaction at senior management level and for extra effort at junior management level.

5.4. IPLICATION OF THE RESEARCH-

The investigation has found a comparative lack of transformational leadership behaviours and increased effectiveness of active management by exception at senior management level as compared with junior and middle management in the hierarchy of Bhilai Steel Plant. Also laissez-faire behaviour is more significant at middle and senior level of the hierarchy as compared to level. The result suggests that senior level of the hierarchy requires development of transformational leadership behaviours and also minimizing the non-leadership behaviours.

CONCLUSIONS-

The results of the research suggest a distinct pattern in the use of and significance of active and passive leadership at different level of organizational hierarchy. The findings also add to knowledge in the area of leadership by providing new data and conclusions on the significance and non-significance of active and passive leadership across hierarchical level in Bhilai Steel Plant. There is evidence also to support concerns about the generalizability of the full-range leadership model and suggestions of differences of leadership in general across hierarchical levels in organizations.

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