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✓ Non UGC. 2012-13.

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(14)

ISSN - 0974-2719

Indian Journal of Community Psychology



An official Publication of the
Community Psychology Association of India

Volume 9

Issue I

March, 2013

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Leadership Styles and Organizational Climate dimensions of Executives

Sameer J. Limbure* and Sacheta H. Kocharganekar**

Organizations in the 21st century are facing more challenges than ever before. These challenges are not unique to any specific organization or industry, but affect all organizations, regardless of their structure or size. Leadership and organizational climate are persistently challenged by changes impacting organizations today. To survive and outdo their competitors organization and leaders are constantly seeking to improve their performance. This motivated the researcher to investigate the relationship between leadership styles and organizational climate dimensions among executives. Leadership style and organizational climate scales were used for the data collection. The study was conducted on 67 executives from top level to middle level managers from large scale industries of Nashik industrial area. The results indicated that the missionary leadership style is the most prominently preferred style by the executives followed by the developer leadership style. The results also indicated that the autocratic and deserter leadership styles are rejected styles by the executives. In the organizational climate dimensions, achievement organizational climate was the most experienced and perceived climate among executives and organization. Control organizational climate was the least perceived or rejected climate by the executives.

The findings will help the executives and the organization to think over of their styles of leadership and the organizational climate they experience. Overall the result has supported all the positive aspects of leadership style and motivational dimensions of the organizational climate.

Key words: leadership style and organizational climate

INTRODUCTION

Leadership has been defined as interpersonal influence exerted in a situation and directed using communication system towards the attainment of specific goals. It is basically the ability to form and mould attitudes and behaviour of other individuals. It is process of influencing others to mobilize and direct their efforts towards specific goals and

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attain these goals through them. It should be noted that a formal head may not necessarily be an effective leader and that there may be an informal leader who may exert more influence on workers than the formal leader. Despite the difference, the task of managerial leader is to get things done through people by motivating them. This can be achieved effectively by using human relation techniques involving the understanding of human factors, communication process, interpersonal and inter-group behaviour, organizational dynamics and allied concepts. Effective leadership is just a function of traits alone it is supported by organizational climate provided by the organization and handling situation according to their need and importance. Such situation demands flexibility from leaders, which helps them to experiment with their leadership styles. Whichever style is successful is carried on until further changes occur. Studying the different leadership styles provides an insight into choices that leaders have. The present study deals with the relationship of leadership styles with motivational dimensions of organizational climate.

Operational Definitions:

In the present study the Leaders styles undertaken for the research are the ones proposed by Bill Reddin. Reddin (1978) developed a manager behavior model consisting of eight styles, which are as follows:

Deserter - Deserter leadership style is uninvolved and passive.

Missionary - Missionary style is primarily interested in harmony.

Autocrat - Autocrat leadership style shows no confidence in others, feels unpleasant, and is interested only in the immediate job at hand. These leaders could be termed as tellers. They direct orders to their associates. Autocratic leaders usually keep decisions and controls to themselves because they have assumed full responsibility for decision making.

Compromiser - Compromiser style leader is a poor decision maker who is over influenced by the pressures of work, who minimizes immediate pressures and problems.

Bureaucrat - Bureaucrat is primarily interested in rules and procedures for their own sake. They want to maintain and control situations by their conscientious enforcements.

Developer- Developer leadership style trusts people, and is concerned with developing them as individuals. This style assumes that individual members of a group who take part personally in the decision-making process will have greater commitment to the objectives and goals of the organization.