

## CHAPTER-V

RESULTS

The results of the data analyses are presented in this chapter. The data collected from 170 samples in the middle level management cadre was statistically analysed.

Firstly, correlations of all the variables were calculated for the two organisations combined.

Then again correlations of all the instruments were calculated separately for O<sub>1</sub> and O<sub>2</sub>.

Other statistical techniques i.e. Mean, SD, and 't' tests were also carried out for all the tools separately.

Factor analysis was computed for the Managerial Behaviour Questionnaire (MBQ). Lastly stepwise multiple regression analysis was made for both independent and dependent variables. The analysis have been presented in form of tables.

TABLE: 4B

Means, SDs and t-values for the Behavioural Fitness Inventory (BFI) variables for O<sub>1</sub> and O<sub>2</sub>.

| BFI -<br>Variables | M              |                | SD              |                 | <u>t</u> | p   |
|--------------------|----------------|----------------|-----------------|-----------------|----------|-----|
|                    | M <sub>1</sub> | M <sub>2</sub> | SD <sub>1</sub> | SD <sub>2</sub> |          |     |
| Responsibility     | 2.43           | 2.27           | 1.36            | .716            | .94      | NS  |
| Strength           | 2.63           | 2.45           | 1.53            | .975            | .90      | NS  |
| Flexibility        | 2.07           | 1.07           | 1.35            | .651            | 1.23     | NS  |
| Image              | 1.90           | 1.54           | 1.40            | .606            | 2.20     | .05 |
| Endurance          | 2.16           | 1.66           | 1.43            | .609            | 2.89     | .01 |
| Relaxation         | 2.26           | 2.03           | 1.34            | .719            | 1.09     | NS  |

In Table 48, strength variable showed the highest mean values in case of  $O_1$  (2.63) and  $O_2$  (2.45) correspondingly SD values were also highest ( $SD = 1.53, SD = .923$ ).

In case of Responsibility dimension ' $t$ ' value was .94, indicated nonsignificant relationship between the two sets of scores. Besides Strength, Flexibility and Relaxation dimensions of BFI also depicted nonsignificant relationship.

Image (' $t$ ' = 2.20) and Endurance (' $t$ ' = 2.89) were significant at .05 and .01 level respectively. So, it could be concluded that much difference was found to be observed in terms of Image and Endurance behavioural characteristics of the managers of the two Organisations. On the other hand Responsibility, Strength, Flexibility and Relaxation characteristics were found to be similar in both the organisations.

TABLE : 49

Means, SDs and 't' values for Organisational Communication Questionnaire (OCQ) for O<sub>1</sub> and O<sub>2</sub>.

| OCQ Variables          |        |       |       |       |       |       |
|------------------------|--------|-------|-------|-------|-------|-------|
|                        | M1     | M2    | SD1   | SD2   | t     | p     |
| Trust                  | 2.42   | 2.34  | .792  | .809  | .64   | NS    |
| Influence              | 2.55   | 3.03  | .937  | 1.23  | -2.81 | >.001 |
| Mobility               | 4.26   | 4.05  | .844  | .939  | 1.55  | NS    |
| Desire for interaction | 2.14   | 2.26  | .759  | .866  | -.97  | NS    |
| Interaction upward     | 27.90  | 32.36 | 14.74 | 16.57 | -1.85 | NS    |
| Interaction downward-  | 47.48  | 43.64 | 19.29 | 15.79 | 1.42  | NS    |
| Interaction with peers | 25.700 | 26.73 | 15.93 | 15.33 | -.42  | NS    |
| Accuracy               | 2.15   | 2.36  | .590  | .680  | -2.71 | >.01  |
| Summariza-<br>tion     | 1.95   | 1.98  | .640  | .822  | -.31  | NS    |
| Gate keeping           | 2.27   | 2.45  | .686  | .823  | -1.55 | NS    |

In the Table 49 above, significant differences were observed in case of Influence ( $t = 2.81$ ) and Accuracy variables ( $t = 2.71$ ) at .001 and .01 levels respectively. High mean values were observed with the Downward interaction, Upward interaction and Lateral communication process. Mean difference can be marked in between the three variables within O<sub>1</sub> and O<sub>2</sub>

though non-significant relationship prevailed. A great difference was observed with the Upward Communication process in between the two Organisations. The Mean values were 27.90 and 32.36 for O<sub>1</sub> and O<sub>2</sub> respectively.

Mobility was also higher in O<sub>1</sub> (4.26) than in O<sub>2</sub> (4.05) though the difference was statistically not significant.

TABLE-50

Means, SDs and t-values for Organisational Effectiveness Questionnaire (OEQ) for O<sub>1</sub> and O<sub>2</sub>.

| OEQ Variables             | M1   | M2   | SD1  | SD2  | t     | p    |
|---------------------------|------|------|------|------|-------|------|
| Consensus                 | 3.82 | 3.55 | .574 | .835 | 2.38  | <.05 |
| Legitimation              | 3.32 | 3.22 | .482 | .715 | 1.113 | NS   |
| Need for independence     | 3.49 | 3.55 | .478 | .654 | -.76  | NS   |
| Self control              | 3.22 | 3.02 | .803 | .982 | 1.45  | NS   |
| Job involvement           | 3.68 | 3.85 | .489 | .628 | -2.02 | <.05 |
| Innovation                | 3.88 | 3.93 | .729 | .749 | -.36  | NS   |
| Organisational commitment | 3.68 | 3.97 | .658 | .799 | -2.57 | <.05 |
| Organisational attachment | 4.12 | 4.08 | .602 | .831 | .34   | NS   |
| Job satisfaction          | 3.67 | 3.34 | .480 | .729 | 3.66  | <.05 |

As the above table (50) indicate, significant relationships were observed in case of Consensus, Job involvement, Organisational commitment and Job satisfaction.

Other six remaining dimensions of organisational Effectiveness didn't show significant differences between two organisations. That means both the organisations were similar in terms of Legitimation, Need for independence, Self control, Innovation and Organisational attachment.

TABLE-51

Means, SDs and t-values for Communication Profile Questionnaire (CPQ) for O<sub>1</sub> and O<sub>2</sub>.

| CPQ Variables                          |      |      |      |       |       |      |
|----------------------------------------|------|------|------|-------|-------|------|
|                                        | 1    | 2    |      |       |       |      |
|                                        | M1   | M2   | SD1  | SD2   | t     | p    |
| Trust                                  | 3.85 | 3.62 | .599 | .977  | 1.97  | .05  |
| Satisfaction with chances of promotion | 3.30 | 2.72 | .788 | 1.036 | 4.18  | .001 |
| Beneficial aspect                      | 3.62 | 3.32 | .558 | .823  | 2.78  | .006 |
| Listening                              | 3.62 | 3.33 | .669 | .793  | 2.56  | .01  |
| Written publication                    | 3.52 | 3.18 | .725 | .919  | 2.63  | .009 |
| Amount of information received         | 2.84 | 2.60 | .590 | .607  | 22.47 | .02  |
| Amount of information want to receive  | 3.31 | 3.38 | .614 | .652  | .75   | NS   |

Table -51 deals with the communication profile scores of two organisations. The variables of Trust, Satisfaction with chances of promotion, Beneficial aspect, Listening, Written publication and Amount of information received were found to be significantly different in two organisations. Organisation - 1 scored higher on all the variables except the last one i.e., "the Amount of information want to receive". The difference for this last variable was not significant.

TABLE-52

Means, SDs and  $t$ -values for Managerial Behaviour Questionnaire (MBQ) Factor Analysis for O<sub>1</sub> and O<sub>2</sub>.

| Leadership styles<br>Variables |      |      |      |      |      |     |
|--------------------------------|------|------|------|------|------|-----|
|                                | M1   | M2   | SD1  | SD2  | $t$  | $p$ |
| Eclectic                       | 3.55 | 3.45 | .449 | .651 | 1.23 | NS  |
| Interaction oriented           | 3.85 | 3.62 | .546 | .834 | 2.10 | .05 |
| Authoritative nurturant        | 3.80 | 3.64 | .544 | .756 | 1.61 | NS  |
| Bureaucratic                   | 4.03 | 3.80 | .587 | .869 | 1.96 | .05 |
| Bureaucratic task orientation  | 3.89 | 3.70 | .596 | .908 | 1.54 | NS  |
| Task orientation               | 3.87 | 3.80 | .664 | .917 | .54  | NS  |

A close observation of Table-52 showed highest  $t$ -value for the interaction oriented style (2.10) and Bureaucratic style of leadership ( $t$  1.96). Significant difference was observed in case of Interaction oriented and Bureaucratic styles of leadership in between the two Organisations. Besides these two styles other four leadership styles were found to be non-significant.

ORGANISATION - 1

TABLE-17

Showing Step-wise Multiple regression results related to Leadership styles and Communication Profile Questionnaire (CPQ).

|                                           |          | $R^2$ | SE  | Beta |
|-------------------------------------------|----------|-------|-----|------|
| Eclectic style                            | Multiple | R     |     |      |
| 1. Beneficial aspect                      | .44      | .20   | .41 | .44  |
| 2. Amount of information to receive       | .55      | .31   | .38 | .33  |
| Interaction Oriented Style                |          |       |     |      |
| 1. Written Publication                    | .40      | .16   | .51 | .40  |
| Authoritative nurturant Style             |          |       |     |      |
| 1. Satisfaction with chances of promotion | .46      | .21   | .49 | .46  |
| 2. Amount of information received         | .50      | .25   | .47 | .21  |
| Bureaucratic Style                        |          |       |     |      |
| Written Publication                       | .34      | .16   | .56 | .34  |
| Bureaucratic task Oriented Style          |          |       |     |      |
| 1. Amount of information want to receive  | .30      | .09   | .58 | .30  |
| 2. Trust                                  | .37      | .14   | .56 | .22  |
| Task Oriented Style                       |          |       |     |      |
| 1. Listening                              | .36      | .13   | .62 | .36  |

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The above table indicated the regression results related to the Communication profile variables. In case of Eclectic style only two variables emerged in the equation. They were Beneficial aspect and Amount of information want to receive. Their respective  $R^2$  values were .29 and .31. That is, Beneficial aspect explained 29% of the variance and the variable of the Amount of information received explained 31% of the variance.

On the other hand, both Interaction oriented style and Bureaucratic style yielded regression  $R^2$  value of .16 with Written publication. Authoritative nurturant style yielded two significant  $R^2$  related with the variables of satisfaction with chances of promotion and (  $R^2$  , .21 ). Amount of information received (  $R^2$  , .25 ).

Bureaucratic task oriented style obtained significant  $R^2$  values with only two variables namely Amount of information want to receive and Trust (  $R^2$  , .09 and .14, respectively ). Task-orientation style had significant  $R^2$  with only Listening-variable (  $R^2$  = .13 ).

All the styles indicated small value in the result and considered non-significant. The detailed analysis based on inter-correlation between different variables have been given below.

TABLE 18

Correlation Matrix for the Managerial Behaviour Questionnaire (MBQ) and the Communication Profile Questionnaire (CPQ) variables for 01.

| Leadership styles             | CPQ Dimensions |                                           |                      |                                     |                                   |                                          |
|-------------------------------|----------------|-------------------------------------------|----------------------|-------------------------------------|-----------------------------------|------------------------------------------|
|                               | Trust          | Satisfaction with<br>chances of promotion | Beneficial<br>aspect | Listening<br>Written<br>publication | Amount of information<br>received | Amount of information<br>want to receive |
| Eclectic style                | .35**          | .35**                                     | .44**                | .29*                                | .41**                             | .33*                                     |
| Interaction<br>oriented       | .31*           | .36**                                     | .28                  | .34**                               | .40**                             | .12                                      |
| Authoritative<br>nurturant    | .28*           | .46**                                     | .40**                | .34**                               | .34**                             | .20                                      |
| Bureaucratic                  | .28*           | .25                                       | .23                  | .24                                 | .34**                             | .17                                      |
| Bureaucratic<br>task oriented | .25            | .19                                       | .12                  | .20                                 | .14                               | .13                                      |
| Task oriented                 | .28*           | .18                                       | .30*                 | .36**                               | .13                               | .18                                      |

\*p = .01 level  
\*\*p = .05 level

\*p = .01 level  
\*\*p = .05 level

In the above table eclectic style of MBQ highly positively correlated with Trust (.35), Satisfaction with chances of promotion (.35), Beneficial aspect (.44), Written publication (.11) and listening (.29), Amount of information received (.33), Amount of Information want to receive (.32) at .01 level of significance. Interaction oriented style was correlated highly with Satisfaction with chances of promotion (.36), Listening (.34), Written publication (.40) at .05 level and with Trust (.30), Beneficial aspect (.28) at .01 level of significance.

Authoritative dominant style indicated high correlation with Satisfaction with chances of promotion (.46), Beneficial aspect (.40), listening (.33), Written publication (.34) at .05 level and with Trust (.28) at .01 level of confidence.

Bureaucratic style was significantly and positively Written publication (.34) and was negatively correlated with Trust (.27), these variables were significant at .05 ~~and~~ .01 level of significance respectively.

Bureaucratic task oriented style was correlated with Amount of information received (.30) at .01 level and the Task oriented style indicated correlation with Trust (.38), Beneficial aspect (.30) and listening (.36) at .05 level of significance respectively.

TABLE-19

Showing Stepwise Multiple regression results (only significant -values) Leadership styles and Organisational Communication Questionnaire.

| Leadership styles                | Multiple R | <sup>2</sup><br>R | SE  | Beta |
|----------------------------------|------------|-------------------|-----|------|
| Eclectic style                   |            |                   |     |      |
| 1.Trust                          | .32        | .10               | .43 | -.32 |
| Interaction oriented style       |            |                   |     |      |
| 1.Trust                          | .34        | .12               | .52 | -.34 |
| Authoritative nurturant Style    |            |                   |     |      |
| 1.Trust                          | .40        | .16               | .50 | -.40 |
| Bureaucratic style               |            |                   |     |      |
| 1.Trust                          | .40        | .16               | .54 | -.40 |
| Bureaucratic task oriented style |            |                   |     |      |
| 1.Trust                          | .26        | .07               | .58 | -.26 |
| 2.Interaction with peers         | .34        | .11               | .57 | -.21 |
| Task oriented style              |            |                   |     |      |
| 1.Trust                          | .39        | .15               | .62 | -.39 |

Table-19 showed the regression results related to the Leadership styles and Organisational Communication processes. In case of Eclectic style only one variable came to picture in the equation, namely Trust with the  $R^2$  value .10 which explained 10.1% of the variance. Likewise Interaction oriented; Authoritative - nurturant, Bureaucratic and Task oriented styles predicted relation with the same variable trust in the equation having the  $R^2$  values .12, .16, .16 and .15 respectively. These  $R^2$  values explained 12%, 16%, 16% and 15 % of the variances for the above styles. In case of bureaucratic-task oriented style two variables emerged in the equation. They are Trust and Interaction with peers having the  $R^2$  values .07 and .11 respectively. So this Bureaucratic task oriented style explained 7 % variance with the trust and 11% with Interaction with peers - variable.

The inter-correlation matrix between different leadership styles on the one hand, organisational communicational questionnaire variables on the other have been summarized below.

TABLE 20

Correlation Matrix for the Managerial Behaviour Questionnaire (MBQ) and Organisational Communication Questionnaire (OCQ).

| Leadership Dimensions            | OCQ Dimensions |           |          |                        |                    |                      |                        |          |               |              |
|----------------------------------|----------------|-----------|----------|------------------------|--------------------|----------------------|------------------------|----------|---------------|--------------|
|                                  | Trust          | Influence | Mobility | Desire for interaction | Interaction upward | Interaction downward | Interaction with peers | Accuracy | Summarization | Gate keeping |
| Eclectic style                   | -.34**         | -.30*     | .03      | -.06                   | -.07               | -.04                 | -.08                   | -.17     | -.11          | -.11         |
| Interaction Oriented style       | -.34**         | -.33*     | .03      | -.12                   | -.18               | -.01                 | -.01                   | -.29*    | -.06          | -.03         |
| Authoritative nurturant style    | -.42**         | -.33*     | .11      | -.15                   | -.01               | .09                  | -.15                   | -.29*    | -.27*         | -.05         |
| Bureaucratic style               | -.42**         | -.27*     | .00      | -.17                   | -.08               | -.04                 | -.04                   | -.29*    | -.16          | -.13         |
| Bureaucratic task oriented style | -.27*          | -.16      | .18      | -.13                   | -.05               | -.01                 | -.19                   | -.24     | -.20          | -.13         |
| Task oriented style              | -.38**         | -.10      | .07      | -.08                   | -.05               | .13                  | -.10                   | -.31 *   | -.28          | -.11         |

\*p = &lt;.01 level

\*\*p = &lt;.05 level

Table 20 indicated high negative correlations of Eclectic style with Trust (-.34) and Influence (-.30). Likewise Interaction oriented style was highly negatively correlated with Trust (-.34), Influence (-.32) and Accuracy (.28). Authoritative-nurturant style showed negative correlations with Trust (-.42) and Influence (-.33), Accuracy (-.29) and Summarization (.27). Bureaucratization was also negatively and significantly correlated with Trust (-.42), Influence (-.26), Accuracy (-.28).

Both Task oriented style and Bureaucratic-task oriented style showed high negative correlation with Trust (-.27) only. Accuracy was negatively significantly correlated with Task oriented style-Mobility, Desire for interaction, Interaction upwards, Interaction downwards, Interaction with peers, Gate keeping dimensions of OCQ were not correlated with any of the leadership style of MBQ.

TABLE-21

Showing Stepwise Multiple regression results (significant only) related to Leadership styles and Organisational Effectiveness Questionnaire.

| Eclectic style                   | Multiple R | R   | SE  | Beta |
|----------------------------------|------------|-----|-----|------|
| 1. Organisational attachment     | .44        | .19 | .41 | .44  |
| 2. Job satisfaction              | .49        | .24 | .40 | .23  |
| Interaction Oriented style       |            |     |     |      |
| 1. Job satisfaction              | .43        | .18 | .50 | .43  |
| Authoritative nurturant style    |            |     |     |      |
| 1. Job satisfaction              | .53        | .28 | .46 | .53  |
| 2. Organisational commitment     | .58        | .34 | .45 | .28  |
| Bureaucratic Style               |            |     |     |      |
| 1. Job satisfaction              | .43        | .18 | .53 | .43  |
| Bureaucratic task-oriented style |            |     |     |      |
| 1. Organisational commitment     | .41        | .16 | .55 | .41  |
| Task-oriented style              |            |     |     |      |
| 1. Job satisfaction              | .41        | .17 | .61 | .41  |
| 2. Consensus                     | .46        | .21 | .60 | -.25 |

Table-21 shows only two variables namely organisational attachment and Job satisfaction came in the equation related to The Eclectic leadership style. The respective  $R^2$  values were .19 and .24 which in turn explained 19 % and 24 % of the variance. Job satisfaction again emerged in the equation of Interaction-oriented style and Bureaucratic style of leadership with the same  $R^2$  values i.e. .18.

Authoritative-nurturant style was related to only two variables of DEQ. namely Job satisfaction and Organisational commitment ( $R^2 = .28$  and .34, respectively). Bureaucratic-task oriented style predicted only one variable of DEQ namely, Organizational commitment ( $R^2 = .16$ ).

As in Authoritative nurturant style of leadership, two variables emerged in case of Task oriented style. They were Job satisfaction and Consensus. These two variables showed 17% and 21% of the variance in the result.

So far as the Beta values were concerned, Job satisfaction variable predicted relatively higher Beta values (.53) in almost all the predicted styles except the Bureaucratic-task oriented style.

TABLE-22

Correlation Matrix for the Managerial Behaviour Questionnaire (MBQ) and the Organisational Effectiveness Questionnaire (OEQ) for 0 - 1

| OEQ Dimensions                      |           |                       |                          |                 |                    |            |                              |                              |                     |
|-------------------------------------|-----------|-----------------------|--------------------------|-----------------|--------------------|------------|------------------------------|------------------------------|---------------------|
| Leadership style dimensions         | Consensus | Legitima-<br>tization | Need for<br>independence | Self<br>control | Job<br>involvement | Innovation | Organisational<br>commitment | Organisational<br>attachment | Job<br>satisfaction |
| Eclectic style                      | .24       | .24                   | .16                      | -.01            | .18                | .08        | .40**                        | .43**                        | .41**               |
| Interaction-<br>oriented style      | .19       | .14                   | .15                      | -.08            | -.04               | .06        | .32*                         | .28*                         | .43**               |
| Authoritative<br>nurturant style    | .28*      | .19                   | .09                      | .01             | -.04               | .04        | .46**                        | .42**                        | .53**               |
| Bureaucratic style                  | .29*      | .15                   | .18                      | .01             | -.07               | .03        | .35**                        | .32*                         | .43**               |
| Bureaucratic-task<br>oriented style | .05       | .06                   | .10                      | .10             | .01                | .15        | .40**                        | .31*                         | .31*                |
| Task oriented style                 | .05       | .14                   | -.08                     | -.00            | -.06               | .04        | .30*                         | .25                          | .41**               |

\*p = &lt;.01 level

\*\*p = &lt;.05 level

Table-22 showed that at Organisational Commitment, Organisational attachment and Job satisfaction, significantly correlated with all the leadership styles except the Task oriented style. This Task oriented style was significantly correlated with only Organisational commitment and Job satisfaction.

TABLE-23

Showing Multiple regression results (significant only) related to Communication Profile Questionnaire (CPQ) and Organisational Effectiveness Questionnaire variables (OEQ).

| Trust                                  | Multiple R | <sup>2</sup><br>R | SE  | Beta |
|----------------------------------------|------------|-------------------|-----|------|
| 1.Job satisfaction                     | .09        | .08               | .58 | .09  |
| Satisfaction with chances of promotion |            |                   |     |      |
| 1.Job satisfaction                     | .51        | .28               | .47 | .51  |
| Beneficial aspect                      |            |                   |     |      |
| 1.Job satisfaction                     | .57        | .32               | .46 | .57  |
| 2.Legitimatization                     | .60        | .36               | .45 | .22  |
| Listening                              |            |                   |     |      |
| 1.Job satisfaction                     | .46        | .21               | .60 | .46  |
| Written Publication                    |            |                   |     |      |
| 1.Organisational attachment            | .53        | .38               | .62 | .53  |
| 2.Consensus                            | .60        | .36               | .59 | .10  |
| Amount of information received         |            |                   |     |      |
| 1.Organisational attachment            | .31        | .10               | .57 | .31  |
| Amount of information want to receive  |            |                   |     |      |
| 1.Self control                         | .35        | .10               | .59 | .32  |
| 2.Organisational attachment            | .41        | .17               | .57 | .26  |

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Table - 23 indicated multiple regression results related to Communication profile and Organizational effectiveness questionnaire variables.

Only one variable i.e., Job satisfaction (CPQ 9) emerged in the equation in case of CPQ 1 (Trust), CPQ 2 (Satisfaction with chances of promotion and CPQ 4 (Listening), having  $R^2$  values of .03, .28 and .21 respectively. But CPQ 3 (Beneficial aspect) predicted  $R^2$  with two variables, namely Job satisfaction and Legitimation. The two variables showed 52% and 76% of the variance in the regression equation.

On the other hand CPQ 5 (Written publication) indicated relation with only two variable i.e. Organizational attachment and Consensus of CPQ 1 in the equation. These two variables had the  $R^2$  values - .20 and .14. Organizational attachment variable explained 10% of the variance in case of CPQ 6 (Amount of information received).

In the same way, Self control and Organisational attachment variables explained 10.1% and 17% of variance in case of CPQ 7 (Amount of information want to receive). Job satisfaction variable of CPQ 3 (Beneficial aspect) showed the highest Beta value i.e. .57. But the same higher  $R^2$  values (.36) were predicted in case of Legitimation of CPQ 3 (beneficial aspect) and consensus variable of CPQ 5 (written publication) respectively.

TABLE-24

Correlation matrix for the consumption profile questionnaire (CPQ) and the organisational effectiveness questionnaire for O.

1

| CPQ Dimension                               | OEQ Dimensions |                       |                          |                 |                    |            |                              |                              |                     |
|---------------------------------------------|----------------|-----------------------|--------------------------|-----------------|--------------------|------------|------------------------------|------------------------------|---------------------|
|                                             | Consensus /    | Legitima-<br>tization | Need for<br>independence | Self<br>Control | Job<br>Involvement | Innovation | Organisational<br>commitment | Organisational<br>attachment | Job<br>satisfaction |
| Trust                                       | .22            | .21                   | .14                      | -.06            | -.12               | -.09       | .16                          | .17                          | .29+                |
| Satisfaction with<br>Chances of promotion   | .32-           | .35**                 | .16                      | -.02            | -.04               | -.09       | .25+                         | .42**                        | .53**               |
| Beneficial<br>Aspect                        | .40**          | .39**                 | .06                      | -.12            | .08                | .04        | .35**                        | .43**                        | .57**               |
| Listening                                   | .13            | .20                   | .15                      | .04             | -.11               | -.16       | .34**                        | .39**                        | .46**               |
| Written<br>publication                      | .44**          | .31-                  | .13                      | -.01            | .07                | -.04       | .30+                         | .53**                        | .45**               |
| Amount of<br>information received           | .29+           | .12                   | -.14                     | .09             | .24                | .18        | .26*                         | .31*                         | .18                 |
| Amount of<br>information want<br>to receive | .00            | .03                   | .19                      | .32+            | .16                | .11        | .23                          | .26*                         | -.04                |

\*p = <.01 level

\*\*p = <.05 level

Table 24 showed that trust variable of CPQ didn't show any significant correlation with the dimensions of OEQ except with Job satisfaction (.29). Similarly, Satisfaction with chances of promotion showed significant positive correlation with Legitimation (.35) Organisational attachment (.42), Job satisfaction (.53) <.05 and with Consensus (.32), Organisational Commitment (<.25) at .01 level.

Beneficial aspect correlated positively with Consensus (.39), Legitimation (.39), Organisational commitment (.35), Organisational attachment (.43) and Job satisfaction (.56) at .05 level of confidence. Listening also correlated highly with Organisational commitment (.34), Organisational attachment (.39), Job satisfaction (.46) at .05 level of significance. Written publication variable showed high significant correlation with Consensus (.44), Organisational attachment (.53), Job satisfaction (.45) at .05 level and Legitimation (.31), Organisational commitment (.30) at .01 level of confidence respectively.

Amount of information received indicated significant correlation with Consensus (.29), Organisational commitment (.26) and Organisational attachment (.31) at .01 level. Amount of information want to receive showed high correlation with Self Control (.32) and Organisational Attachment (.26) at .01 level of significance.

Job involvement and Innovation dimensions of OEQ were not related with any of the CPQ dimensions.

TABLE-25

Showing Multiple regression analysis (significant only) related to Organizational Communication Questionnaire (OCQ) and Organizational Effectiveness Questionnaire (OEQ).

| Trust                        | Multiple R | R <sup>2</sup> | SE    | Beta |
|------------------------------|------------|----------------|-------|------|
| 1. Job satisfaction          | .35        | .12            | .75   | -.15 |
| 2. Self control              | .43        | .18            | .73   | -.25 |
| 3. Job involvement           | .47        | .22            | .71   | .20  |
| Influence                    |            |                |       |      |
| 1. Consensus                 | .49        | .24            | .82   | -.49 |
| Desire for interaction       |            |                |       |      |
| 1. Need for independence     | .26        | .07            | .74   | -.24 |
| Interaction downward         |            |                |       |      |
| 1. Need for independence     | .23        | .05            | 18.91 | -.23 |
| Accuracy                     |            |                |       |      |
| 1. Consensus                 | .30        | .09            | .57   | .30  |
| Summarization                |            |                |       |      |
| 1. Organizational commitment | .26        | .06            | .62   | -.26 |

As evident from table 25, Job satisfaction, Self control and Job involvement of OEQ explained R<sup>2</sup> with Trust. These three variables yielded R<sup>2</sup> values of .12, .18 and .22 respectively they predicted 12%, 18% and 22% of the variance.

On the other hand, Influence and Accuracy showed  $R^2$  with only one variable of DEQ 1, i.e. consensus with the value .24 and .09 representing 24 % and 9 % of the variance. Both Desire for interaction and downward interaction explained  $R^2$  with the variable (Need for independence) having values of .07 and .05 in the equation.

In case of Job satisfaction, only one variable emerged in the equation, i.e. organizational commitment having the  $R^2$  value of .06. This variable explained 6% of the variance in the result.

Above all, the predicted Beta values showed negative values in all the cases except one variable of DEQ 5 i.e. Job involvement. Among all the highest Beta value was -.49 in case of Consensus and Influence.

TABLE - 26

### Correlation Matrix for the Organisational Communication Questionnaire (OCQ) and the Organisational Effectiveness

Questionnaire (OEQ)

| OEQ Dimensions              | OCQ Dimensions |           |          |                        |                    |                      |                        |          |               |              |
|-----------------------------|----------------|-----------|----------|------------------------|--------------------|----------------------|------------------------|----------|---------------|--------------|
|                             | Trust          | Influence | Mobility | Desire for interaction | Interaction Upward | Interaction Downward | Interaction with Peers | Accuracy | Summarization | Gate Keeping |
| 1.Consensus                 | -.22           | -.49**    | .04      | .05                    | -.07               | -.09                 | .04                    | -.30*    | -.02          | -.01         |
| 2.Legitimation              | -.16           | -.23      | -.00     | -.10                   | -.01               | -.16                 | .04                    | -.15     | -.20          | .01          |
| 3.Need for independence     | -.09           | -.16      | .03      | -.26*                  | -.14               | -.23                 | .14                    | .02      | .04           | .06          |
| 4.Self control              | -.20           | -.12      | -.02     | -.18                   | .07                | -.10                 | .09                    | -.08     | .16           | -.18         |
| 5.Job involvement           | .21            | -.05      | -.01     | -.00                   | -.06               | .13                  | .01                    | .04      | -.04          | -.02         |
| 6.Innovation                | -.03           | .02       | .06      | -.12                   | -.05               | -.11                 | -.15                   | -.18     | -.00          | .03          |
| 7.Organizational commitment | -.23           | -.23      | .12      | -.18                   | .01                | .08                  | -.11                   | -.16     | -.29*         | -.12         |
| 8.Organizational attachment | -.30*          | -.30*     | .13      | -.10                   | -.06               | .06                  | -.02                   | -.14     | -.25          | -.02         |
| 9.Job satisfaction          | -.36**         | -.37**    | .16      | -.13                   | -.04               | -.10                 | -.18                   | -.18     | -.19          | -.06         |

\*p = <.01 level

\*p = <.01 level  
\*\*p = <.05 level

Table -26 indicated highly negative correlation (.48) between Consensus and Influence (.405) level where as negative correlation was obtained with Accuracy (-.30). Organizational commitment was correlated with only Summarization -.29) at .01 level of confidence. In the same way, Organizational attachment was negatively correlated with only Trust (-.30), and Influence (-.30) at .01 level of significance. Job satisfaction showed highly negative correlation with Trust (-.36) and Influence (-.37) at .05 level of significance.

TABLE-27

Correlation Matrix for the Communication Profile Questionnaire (CPQ) and the Organisational Communication Questionnaire (OCQ) for OI.

| CPQ<br>Dimensions                              | OCQ Dimensions |           |          |                           |                       |                         |                           |                        |                 |
|------------------------------------------------|----------------|-----------|----------|---------------------------|-----------------------|-------------------------|---------------------------|------------------------|-----------------|
|                                                | Trust          | Influence | Mobility | Desire for<br>interaction | Interaction<br>upward | Interaction<br>Downward | Interaction With<br>Peers | Accuracy Summarization | Gate<br>keeping |
| 1.Trust                                        | -.38**         | -.36**    | .07      | .02                       | .01                   | .15                     | -.02                      | -.26*                  | -.22            |
| 2.Satisfaction<br>with chances<br>of promotion | -.44**         | -.33*     | .22      | -.21                      | -.00                  | -.06                    | -.03                      | -.17                   | .02             |
| 3.Beneficial<br>aspect                         | -.28*          | -.37**    | .02      | -.09                      | -.15                  | -.08                    | -.00                      | -.14                   | .03             |
| 4.Listening                                    | -.41**         | -.27*     | .16      | -.24                      | .06                   | .06                     | -.05                      | -.17                   | -.14            |
| 5.Written<br>publication                       | -.22           | -.32*     | .03      | -.13                      | -.17                  | .11                     | .10                       | -.16                   | -.05            |
| 6.Amount of<br>information<br>received         | -.09           | -.31*     | -.12     | .02                       | -.03                  | -.15                    | .05                       | -.14                   | -.10            |
| 7.Amount of<br>information<br>want to receive  | -.16           | -.17      | -.10     | -.09                      | .21                   | -.13                    | .23                       | -.12                   | -.29*           |

\*p &lt; .01 level

\*\*p &lt; .05 level

Table-27 indicated significant correlations between Trust (CPQ) and Trust of OCQ (.38), Influence (-.36) of OCQ and at .05 level of confidence and Accuracy (-.26), Summarization (-.26) at .01 level. Satisfaction with chances of promotion also showed negative correlation with Trust (-.44) at .05 level and Influence (-.33) at .01 level of significance.

Beneficial aspect was having high negative correlation with Influence (-.37) at .05 level and trust (-.28) at .01 level of significance. Listening was correlated negatively with Trust (-.41) at .05 level and Influence (-.27) at .01 level of significance. Written publication showed negative correlation with Influence (-.32) at .01 level of significance only. Amount of information received also showed significant negative correlation with Influence (-.31). Amount of information want to receive dimension indicated a significant negative correlation with Gate keeping (-.29) only but was not correlated with any other dimension of OCQ.

It can be noted that, Mobility, Desire for interaction, Interaction upwards, Interaction downwards, Interaction with peers dimensions were not related to any dimension of CPQ in Organization-1.

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# ORGANISATION-2 (O )

TABLE No.78

Showing Stepwise Multiple regression results related to Leadership styles and Communication profile Questionnaire (CPQ) for O .

|                                   |            | <sup>2</sup> |     |      |
|-----------------------------------|------------|--------------|-----|------|
| Eclectic style                    | Multiple R | R            | SE  | Beta |
| 1. Beneficial aspect              | .45        | .18          | .57 | .47  |
| 2. Trust                          | .47        | .24          | .57 | .27  |
| Interaction oriented style        |            |              |     |      |
| 1. Written publication            | .40        | .16          | .77 | .40  |
| Authoritative nurturant style     |            |              |     |      |
| 1. Written publication            | .47        | .22          | .67 | .47  |
| 2. Amount of information received | .52        | .27          | .66 | .25  |
| Bureaucratic style                |            |              |     |      |
| 1. Listening                      | .45        | .20          | .70 | .45  |
| 2. Amount of information received | .51        | .26          | .75 | .27  |
| Bureaucratic task oriented style  |            |              |     |      |
| 1. Listening                      | .40        | .16          | .84 | .40  |
| Task oriented style               |            |              |     |      |
| 1. Listening                      | .43        | .18          | .87 | .43  |
| 2. Trust                          | .48        | .23          | .82 | .23  |

Table 28 indicates the regression results related to the Leadership style and Communication profile variables. In case of Eclectic style only two variables emerged in the equation. They were

Beneficial aspect and Trust. Their respective  $R^2$  values were .18 and .24 respectively. The Beneficial aspect explained 18% variance and Trust explained 24% of the variance.

Interaction oriented style predicted the  $R^2$  value with the variable of written publication only which had 16% of the variance.

Authoritative nurturant style indicated  $R^2$  values significant with only two variables, namely written publication and Amount of information received having 22% and 27% of the variance in the result. Amount of information received variable predicted the highest among all the variables.

On the other hand, Bureaucratic style explained  $R^2$  values with Listening and Amount of information received. It predicted 19.9% and 26 % of the variance in the result. In case of Bureaucratic task oriented style only one variable, i.e. Listening emerged as significant variable ( $R^2 = .16$ ) in the regression analysis. The same Listening variable Trust was related to Task oriented showing predictability of 18% and 23% of the variance respectively.

In case of Authoritative nurturant, the variable of Written publication generated the highest Beta value i.e., .47 in the result table.

TABLE-29

Correlation Matrix for Managerial Behaviour Questionnaire (MBQ) and the Communication profile Questionnaire (CPQ) for 0 .  
2

| Leadership style dimensions | CPQ Dimensions |                                        |                   |           |                     |                                |
|-----------------------------|----------------|----------------------------------------|-------------------|-----------|---------------------|--------------------------------|
|                             | Trust          | Satisfaction with chances of promotion | Beneficial Aspect | Listening | Written publication | Amount of information received |
| Eclectic                    | .42**          | .34**                                  | .43**             | .43**     | .41**               | .33*                           |
| Interaction oriented        | .33**          | .29*                                   | .38**             | .37**     | .40**               | .37**                          |
| Authoritative nurturant     | .36**          | .39**                                  | .45**             | .40**     | .47**               | .42**                          |
| Bureaucratic                | .34**          | .43**                                  | .39**             | .45**     | .44**               | .41**                          |
| Bureaucratic task oriented  | .33*           | .28*                                   | .31*              | .40**     | .31*                | .32*                           |
| Task oriented               | .38**          | .32*                                   | .41**             | .43**     | .30*                | .29*                           |
|                             |                |                                        |                   |           |                     | .15                            |

\*p = &lt; .01 level

\*\*p = &lt; .05 level

Table-29 showed inter-correlation between the Managerial Behavioural Questionnaire MBQ and the Communication profile Questionnaire (CPQ). It predicted somehow different results as compared to other tables. Out of 42 correlations almost all values 36 were significant. As indicated in the result, all the leadership styles were highly significantly correlated with all the CPQ variables except the amount of information want to receive variable. Amount of information want to receive was not correlated significantly with any of the six leadership styles.

TABLE - 70

Showing Stepwise multiple regression results (only significant values) related to Leadership styles and Organisational Communication Questionnaire (OCQ) for O<sub>2</sub>

| Leadership styles                | Multiple R | R <sup>2</sup> | SE  | Beta |
|----------------------------------|------------|----------------|-----|------|
| Eclectic style                   |            |                |     |      |
| 1.Trust                          | .50        | .25            | .57 | -.50 |
| 2.Mobility                       | .60        | .36            | .53 | .35  |
| Interaction oriented style       |            |                |     |      |
| 1.Trust                          | .52        | .27            | .72 | -.52 |
| 2.Mobility                       | .64        | .41            | .65 | .38  |
| 3.Influence                      | .67        | .45            | .63 | -.21 |
| Authoritative nurturant style    |            |                |     |      |
| 1.Trust                          | .54        | .29            | .64 | -.54 |
| 2.Mobility                       | .64        | .41            | .59 | .35  |
| 3.Influence                      | .67        | .45            | .57 | -.22 |
| Bureaucratic style               |            |                |     |      |
| 1.Trust                          | .62        | .39            | .68 | -.62 |
| 2.Mobility                       | .67        | .45            | .65 | .25  |
| 3.Influence                      | .67        | .49            | .63 | -.23 |
| Bureaucratic task oriented style |            |                |     |      |
| 1.Trust                          | .50        | .25            | .79 | -.50 |
| 2.Mobility                       | .55        | .30            | .77 | .24  |
| Task oriented style              |            |                |     |      |
| 1.Mobility                       | .44        | .19            | .83 | .44  |
| 2.Influence                      | .54        | .30            | .78 | -.32 |
| 3.Interaction upward             | .58        | .34            | .76 | .20  |
| 4.Trust                          | .61        | .37            | .75 | -.21 |

Table 30 predicted the regression result related to the leadership styles and communication variables. In case of Eclectic style and Bureaucratic-task oriented style, only two variables emerged in the equation. They were Trust and Mobility variables. Trust and Mobility explained  $R^2$  values of 25% and 36% of the variance. The above two variables predicted 25% and 29.9% variance in case of Bureaucratic task oriented style respectively.

Interaction oriented style indicated  $R^2$  values with three variables i.e. Trust, Mobility and

Influence of OCQ. Their corresponding  $R^2$  values were 0.27, .41 and .45 respectively. Authoritative nurturant style and Bureaucratic style also explained

$R^2$  with the same variables as that of Interaction oriented style. The variables were Trust, Mobility and Influence in order of placement in case of Authoritative nurturant and Bureaucratic style. Among all, the influence variable of Bureaucratization obtained the highest  $R^2$  value (.49) in the equation.

Task oriented style, four variables were emerged in the equation. They were Mobility, Influence, Interaction Upward and Trust explaining 19%, 29.6%, 34% and 37% of the variance respectively.

TABLE-31

Correlation Matrix for the Managerial Behaviour Questionnaire (MBQ) and the Organisational Communication Questionnaire (OCQ) for 0

2

| Leadership dimensions            | OCQ Dimensions |           |          |                        |                    |                      |                        |          |               |              |
|----------------------------------|----------------|-----------|----------|------------------------|--------------------|----------------------|------------------------|----------|---------------|--------------|
|                                  | Trust          | Influence | Mobility | Desire for interaction | Interaction upward | Interaction downward | Interaction with peers | Accuracy | Summarization | Gate keeping |
| Eclectic style                   | -.50*          | -.29*     | .44**    | -.04                   | .09                | -.06                 | .04                    | -.16     | -.24          | -.24         |
| Interaction oriented style       | -.52**         | -.38**    | .48**    | .11                    | .07                | -.09                 | .04                    | -.03     | -.24          | -.22         |
| Authoritative -nurturant style   | -.54**         | -.40**    | .45**    | .04                    | .10                | -.08                 | -.04                   | -.04     | -.21          | -.16         |
| Bureaucratic style               | -.62**         | -.46**    | .38**    | .05                    | .10                | -.14                 | -.06                   | -.11     | -.19          | -.16         |
| Bureaucratic task oriented style | -.50**         | -.25      | .33**    | .06                    | .16                | -.08                 | -.02                   | -.08     | -.12          | -.13         |
| Task oriented style              | -.40**         | -.34**    | .44**    | .02                    | .15                | -.07                 | .04                    | -.02     | -.13          | -.17         |

\*p = &lt;.01 level

\*\*p = &lt;.05 level

Table-31 revealed the correlation between the Managerial Behaviour Questionnaire (MBQ) and the Organisational Communication Questionnaire (OCQ) of 0. A close analysis of the table indicated that Eclectic style and Interaction Oriented style, Authoritative nurturant style, Bureaucratic and task oriented Leadership style were negatively and significantly correlated with Trust, Influence variables of OCQ but were positively correlated with the mobility variable only.

Bureaucratic - task oriented style showed negative significant correlation with trust (-.50) and positive correlation with mobility (-.33) at .05 level of confidence. Other variables namely Desire for interaction, Interaction upwards, Interaction downwards, Interaction with peers, Accuracy, Summarization, Gate keeping were not correlated significantly with the 6 styles.

TABLE-32

Showing Stepwise Multiple regression results (significant values only) related to Leadership styles and Organisational Effectiveness Questionnaire (OEQ) for D.

| Leadership dimensions            | Multiple R | R <sup>2</sup> | SE  | Beta |
|----------------------------------|------------|----------------|-----|------|
| Eclectic style                   |            |                |     |      |
| 1.Organisational commitment      | .37        | .14            | .61 | .37  |
| Interaction-oriented style       |            |                |     |      |
| 2.Organisational attachment      | .28        | .08            | .81 | .28  |
| Authoritative-nurturant style    |            |                |     |      |
| 1.Job satisfaction               | .41        | .16            | .70 | .41  |
| Bureaucratic style               |            |                |     |      |
| 1 Job satisfaction               | .41        | .17            | .80 | .41  |
| Bureaucratic-task oriented style |            |                |     |      |
| 1.Job satisfaction               | .39        | .15            | .84 | .39  |
| Task oriented style              |            |                |     |      |
| 1.Job satisfaction               | .34        | .12            | .87 | .34  |

Table - 32 predicted the R<sup>2</sup> result related to Leadership styles and Organisational effectiveness variables. Eclectic style indicated the significant R<sup>2</sup> value (.14) with organisational commitment variable only which explained 14 % of the variance. In the same way, Organisational attachment was the only variable to emerge in the equation in case of interaction oriented style which explained only 8 % of the variance.

In case of Authoritative-nurturant style, Bureaucratic style, Bureaucratic-task oriented style and Task-oriented style, only Job satisfaction variable was predicted in the result. The R<sup>2</sup> values were .16, .17, .15 and .12 in order of importance in the table. Job satisfaction variable obtained the highest R<sup>2</sup> value (.17).

TABLE-33

Correlation Matrix for the Managerial Behaviour Questionnaire (MBQ) and the Organisational Effectiveness Questionnaire (OEQ) for 0.

2

| Leadership dimensions            | OEQ Dimensions |              |                       |              |                 |            |                           |                           |                  |
|----------------------------------|----------------|--------------|-----------------------|--------------|-----------------|------------|---------------------------|---------------------------|------------------|
|                                  | Consensus      | Legitimation | Need for independence | Self Control | Job Involvement | Innovation | Organisational commitment | Organisational attachment | Job satisfaction |
| Eclectic style                   | .18            | .16          | .05                   | -.10         | .15             | .06        | .37**                     | .31*                      | .32*             |
| Interaction Oriented style       | .23            | .19          | .03                   | -.08         | .03             | .04        | .23                       | .28*                      | .28*             |
| Authoritative nurturant style    | .30*           | .23          | .11                   | -.04         | .13             | .14        | .33*                      | .37**                     | .41**            |
| Bureaucratic style               | .29*           | .24          | .07                   | -.05         | .14             | .12        | .27*                      | .28*                      | .41**            |
| Bureaucratic task-oriented style | .28*           | .21          | .08                   | -.01         | .16             | .188       | .30+                      | .28*                      | .39**            |
| Task oriented                    | .23            | .08          | .04                   | -.10         | -.03            | .00        | .19                       | .18                       | .34**            |

\*p = &lt; .01 level

\*\*p = &lt; .05 level

Table -33 indicated inter-correlations between Leadership styles and OEQ dimensions. It showed that out of 54 correlations, only 18 values were significant statistically. The highest correlation was observed for Job satisfaction (.41) variable ( $p < .05$ ) in case of Authoritative-nurturant and Bureaucratic style. Eclectic style correlated positively and significantly ( $p = < .05$ ) with Organisational commitment (.37) and with Organisational attachment (.31) and Job satisfaction (.32) at .01 level of confidence.

Interaction-oriented style indicated high positive correlation with only organisational attachment (.28) and Job satisfaction ( $p < .01$ ).

The prediction of result in case of Authoritative nurturant style was somehow found to be different to that of the eclectic and Interaction oriented style. Here Consensus (.30), Organisational commitment (.33) variables were correlated highly and positively  $p < .01$  with Authoritative-nurturant style. But Organisational attachment (.37) and Job satisfaction (.40) were correlated positively with Authoritative nurturant style.

Bureaucratic style was correlated highly positively with Consensus (.29), Organisational commitment (.27), organisational attachment, and Job satisfaction (.41) either at .01 or .05 level of confidence. Consensus (.28), Organisational commitment (.30) and Organisational attachment (.28) variables of OEQ were correlated highly positively with Bureaucratic-task oriented style ( $p < .01$ ). The same style was also having positive correlation with Job satisfaction (.39) significant at .05 level of confidence.

Task-oriented style showed the positive correlation with Job satisfaction (.34) only ( $p < .05$ ). It did not show any significant relationship with other variables of OEQ. In this case, out of 9 variables designed to determine organisational effectiveness, only 4 variables were correlated significantly. Others namely Legitimation, Need for independence, Self control, Job involvement, Innovation were not related with any of the leadership styles anyway.

TABLE-34

Showing Stepwise Multiple regression results related to Communication Profile Questionnaire (CPQ) and Organisational Effectiveness Questionnaire variables (OEQ)) for O .

| CPQ variables                          | Multiple R | 2<br>R | SE  | Beta |
|----------------------------------------|------------|--------|-----|------|
| Trust                                  |            |        |     |      |
| 1.Organisational Commitment            | .35        | .12    | .92 | .35  |
| 2.Self control                         | .41        | .17    | .90 | -.21 |
| Satisfaction with chances of promotion |            |        |     |      |
| 1.Job satisfaction                     | .72        | .51    | .73 | .72  |
| Beneficial aspect                      |            |        |     |      |
| 1.Job satisfaction                     | .42        | .18    | .75 | .42  |
| 2.Organisational commitment            | .48        | .23    | .73 | .27  |
| Listening                              |            |        |     |      |
| 1.Job satisfaction                     | .41        | .17    | .73 | .41  |
| Written publication                    |            |        |     |      |
| 1.Organisational commitment            | .53        | .29    | .78 | .53  |
| 2.Job satisfaction                     | .63        | .40    | .72 | .37  |
| 3.Legitimation                         | .67        | .45    | .69 | .25  |
| Amount of information received         |            |        |     |      |
| 1.Job satisfaction                     | .37        | .14    | .57 | .37  |
| Amount of information want to receive  |            |        |     |      |
| 1.Need for independence                | .38        | .15    | .61 | .38  |

Table - 34 indicated the  $R^2$  with communication profile and organisational effectiveness variables. Trust variable of CPQ obtained the  $R^2$  value with organisational commitment and Self control variables of OEQ having to the extent of .12 and .17, respectively. In case of CPQ 2 (satisfaction with chances of promotion), CPQ 4 (Listening) and CPQ 6 (Amount of information received) only one variable emerged in the equation, namely Job satisfaction of OEQ.

Likewise, Job satisfaction and Organisational commitment variables emerged in case of CPQ 7 (Beneficial aspect) with the values of .18 and .23 in the result. These variables showed 18 % and 23 % of the variance, respectively.

Three variables emerged in the equation in case of Written publication. They were organisational commitment, Job satisfaction and Legitimatization of OEQ. These three variables explained 29%, 49% and 45% of the variance, respectively.

CPQ 7 (Amount of information want to receive) obtained the  $R^2$  with only Need for independence variable of OEQ which had 15% of the variance in the above result. Job satisfaction variable of CPQ 2 had the highest  $R^2$  value i.e. .51. The corresponding Beta value was also highest among all variables (.72).

TABLE -35

Correlation for the Communication Profile Questionnaire (CPQ) and the Organisational Effectiveness Questionnaire (OEQ) for 0.

2

| CPQ Dimensions                         | OEQ Dimensions |              |                       |              |                 |            |                                      |
|----------------------------------------|----------------|--------------|-----------------------|--------------|-----------------|------------|--------------------------------------|
|                                        | Consensus      | Legitimation | Need for independence | Self control | Job involvement | Innovation | Organisational commitment attachment |
| Trust                                  | .10            | .06          | .15                   | -.18         | .22             | .25        | .22                                  |
| Satisfaction with chances of promotion | .34**          | .14          | .20                   | -.03         | .17             | .11        | .43**                                |
| Beneficial aspect                      | .30*           | .19          | .16                   | -.04         | .16             | .13        | .22                                  |
| Listening                              | .22            | .31*         | .07                   | -.17         | .12             | .16        | .23                                  |
| Written publication                    | .41**          | .37**        | .16                   | -.01         | .21             | .14        | .49**                                |
| Amount of information received         | .25*           | .19          | .21                   | .11          | .03             | .07        | .25                                  |
| Amount of information want to receive  | .15            | .17          | .38**                 | .10          | -.05            | .14        | .01                                  |
|                                        |                |              |                       |              |                 |            | .06                                  |

\* p = &lt;.01 level

\*\*p = &lt;.05 level

The result of Table -35 indicated somehow surprising correlation effects between CPQ and OEQ variables. The Trust variable of CPQ was significantly and positively correlated with only Organisational commitment (.35) and Job satisfaction (.27). On the other hand, Consensus of OEQ was significantly and positively correlated with almost all the Communication profile variables either at <.01 or <.05 level of confidence. Only exceptions were Trust and Amount of information want to receive variables. Similarly Organisational commitment and Job satisfaction variables of OEQ were significantly correlated with all the CPQ variables except with the Amount of information want to receive.

Besides having a significant correlation with Consensus, Organisational commitment and Job satisfaction, Listening correlated with Legitimation (.31). Written publication was significantly correlated with Legitimation (.37) and Organisational attachment (.49). Amount of information want to receive indicated positive significant correlation with Need for independence (.38) at <.05 level of confidence.

Above all Self control, Job involvement and Innovation dimensions of OEQ were not correlated with any of the CPQ dimensions.

TABLE-36

Showing stepwise multiple regression results related to Organisational communication questionnaire (OCQ) and Organisational effectiveness Questionnaire (OEQ).

| OCQ Variables                | Multiple R | $R^2$ | SE   | Beta |
|------------------------------|------------|-------|------|------|
| Trust                        |            |       |      |      |
| 1.Consensus                  | .37        | .13   | .76  | -.37 |
| Influence                    |            |       |      |      |
| 1.Job satisfaction           | .38        | .15   | 1.14 | -.38 |
| 2.Self control               | .44        | .19   | 1.12 | .21  |
| Mobility                     |            |       |      |      |
| 1.Organisational attachment  | .29        | .09   | .90  | .29  |
| Desire for interaction       |            |       |      |      |
| Job involvement              | .23        | .05   | .85  | -.23 |
| Accuracy                     |            |       |      |      |
| 1.Organisational commitment  | .34        | .11   | .64  | -.34 |
| 2. Need for independence     | .41        | .17   | .63  | -.24 |
| Summarization                |            |       |      |      |
| 1. Consensus                 | .23        | .05   | .81  | -.23 |
| Gate keeping                 |            |       |      |      |
| 1. Organisational attachment | .23        | .05   | .81  | -.23 |

In Table- 36, Trust and Summarization of OCQ yielded  $R^2$  values which provided only one variable of OEQ, namely Consensus. The same variable explained 13% and 5% of the variance, respectively.

On the other hand, Influence showed the  $R^2$  values with Job satisfaction and self control variables having 0.15 and .19 in the equation. The self control variable here predicted the highest  $R^2$  value (.19) in the results. Organisational attachment was the only variable which emerged in the equation in case of Mobility and Gatekeeping. These variables explained very less percentage (9% and 5%) of the variance.

In case of Desire for interaction, Job involvement was the only variable showing predictive relationship. Accuracy emerged in the equation with only two variables. They were organisational commitment and Need for independence, explaining 11% and 17% of the variance, respectively.

Correlation Matrix for Organisational Effectiveness Questionnaire (OEQ) and the Organisational communication Questionnaire (OCQ) for 0.7

\*  $p = <.01$   
\*  $p = <.05$

Need for independence (-.27), Job involvement (-.31) and Organizational commitment (-.34) variables of OEQ were negatively but significantly correlated with Accuracy of the OCQ variables. The variable of Organizational attachment showed only one positive significant correlation with Mobility (.29) at <.01 level of confidence.

Job satisfaction of OEQ possessed comparatively higher values among all the variables, but correlated negatively but significantly with Frustr (-.38) and Influence (-.38) at <.05 level of confidence. Self control and Innovation dimensions of OEQ did not indicate any significant correlation with any of the OEQ dimensions.

TABLE-38

Correlation Matrix for Communication Profile Questionnaire (CPQ) and the Organizational Communication Questionnaire (OCQ) for

| CPQ Dimensions                         | OCQ Dimensions |           |          |                        |                    |                      |                        |          |               |              |
|----------------------------------------|----------------|-----------|----------|------------------------|--------------------|----------------------|------------------------|----------|---------------|--------------|
|                                        | Trust          | Influence | Mobility | Desire for interaction | Interaction upward | Interaction downward | Interaction with peers | Accuracy | Summarization | Gate keeping |
| Trust                                  | -.23           | -.23      | .19      | .07                    | .08                | .10                  | -.13                   | -.11     | -.14          | -.04         |
| Satisfaction with chances of promotion | -.29*          | -.33**    | .15      | -.15                   | .14                | -.19                 | -.07                   | -.21     | -.10          | -.14         |
| Beneficial aspect                      | -.33*          | -.18      | .30*     | -.08                   | .02                | -.07                 | .00                    | .15      | -.19          | -.16         |
| Listening                              | -.20*          | -.28*     | .21      | -.03                   | .01                | -.05                 | -.01                   | -.17     | -.16          | -.05         |
| Written publication                    | -.39**         | -.35**    | .24      | .02                    | -.00               | -.06                 | -.01                   | -.14     | -.17          | -.19         |
| Amount of information received         | -.20           | -.33**    | .01      | .08                    | .27*               | .01                  | -.23                   | -.01     | .10           | .06          |
| Amount of information want to receive  | -.11           | -.16      | .12      | -.15                   | -.08               | .02                  | .02                    | .06      | -.03          | -.15         |

\*p = <.01 level

\*\*p = <.05 level.

Table-38 Predicted Correlations between the CPQ and OCQ variables for 0. The values from the table revealed that Satisfaction with chances of promotion, Listening and Written publication variables were negatively and significantly correlated with Trust and Influence variables of OCQ only. On the other hand, Beneficial aspect was having only the positive-significant correlation with Mobility (-.30 p = <.01).

It can be noted that the Amount of information received was the only variable to have high significant correlation with Interaction upward (.27) and Influence (-.33) which were significant at <.01 and <.05 levels respectively. Written publication correlated only with Trust (-.38) and Influence (-.34) among all the values.

Trust and Amount of information want to receive variables of CPQ did not significantly correlate with any of the OCQ variables.

TABLE : 30

Correlation Matrix for Organizational Effectiveness Questionnaire (OEQ), and Organisational Communication Questionnaire (OCQ) for the two Organisations combined.

| OEQ Dimensions            | OCQ Dimensions |           |                                  |        |                      |                        |          |               |              |      |
|---------------------------|----------------|-----------|----------------------------------|--------|----------------------|------------------------|----------|---------------|--------------|------|
|                           | Trust          | Influence | Mobility, Desire for Interaction | upward | Interaction downward | Interaction with peers | Accuracy | Summarization | Gate keeping |      |
| Consensus                 | -.29**         | -.34**    | .19*                             | -.01   | -.08                 | -.07                   | -.04     | -.19*         | -.15         | -.15 |
| Legitimation              | -.20*          | -.27**    | .07                              | -.08   | -.08                 | -.02                   | .03      | -.12          | -.19*        | -.04 |
| Need for Independence     | .11            | -.08      | .06                              | -.14   | -.05                 | -.12                   | .09      | -.15          | .03          | .05  |
| Self control              | -.06           | .06       | .13                              | .00    | -.08                 | -.12                   | .00      | -.02          | .11          | -.06 |
| Job involvement           | .03            | .02       | .03                              | -.12   | -.04                 | -.03                   | -.06     | -.14          | -.05         | -.10 |
| Innovation                | -.09           | -.07      | .02                              | .10    | -.06                 | -.09                   | -.14     | -.19*         | -.04         | -.01 |
| Organisational commitment | -.19*          | -.13      | -.13                             | -.14   | .08                  | -.01                   | -.04     | -.22*         | -.14         | -.14 |
| Organisational attachment | -.22*          | -.23**    | .23**                            | -.18*  | .01                  | -.06                   | .02      | -.19*         | -.18         | -.15 |
| Job satisfaction          | -.30**         | -.41**    | .18                              | -.09   | .02                  | -.09                   | -.14     | -.19*         | -.07         | -.14 |

\*p = < .01 level

\*\*p = < .05 level

Table 39 indicated a negative correlation between Consensus and Trust of OCQ (-.29) and Influence (-.04) at .05 level of significance. On the other hand, the same consensus dimension is positively correlated with Mobility (.19) and negatively correlated with accuracy (-.19) of OCQ at p = < .01 level.

The Legitimation of OEQ was negatively correlated with Trust (-.20) and Summarization (-.19) of OCQ at .01 at level of significance. On the other hand, a relatively high negative correlation was found between Legitimation (OEQ) with Influence (-.26) of OCQ at .05 level of significance, Innovation dimension was negatively correlated with Accuracy (-.19) of OCQ at .01 level.

Organisational commitment was negatively highly correlated with Trust (-.19) and Accuracy (-.22) at p = < .01 level. In case of Organisational attachment, a negative correlation was observed between Trust (-.22), Influence (-.23) Desire for interaction (-.18) and Accuracy (-.19) at .01 level of significance and positively correlated with mobility (.23) at the same level.

So far as the Job satisfaction dimension was concerned, a high negative correlation was observed with Trust (-.30) and Influence (-.41) at .05 level of significance. Only Need for independence, Self control and Job involvement dimensions were not correlated with any of the OCQ dimensions.

TABLE-40

Correlation Matrix for Communication Profile Questionnaire (CPQ) and Organisational Communication Questionnaire (OCQ) for the two Organisations combined.

| CPQ Dimensions                         | OCQ Dimensions |           |          |                        |                    |                      |                         |          |               |              |
|----------------------------------------|----------------|-----------|----------|------------------------|--------------------|----------------------|-------------------------|----------|---------------|--------------|
|                                        | Trust          | Influence | Mobility | Desire for Interaction | Interaction upward | Interaction downward | Inter action with peers | Accuracy | Summarization | Gate keeping |
| Trust                                  | -.27**         | -.29**    | .16      | .04                    | .03                | .13                  | .06                     | -.18*    | -.18          | -.12         |
| Satisfaction with chances of promotion | -.32**         | -.37**    | .21*     | -.19*                  | .04                | -.08                 | -.06                    | -.23*    | -.12          | -.11         |
| Beneficial aspect                      | -.29**         | -.28**    | .22*     | -.10                   | -.07               | -.04                 | -.00                    | -.17     | -.18          | -.11         |
| Listening                              | -.33**         | -.30**    | .21*     | -.13                   | .00                | .03                  | -.03                    | -.19*    | -.18*         | -.11         |
| Written publication                    | -.30**         | -.36**    | .13      | -.06                   | -.10               | .04                  | -.03                    | -.17     | -.16          | -.15         |
| Amount of information received         | -.15           | -.35**    | -.03     | .04                    | .10                | -.05                 | -.09                    | -.10     | .02           | -.03         |
| Amount of information want to receive  | -.14           | -.15      | .01      | -.12                   | .06                | -.07                 | .13                     | -.01     | -.02          | -.21*        |

\*p = .01 level

\*\*p = .05 level

Table-40 indicated a high negative correlation of Trust, Satisfaction with Chances of promotion, Beneficial aspect, Listening, Written publication, dimensions of CPQ with Trust and Influence dimensions of OCQ only at .05 level of confidence. A high positive significant correlation was found in case of Satisfaction with chances of promotion, Beneficial aspect and Listening variables of CPQ with the Mobility (OCQ) variable having .21, .22, .21 values respectively.

Besides, having a negative correlation with Trust and Influence of OCQ, the same Trust (-.18), Satisfaction with chances of promotion (-.23) and Listening (-.19) of CPQ had negative significant correlation with the Accuracy variable of the Organisational communication processes.

Desire for interaction was negatively significantly correlated with the Satisfaction with chances of promotion variable at .01 level in both the organisations. Surprisingly, Amount of information received was also correlated significantly with the Influence variable (-.35) but Amount of information want to receive correlated negatively with only Gate keeping (-.21) of OCQ only in both the organisations.

It can be noted that all the five variables of CPQ were not at all correlated with the major communication processes namely Interaction upward, Interaction downward and Interaction with peers in both the organisations.

TABLE - 42

Correlation Matrix for the Managerial Behaviour Questionnaire (MBQ) and Organizational Communication Questionnaire for the two organisations combined.

| CPQ Dimensions             | OCQ Dimensions |           |          |                        |                    |                      |                        |          |               |              |
|----------------------------|----------------|-----------|----------|------------------------|--------------------|----------------------|------------------------|----------|---------------|--------------|
|                            | Trust          | Influence | Mobility | Desire for Interaction | Interaction upward | Interaction downward | Interaction with peers | Accuracy | Summarization | Gate Keeping |
| Eclectic                   | -.42**         | -.31**    | .30**    | -.05                   | .01                | -.02                 | -.01                   | -.17     | -.19*         | -.20*        |
| Interaction oriented       | -.43**         | -.39**    | .33**    | .01                    | -.02               | -.03                 | .02                    | -.15     | -.18*         | -.16         |
| Authoritative nurturant    | -.48**         | -.39**    | .33**    | -.05                   | .04                | .02                  | -.09                   | -.15     | -.23*         | -.14         |
| Bureaucratic               | -.52**         | -.41**    | .25**    | -.05                   | .01                | -.07                 | -.05                   | -.19*    | -.18          | -.16         |
| Bureaucratic task oriented | -.39**         | -.24**    | .29**    | -.01                   | .06                | -.03                 | -.09                   | -.15     | -.15          | -.14         |
| Task oriented              | -.39**         | -.26**    | .30**    | -.02                   | .07                | .03                  | -.02                   | -.13     | -.19*         | -.15         |

\*p = .01 level.

In Table 41, all the six leadership styles were highly correlated ( $p < .05$ ) with Trust, Influence and Mobility variables of the OCQ. Mobility was positively correlated with all the styles.

Besides, Trust, Influence and Mobility, Summarization (OCQ) was highly correlated ( $p < .01$ ) with the Eclectic, Interaction oriented, Authoritative - nurturant and the Task oriented styles of both the Organisations.

Summarization (-.19) and Gate keeping (-.20) were correlated significantly ( $p < .01$ ) with the Eclectic style only. Surprisingly, Bureaucratic style was having high negative correlation with Accuracy (-.19) variable in the result. None of the Leadership style showed any significant correlation. With the Interaction upward, Interaction downward, Interaction with peers and Desire for interaction dimensions of the Organisational Communication Questionnaire (OCQP).

TABLE -42

Correlation Matrix for Organizational Effectiveness Questionnaire (OEQ) for the two organisations combined.

| OEQ Dimensions               | OEQ Dimensions                |                          |                 |                    |                                            |
|------------------------------|-------------------------------|--------------------------|-----------------|--------------------|--------------------------------------------|
|                              | Consensus Legitim-<br>ization | Need for<br>independence | Self<br>control | Job<br>involvement | Innovation<br>Organisational<br>commitment |
| Consensus                    | .42                           | .17                      | .09             | .00                | .17                                        |
| Legitimization               |                               | .10                      | -.11            | .02                | -.04                                       |
| Need for<br>independence     |                               |                          | .14             | .13                | .02                                        |
| Self control                 |                               |                          |                 | .02                | -.04                                       |
| Job involvement              |                               |                          |                 |                    | .21*                                       |
| Innovation                   |                               |                          |                 |                    | .19*                                       |
| Organisational<br>commitment |                               |                          |                 |                    | .31**                                      |
| Organisational<br>attachment |                               |                          |                 |                    | .14                                        |
| Job satisfaction             |                               |                          |                 |                    | .26**                                      |
|                              |                               |                          |                 |                    | .62**                                      |
|                              |                               |                          |                 |                    | .36**                                      |
|                              |                               |                          |                 |                    | .50**                                      |

\*p = .01 level

\*\*p = .05 level

Table-42 indicated significant correlation between Consensus with Legitimization (.42), Organisational attachment (.38) and Job satisfaction (.54) variables.

The variables of Legitimization and Organizational commitment were found to be correlated significantly with Organisational attachment and Job satisfaction only.

Job involvement showed high positive significant correlation with Innovation (.21), Organizational commitment (.31) and Organisational attachment (.26) variables.

The variables of Innovation and Organisational attachment were significantly correlated with Organisational commitment and Job satisfaction respectively.

TABLE-43

Correlation Matrix for Communication Profile Questionnaire (CPQ) and the Organisational Effectiveness Questionnaire (OEQ) for the two organisations combined.

| CPQ<br>Dimensions                              | OEQQ Dimensions                 |                          |                 |                    |            |                              |                              |                     |       |
|------------------------------------------------|---------------------------------|--------------------------|-----------------|--------------------|------------|------------------------------|------------------------------|---------------------|-------|
|                                                | Consensus Legitim-<br>atization | Need for<br>independence | Self<br>control | Job<br>involvement | Innovation | Organisational<br>commitment | Organisational<br>attachment | Job<br>satisfaction |       |
| Trust                                          | .16                             | .11                      | .14             | -.12               | .08        | .12                          | .25**                        | .21*                | .30** |
| Satisfaction with<br>chances of<br>promotion   | .37**                           | .23*                     | .16             | .04                | .04        | .02                          | .26**                        | .42**               | .68** |
| Beneficial<br>aspect                           | .35**                           | .27**                    | .11             | -.05               | .09        | .08                          | .33**                        | .29**               | .50** |
| Listening                                      | .22*                            | .28**                    | .00             | -.06               | -.00       | .02                          | .28**                        | .29**               | .46** |
| Written<br>publication                         | .44**                           | .36**                    | .14             | .01                | .19        | .06                          | .39**                        | .50**               | .53** |
| Amount of<br>information<br>received           | .29**                           | .17                      | .05             | .12                | .09        | .12                          | .21*                         | .27**               | .33** |
| Amount of<br>information<br>want to<br>receive | .08                             | .11                      | .31**           | .19*               | .05        | .13                          | .07                          | .11                 | .00   |

\*p = .01 level

\*\*p = .05 level

In Table -43, a strong positive significant correlation was found to be observed in between the CPQ variables of Satisfaction with chances of promotion, Beneficial aspect, Listening, Written publication, Amount of information received with the Consensus and Legitimation, Organisational commitment, Organisational attachment and Job satisfaction variables of OEQ mainly.

The variables of Trust (CPQ) was only correlated highly significantly with Organisational commitment (.25), Organisational attachment (.21) and Job satisfaction (.30). High positive significant correlation value was also observed in case of Job satisfaction (.68) among all the variables.

Amount of information want to receive was having significant correlation with Need for independence (.31) at .05 level and Self control (.19) at .01 level of confidence respectively. Amount of information want to receive variable of CPQ was not at all correlated with any of the major effectiveness variable except Need for independence and Self control.

TABLE-44

Correlation Matrix for the Managerial Behaviour Questionnaire (MBQ) and the Organisational Effectiveness Questionnaire (OEQ) for the two organisations combined.

| OEQ Dimensions                   |           |              |                       |              |                 |            |                           |                           |                  |
|----------------------------------|-----------|--------------|-----------------------|--------------|-----------------|------------|---------------------------|---------------------------|------------------|
| Leadership style dimensions      | Consensus | Legitimation | Need for independence | Self control | Job involvement | Innovation | Organisational commitment | Organisational attachment | Job satisfaction |
| Eclectic style                   | .21*      | .19*         | .08                   | -.06         | .14             | .06        | .35**                     | .35**                     | .36***           |
| Interaction oriented style       | .24**     | .19*         | .06                   | -.06         | -.02            | .04        | .22**                     | .28**                     | .35**            |
| Authoritative nurturant style    | .31**     | .22*         | .09                   | -.01         | .05             | .09        | .34**                     | .39**                     | .46**            |
| Bureaucratic style               | .31**     | .22*         | .10                   | -.01         | .04             | .08        | .26**                     | .29**                     | .43**            |
| Bureaucratic task oriented style | .22       | .17          | .09                   | .04          | .09             | .16        | .30**                     | .29**                     | .38**            |
| Task oriented style              | .18       | .10          | -.01                  | -.06         | .05             | .02        | .22*                      | .20*                      | .36**            |

\*p = <.01 level

\*\*p = <.05 level

In Table -44, eclectic, interaction oriented, authoritative nurturant, bureaucratic, bureaucratic task oriented styles of leadership were significantly positively correlated with Consensus, Legitimation, Organizational Commitment, Organizational attachment and Job Satisfaction dimensions of OEQ. But task oriented style was only correlated with organisational commitment, organisational attachment and Job satisfaction of the Effectiveness variables in case of both the organisations.

On the other hand some major organisational effectiveness variables namely Need for independence, Self control, Job involvement and Innovation were not correlated with any of the leadership styles in the organisations.

TABLE-45

Correlation for the communication Profile Questionnaire (CPQ) for the two organisations combined.

| CPQ Dimensions                         | CPQ Dimensions                  |                   |           |                      |       | Amount of information received | Amount of information want to receive |
|----------------------------------------|---------------------------------|-------------------|-----------|----------------------|-------|--------------------------------|---------------------------------------|
|                                        | Trust with chances of promotion | Beneficial aspect | Listening | Written publications |       |                                |                                       |
| Trust                                  | .43**                           | .47**             | .50**     | .44**                | .23*  | .09                            |                                       |
| Satisfaction with chances of promotion |                                 | .51**             | .54**     | .59**                | .30** | .04                            |                                       |
| Beneficial aspect                      |                                 |                   | .64**     | .65**                | .41** | .19*                           |                                       |
| Listening                              |                                 |                   |           | .55**                | .27** | .13                            |                                       |
| Written publication                    |                                 |                   |           |                      | .43** | .12                            |                                       |
| Amount of information received         |                                 |                   |           |                      |       | .37**                          |                                       |
| Amount of information want to receive  |                                 |                   |           |                      |       |                                |                                       |

\*p &lt; .01 level

\*\*p &lt; .05 level

Table -45 indicated only positive correlation between Trust (CPQ) with satisfaction with chances of promotion (.43), Beneficial aspect (.47), Listening (.50), Written publication (.44) of CPQ at 0.05 level and Amount of information received (.23) at .01 level of significance only.

On the other hand satisfaction with chances of promotion was having relationship with Beneficial aspect (.51), Listening (.54), Written publication (.59) and Amount of information received (.30) at .05 level. Beneficial aspect was correlated with Listening (.64) Written publication (.65), Amount of information received (.41) at .05 level and Amount of information want to receive (.19) at .01 level of confidence.

Listening variable showed positive relationship with only Written publication (.55) and Amount of information received (.27) at .05 level of significance. Similarly Written publication was correlated with Amount of information received dimension (.43) only at .05 level but didn't show any relation with other dimensions.

Trust variable didn't correlate with any other dimensions of Communication Profile variables in the Organisations.



TABLE-47

Correlation matrix for the Managerial Behavioural Questionnaire (MBQ) for the two Organisations combined.

| MBQ Dimensions             | MBQ Dimensions                |                         |                            |               |
|----------------------------|-------------------------------|-------------------------|----------------------------|---------------|
|                            | Eclectic Interaction oriented | Authoritative nurturant | Bureaucratic task oriented | Task oriented |
| Eclectic                   | .77**                         | .77**                   | .73**                      | .66**         |
| Interaction oriented       |                               | .80**                   | .68**                      | .66**         |
| Authoritative nurturant    |                               |                         | .86**                      | .72**         |
| Bureaucratic               |                               |                         | .76**                      | .70**         |
| Bureaucratic task oriented |                               |                         |                            | .65**         |
| Task oriented              |                               |                         |                            |               |
| *p < .05 level             |                               |                         |                            |               |

Table-47 depicted that, all the Leadership styles correlated highly significantly at .05 level of confidence except the Eclectic style. The highest correlation was found in case of the Bureaucratic style (.86) which suggested the prevalence of strong Bureaucratic Leadership climate in the organisations.

RESULTS RELATED TO ORGANISATION-1 (O )

1

TABLE - 5

Correlation Matrix for Organisational Communication Questionnaire (OCQ) and Behavioural Fitness Inventory (BFI) for O .

1

| OCQ<br>Dimens-<br>ions    | BFI Dimensions      |               |                  |       |                |                 |
|---------------------------|---------------------|---------------|------------------|-------|----------------|-----------------|
|                           | Respons-<br>ibility | Stre-<br>ngth | Flexi-<br>bility | Image | Endu-<br>rance | Relax-<br>ation |
| Trust                     | .18                 | .09           | .09              | .08   | .14            | .10             |
| Influence                 | .08                 | -.01          | .04              | -.00  | -.09           | -.03            |
| Mobility                  | -.05                | .03           | -.11             | -.08  | -.13           | -.10            |
| Desire<br>for interaction | -.04                | -.07          | -.06             | .02   | -.01           | -.01            |
| Interaction<br>upward     | .03                 | .12           | -.04             | .04   | -.04           | -.05            |
| Interaction<br>downward   | -.01                | -.02          | -.06             | -.03  | -.02           | -.06            |
| Interaction<br>with peers | -.05                | .09           | .02              | .01   | .07            | .04             |
| Accuracy                  | .06                 | .05           | -.04             | -.02  | .06            | -.04            |
| Summarization             | .03                 | .07           | .01              | .04   | .17            | .06             |
| Gate keeping              | .10                 | .07           | .08              | .08   | .09            | .18             |

None of the 'rs significant

Table - 5 showed no significant correlation between the organisational communication variables and the Behavioural Fitness Inventory ( BFI ).

TABLE-6

Correlation Matrix for Organisational Effectiveness Questionnaire (OEQ) and Behavioural Fitness Inventory (BFI) for O .

1

| OEQ Dimension                      | BFI DIMENSIONS      |               |                  |       |                |                 |
|------------------------------------|---------------------|---------------|------------------|-------|----------------|-----------------|
|                                    | Respon-<br>sibility | Stren-<br>gth | Flex-<br>ibility | Image | Endu-<br>rance | Rela-<br>xation |
| Consensus                          | -.19                | -.08          | -.04             | .07   | -.16           | -.03            |
| Legitima-<br>-tization             | -.02                | -.12          | .07              | -.02  | -.05           | .01             |
| Need for<br>Independ-<br>-ence     | -.01                | -.14          | -.01             | -.06  | -.01           | .06             |
| Self<br>Control                    | .00                 | .12           | -.08             | -.00  | .05            | -.03            |
| Job<br>Involvement                 | -.06                | .06           | -.20             | -.11  | -.14           | -.12            |
| Innovation                         | -.08                | -.05          | -.06             | -.07  | -.06           | -.07            |
| Organis-<br>-ational<br>commitment | -.12                | -.08          | .00              | -.02  | -.16           | -.05            |
| Organis-<br>-ational<br>attachment | -.19                | -.10          | -.03             | -.04  | -.21           | -.04            |
| Job satis-<br>-faction             | -.14                | -.10          | .03              | .04   | -.23           | .02             |

None of the rs significant.

Table -6 showed no significant correlation between the organisational Effectiveness Variables and Behavioural Fitness Inventory ( BFI ) for O1

TABLE - 7

Correlation Matrix for Communication Profile  
Questionnaire (CPQ) and Behavioural Fitness Inventory  
(BFI) for O .  
1

| CPQ<br>Dimensions                              | BFI Dimensions     |               |                  |       |                |                 |
|------------------------------------------------|--------------------|---------------|------------------|-------|----------------|-----------------|
|                                                | Resonsi-<br>bility | Stre-<br>ngth | Flex-<br>ibility | Image | Endu-<br>rance | Relaxa-<br>tion |
| Trust                                          | .02                | .04           | .01              | .05   | -.05           | -.03            |
| Satisf-<br>action with<br>chances of promotion | -.14               | -.10          | -.08             | -.09  | -.19           | -.07            |
| Beneficial<br>aspect                           | -.01               | -.04          | -.04             | -.02  | -.11           | .01             |
| Listening                                      | -.04               | -.09          | -.01             | -.00  | -.12           | .00             |
| Written<br>publication                         | -.10               | -.02          | -.09             | -.13  | -.18           | -.06            |
| Amount of<br>Information<br>received.          | .07                | .16           | .09              | .12   | .04            | .09             |
| Amount of<br>Information<br>want to receive    | -.02               | .08           | .01              | .02   | .05            | -.01            |

None of the rs significant.

The table-7 indicated no significant relation  
between CPQ and BFI dimensions within the organisation  
O .

TABLE - 8

Correlation Matrix for Managerial Behaviour  
Questionnaire (MBQ) and Behavioural Fitness Inventory  
(BFI) for D.

1

| Leader-<br>ship<br>style<br>Dimensions | BFI Dimensions      |               |                  |       |                |                 |
|----------------------------------------|---------------------|---------------|------------------|-------|----------------|-----------------|
|                                        | Respons-<br>ibility | Stre-<br>ngth | Flexi-<br>bility | Image | Endu-<br>rance | Rela-<br>xation |
| Eclectic                               | -.25                | -.14          | -.23             | -.20  | -.29*          | -.24            |
| Interac-<br>tion-<br>oriented          | -.36**              | -.24          | -.26*            | -.26* | -.39**         | -.23            |
| Authori-<br>tative-nurturant           | -.17                | -.12          | -.08             | -.08  | -.23           | -.11            |
| Bureau-<br>cratic                      | -.26*               | -.19          | -.17             | -.20  | -.30*          | -.20            |
| Bureauc-<br>ratic-task oriented        | -.28                | -.22          | -.25             | -.24  | -.34**         | -.29*           |
| Task or-<br>iented                     | -.16                | -.10          | -.09             | -.06  | -.20           | -.11            |

\* p = .01 Level

\*\* p = .05 level

Table - 8 showed high negative correlation between Eclectic Style with Endurance (-.28) at .01 level of significance. On the other hand, Interaction oriented style of MBQ was having significant correlation with Responsibility (-.36) and Endurance (-.39) at .05 level of confidence and Flexibility (-.26) Image (-.26) at .01 level. Authoritative nurturant style was not correlated with any of the BFI dimensions.

Bureaucratic style showed significant negative correlation with Responsibility (-.26) and Endurance (-.30) at .01 level of confidence.

Bureaucratic-task oriented style also showed negative correlations with Responsibility (-.28) and Relaxation (-.29) at .01 level of confidence and Endurance (-.34) at .05 level. Task orientation yielded no significant correlation with any of the BFI dimensions.

RESULTS RELATED TO ORGANISATION-2 (D)  
2

TABLE-9

Correlation Matrix for Organisational Communication Questionnaire (OCQ) and Behavioural Fitness Inventory (BFI) for D

2

| BFI Dimensions         | BFI Dimensions |          |             |       |           |            |
|------------------------|----------------|----------|-------------|-------|-----------|------------|
|                        | Responsibility | Strength | Flexibility | Image | Endurance | Relaxation |
| Trust                  | .05            | .17      | .09         | .09   | .07       | .08        |
| Influence              | -.03           | .02      | .08         | .12   | .07       | .16        |
| Mobility               | -.28*          | -.06     | -.22        | -.20  | -.08      | -.07       |
| Desire for interaction | .15            | .07      | -.06        | -.00  | .07       | .03        |
| Interaction upward     | -.08           | .11      | .04         | .00   | .16       | -.16       |
| Interaction downward   | .14            | .04      | .10         | .02   | -.07      | .13        |
| Interaction with peers | -.05           | .09      | .19         | -.12  | .03       | .05        |
| Accuracy               | -.09           | -.04     | -.13        | -.04  | .17       | -.07       |
| Summarization          | .13            | .06      | .03         | .16   | .00       | .07        |
| Gate keeping           | .15            | -.08     | .12         | .06   | .02       | .11        |

\*p = .01 level

Table -9 indicated only one negative significant correlation between Mobility and Responsibility (-.28) at .01 level of confidence.

TABLE-10

Correlation Matrix for Organisational Effectiveness Questionnaire (OEQ) and Behavioural Fitness Inventory (BFI) for O.

2

| OEQ Dimensions                    | BFI DIMENSIONS      |               |                  |       |                |                 |
|-----------------------------------|---------------------|---------------|------------------|-------|----------------|-----------------|
|                                   | Respon-<br>sibility | Stre-<br>ngth | Flex-<br>ibility | Image | Endu-<br>rance | Rela-<br>xation |
| Consensus                         | -.04                | -.17          | .01              | -.22  | -.14           | -.14            |
| Legitima-<br>tization             | -.12                | -.08          | .00              | -.23  | -.17           | -.06            |
| Need for<br>Independ-<br>ence     | -.07                | -.09          | .14              | -.29* | -.10           | .16             |
| Self<br>Control                   | -.04                | -.08          | -.12             | -.11  | -.05           | -.03            |
| Job<br>Involvement                | -.04                | .28*          | -.23             | -.24  | -.04           | -.19            |
| Innovation                        | -.08                | .18           | -.28*            | -.09  | .01            | -.20            |
| Organis-<br>ational<br>commitment | -.08                | .30*          | -.25*            | -.30* | -.23           | -.27*           |
| Organis-<br>ational<br>attachment | -.04                | .10           | -.31*            | -.29* | -.28*          | -.25*           |
| Job satis-<br>faction             | -.08                | .10           | -.04             | -.09  | -.02           | -.10            |

\*p = .01 level

Table - 10 indicated negative correlations between Need for independence and Image ( $-.29$ ) at .01 level of significance. On the other hand Job involvement showed positive significant with strength ( $.28$ ) only. Innovation had negative correlation with Flexibility ( $-.28$ ).

Organisational commitment showed significant negative correlation with Flexibility ( $-.25$ ), Image ( $-.30$ ) and Relaxation ( $-.27$ ) and significant positive correlation with strength ( $.30$ ) at .01 level of confidence. Organisational attachment indicated negative correlation with Flexibility ( $-.31$ ) Image ( $-.29$ ), Endurance ( $-.28$ ) and Relaxation ( $-.25$ ) at .01 level of significance. Job satisfaction didn't relate with any dimensions of BFI.

Responsibility dimension of BFI also indicated no correlation with any other dimensions of DEQ.

TABLE - 11

Correlation Matrix for Communication Profile  
Questionnaire (CPQ) and Behavioural Fitness Inventory  
(BFI) for O .

2

| CPQ<br>Dimensions                              | BFI Dimensions      |               |                  |       |                |                 |
|------------------------------------------------|---------------------|---------------|------------------|-------|----------------|-----------------|
|                                                | Respon-<br>sibility | Stre-<br>ngth | Flex-<br>ibility | Image | Endu-<br>rance | Relaxa-<br>tion |
| Trust                                          | -.11                | .03           | -.02             | -.23  | -.09           | -.17            |
| Satisf-<br>action with<br>chances of promotion | -.07                | -.01          | -.06             | -.09  | .01            | -.18            |
| Beneficial<br>aspect                           | -.23                | .03           | -.08             | -.05  | -.14           | -.19            |
| Listening                                      | -.04                | -.03          | -.11             | -.13  | -.02           | -.09            |
| Written<br>publication                         | -.03                | .07           | -.18             | -.11  | -.13           | -.21            |
| Amount of<br>Information<br>received.          | -.19                | .19           | -.09             | -.18  | -.04           | -.18            |
| Amount of<br>Information<br>want to receive    | -.31*               | .16           | -.09             | -.11  | .01            | -.18            |

\*p = < .01 level

From Table-11, it can be observed that none of the six dimensions of BFI correlated with any dimensions of CPQ at all. Only Amount of information want to receive (-.31) negatively and significantly with Responsibility ( $p < .01$ ).

TABLE - 12

Correlation Matrix for Managerial Behaviour  
Questionnaire (MBQ) and Behavioural Fitness Inventory  
(BFI) for D .

2

| Leader-<br>ship<br>style<br>Dimensions | BFI Dimensions      |               |                  |       |                |                 |
|----------------------------------------|---------------------|---------------|------------------|-------|----------------|-----------------|
|                                        | Respons-<br>ibility | Stren-<br>gth | Flexi-<br>bility | Image | Endu-<br>rance | Rela-<br>xation |
| Eclectic                               | -.17                | .05           | -.14             | -.16  | -.05           | -.11            |
| Interac-<br>tion-<br>oriented          | -.05                | -.04          | -.16             | -.14  | -.01           | -.10            |
| Authori-<br>tative nurturant           | -.10                | -.03          | -.16             | -.22  | -.09           | -.22            |
| Bureau-<br>cratic                      | -.04                | -.07          | -.16             | -.16  | -.01           | -.22            |
| Bureauc-<br>ratic-task oriented        | -.06                | .05           | -.04             | -.15  | -.07           | -.17            |
| Task or-<br>iented                     | -.14                | -.14          | -.01             | -.07  | .02            | -.09            |
| None of the rs significant             |                     |               |                  |       |                |                 |

Table - 12 indicated no significant correlation between the Leadership styles and BFI dimensions.

Correlation Matrices for the Two Organisations combined

TABLE-13

Correlation Matrix for Organisational Communication Questionnaire (OCQ) and Behavioural fitness inventory (BFI) for the two organisations combined.

| OCQ<br>DIMENSIONS         | BFI DIMENSIONS      |          |                  |       |           |                 |
|---------------------------|---------------------|----------|------------------|-------|-----------|-----------------|
|                           | Respo-<br>nsibility | Strength | Flexi-<br>bility | Image | Endurance | Relaxa-<br>tion |
| Trust                     | .13                 | .12      | .09              | .09   | .12       | .09             |
| Influence                 | .02                 | -.01     | .03              | -.00  | .02       | .02             |
| Mobility                  | -.12                | -.03     | -.12             | -.08  | -.07      | -.07            |
| Desire for<br>interaction | .02                 | .06      | -.06             | -.00  | .00       | .01             |
| Interaction<br>upward     | -.02                | .097     | .03              | .00   | .05       | -.09            |
| Interaction<br>downward   | .05                 | .01      | .00              | .01   | -.01      | .01             |
| Interaction<br>with peers | -.05                | .09      | .07              | -.03  | .05       | .35             |
| Accuracy                  | -.01                | -.00     | -.08             | -.05  | .05       | -.06            |
| Summarization             | .07                 | .06      | .02              | .07   | .09       | .06             |
| Gate keeping              | .10                 | -.00     | .07              | .05   | .03       | .13             |

None of the rs significant

Table-13 showed no correlation between any of the OCQ dimensions and BFI dimensions for the two organisations combined.

TABLE-14

Correlation Matrix for Organisational Effectiveness Questionnaire (OEQ) and Behavioural Fitness Inventory (BFI) for the two Organisations combined.

| OEQ<br>DIMENSIONS                | BFI DIMENSIONS      |          |                  |       |           |                 |
|----------------------------------|---------------------|----------|------------------|-------|-----------|-----------------|
|                                  | Respons-<br>ibility | Strength | Flexib-<br>ility | Image | Endurance | Relax-<br>ation |
| 1.Consensus                      | -.10                | -.10     | .00              | -.07  | -.09      | -.05            |
| 2.Legitimati-<br>zation          | -.05                | -.09     | .05              | -.07  | -.07      | -.01            |
| 3.Need for<br>independence       | -.03                | -.11     | -.04             | -.13  | -.06      | -.03            |
| 4.Self control                   | -.01                | .04      | -.08             | -.06  | .04       | -.02            |
| 5.Job involve-<br>ment           | -.06                | .13      | -.20*            | -.16  | -.12      | -.15            |
| 6.Innovation                     | -.08                | .04      | -.13             | -.07  | -.04      | -.12            |
| 7.Organisati-<br>onal commitment | -.10                | .06      | -.10             | -.13  | -.21*     | -.14            |
| 8.Organisati-<br>onal attachment | -.11                | -.00     | -.12             | -.11  | -.20*     | -.12            |
| 9.Job satisf-<br>action          | -.08                | .02      | .24              | .03   | -.05      | -.01            |

\*  $p = < .01$  level.

Table - 14 indicated a negative significant correlation in between Job involvement and Flexibility (-.20) at .01 level of confidence. Organisational commitment on the other hand, negatively correlated with Endurance (-.21) ( $p < .01$ ). In the same way organisational attachment was also negatively significantly correlated with the same Endurance dimension (-.20) at .01 level of significance. Out of 54 correlations only 3 were found to be correlated significantly here.

TABLE-15

Correlation Matrix for Communication Profile Questionnaire (CPQ) and Behavioural Fitness Inventory (BFI) for the two organisations combined.

| CPQ<br>DIMENSIONS                            | BFI DIMENSIONS      |          |             |       |           |                 |
|----------------------------------------------|---------------------|----------|-------------|-------|-----------|-----------------|
|                                              | Respon-<br>sibility | Strength | Flexibility | Image | Endurance | Relaxa-<br>tion |
| Trust                                        | -.02                | .04      | .01         | -.03  | -.02      | -.07            |
| Satisfaction<br>with chances<br>of promotion | -.08                | -.03     | -.03        | -.02  | -.02      | -.07            |
| Beneficial<br>aspect                         | -.08                | -.01     | -.03        | .01   | -.06      | -.05            |
| Listening                                    | -.07                | -.05     | -.03        | -.00  | -.03      | -.07            |
| Written<br>publication                       | -.05                | .03      | -.09        | -.07  | -.09      | -.09            |
| Amount of<br>information<br>received         | .02                 | .04      | .05         | .06   | .05       | .01             |
| Amount of<br>information<br>want to receive  | .12                 | -.02     | -.03        | -.03  | .02       | -.07            |

None of the rs significant.

Table-15 indicated no significant correlation between the CPQ dimensions and BFI dimensions for the two organisations combined.

TABLE-16

Correlation Matrix for of the Managerial Behaviour Questionnaire (MBQ) and Behavioural Fitness Inventory (BFI) for the two organisations combined.

| Leadership style Dimensions | BFI DIMENSIONS      |          |                  |       |                |                 |
|-----------------------------|---------------------|----------|------------------|-------|----------------|-----------------|
|                             | Respons-<br>ibility | Strength | Flexih-<br>ility | Image | Endur-<br>ance | Relax-<br>ation |
| Eclectic                    | -.18*               | -.05     | -.15             | -.14  | -.14           | -.15            |
| Interaction oriented        | -.18*               | -.12     | -.17             | -.15  | -.15           | -.14            |
| Authoritative nurturant     | -.12                | -.06     | -.08             | -.09  | -.12           | -.13            |
| Bureaucratic                | -.13                | -.11     | -.13             | -.13  | -.12           | -.17            |
| Bureaucratic task oriented  | -.15                | -.08     | -.12             | -.15  | -.16           | -.20*           |
| Task oriented               | -.13                | -.11     | -.04             | -.05  | -.09           | -.09            |

\*p = .01 level

Table 16 gave a high significant correlation between Eclectic style of the Managerial Behaviour Questionnaire (MBQ) and the Responsibility dimension (-.18). Interaction Oriented style was negatively significantly correlated (p .01) with the same responsibility (-.18). On the other hand Bureaucratic-task oriented style correlated negatively significantly with Relaxation (-.20).

Other styles like Authoritative -nurturant, Bureaucratic, and Task oriented style of MBQ indicated no relation with any of the BFI dimensions at all. Out of 36 correlations in this table only 3 values were found to be significant highly at .01 level of confidence only.