

## CHAPTER-III

## PRELIMINARY STUDY .

INTRODUCTION :

According to the legends behind Leadership Study, it can be concluded that 'Leadership effectiveness' can be viewed as 'the ability of the leader through communication to provide for the needs of the employee and the organisational objectives'. Modern researchers have emphasised on different communication processes and its importance for leadership behaviour. As Haiman suggested, direct leadership is an interaction process in which an individual usually through the medium of speech, influences the behaviour of other towards a particular end. To support the above view Katz and Kahn considered 'the essence of organisational leadership to be the influential increment over and above mechanical compliance with routine directions of organisations'.

Aboveall, it is significant to note that communication process, leadership and effectiveness of organisations are dependent on each other. To satate the importance of leadership behaviour in a particular organisation, it would be fruitful to study leadership effectiveness with reference to communication processes in which the main study is based on. The present study is the preliminary step in this direction.

This pilot study is conducted having a limited scale on the basis of which the main study would be formulated and planned.

The present pilot study was conducted on the level of middle level management (upto Senior Engineers to Managers) in two similar nature public sector undertakings. One 'M/s Engineers India Limited' (EIL) and other one was 'M/s Gas Authority of India Limited' (GAIL).

ENGINEERS INDIA LIMITED (EIL) :

Engineers India Limited was incorporated as on March 15, 1965 as a Joint Venture between the Government of India and Bachtel Corporation of United States of America with certain objectives and aims.

Starting with five (5) persons in 1965, EIL has grown to a size of 4,000 employees consisting of 3,200 engineers alone. Being an off-spring of Bachtel Corporation, the organisation maintains heighest standard of delegation at all levels. Since it is in the field of high-tech project management the engineers in the Middle Level here, play leadership role in different project groups. High degree of professionalism has been observed in overall working style of the company.

Its past serving field includes computer based technology in the areas of pipelines, petroleum refinery, fertilizer, petrochemicals and other chemicals, non-ferreous metals, paper and cement etc.

In addition it has acquired its best name in the areas such as heat and mass-transfer equipment design and environmental engineering.

Last, but not the least, EIL with its intensive experience in execution of a variety of assignments, provides full range of services needed to plan, design, engineer and construct small and large projects to meet the specific requirements of its clients. All these continuously enhance EIL's experience.

#### GAS AUTHORITY OF INDIA (GAIL) :

Gas Authority of India Limited, a Public Sector undertaking under Ministry of Petroleum incorporated in 1985 to implement the natural gas distribution project. At the time of this study the company was implementing a Trunk Gas pipeline project of 1,700 KM long first of its kind in India.

The company is having a total manpower strength of 600 personnel including 200 Middle Level Executive. Most of the executives have come from other public sectors belonging to Ministry of Petroleum such as ONGC, Indian Oil etc.

The executives are mostly engaged in project implementation in different groups and in different locations.

MAIN OBJECTIVE OF THE STUDY : The following objectives can be considered for this step of the study :

1. To study the efficacy of the instruments to be used for the main study by establishing their reliability and workability in our Indian situations.
2. It plays a major role to identify various variables involved in the research and throw up the various handicaps that may crop up in the main study.

METHOD : The following variables were taken into account for the main study :

- (i) Leadership Styles : Six different leadership styles were taken into consideration. They are, Task orientation, Bureaucratisation, Personalised Relationship, Nurturant, Authoritarian, Nurturant Task, Participation Styles of leadership. A brief description of these variables have been given here.
- ii) Communication Process : Dimensions like Trust, Influence, Mobility, Desire for Interaction, Interaction upward, downward, Peers, Accuracy, Summarisation, Gatekeeping were taken into account to judge the importance communication variables in both the organisations.

Again Communication profiles like Trust, satisfaction with chances of promotion, Beneficial aspect, Listening, Written Publications, Amount of information received and Amount of information want to receive were also considered for the study.

iii) Organisational Effectiveness : Effectiveness aspect was measured by considering these dimensions like Consensus, Legitimation, Need for Independence, Self Control, Job Involvement, Innovation, Oral Commitments, Oral Attachment and Job Satisfaction aspects. Organisational Effectiveness aspects was measured by taking into consideration of the above variables. Their details are described in the method chapter of the main study.

For this study two public sector undertakings were randomly selected for the pilot/preliminary study. This study was conducted on the Middle Level Managerial Cadre and the Middle Level Cadre were included the Senior Engineers to Manager level. A small sample of 44 Middle level executives from two organisations were selected randomly. No formal procedure was followed for sampling collection. Following tools were used for data collection :

#### TOOLS :

(i) Managerial Behaviour Questionnaire (MBQ) - (Daffuar, 1985). It studies six leadership styles in the organisation.

- (ii) Behavioural fitness Inventory (BFI) - (Wyne Pace , 1985 ) studies six behavioural characteristics of the leader.
- (iii) Communication Profile Questionnaire (CPQ) - (Peterson and Pace, 1985). It studies complete communication patterns/systems in the organisation.
- (iv) Organisational Communication Questionnaire (OCQ) - (O'Reilly, 1974 ) It studies communication profiles of the organisation.
- (v) Organisational Effectiveness Questionnaire (OEQ) - (Daftuar, 1985 ). It studies several dimensions of organisational effectiveness. The above mentioned instruments had been taken for this study.

#### DATA COLLECTION AND ANALYSIS :

Data collection was done through Questionnaires. The researcher distributed the Questionnaires personally by meeting the respondents in their workplace individually. Some general instructions about the Instruments were given before distributing these to each of the respondent. In some cases, some general queries were explained to respondents by the researcher. The same procedure was followed throughout the period of data collection in two organisations (Details have been given in Chapter III in Methodology) Chi-square ( $X^2$ ) was used for the analysis of Data for this phase of study.

RESULT : For all the Questionnaires the  $\chi^2$  value have been given below :

T A B L E

QUESTIONNAIRE NO : 3 (B.F.I)

No of Dimensions	Name of the Dimensions	$\chi^2$ Value
1.	Responsibility	30.9
2.	Strength	47.7
3.	Flexibility	32.7
4.	Image	39.8
5.	Endurance	41.3
6.	Relaxation	27.4

$\chi^2$  Value is 11.07 at 0.05 level for df.4

QUESTIONNAIRE NO. 4 (O.C.Q)

No of Dimensions	Name of the Dimensions	$\chi^2$ Value
1.	Trust	20.6
2.	Influence	33.6
3.	Mobility	26.6
4.	Desire for Interaction	41.6
5.	Accuracy	40
6.	Summarisation	62
7.	Gate-Keeping	33.4

## QUESTIONNAIRE NO.5 (Communication Profile)

No. of Dimensions	Name of the Dimensions	$X^2$ Value
1.	Trust	33.3
2.	Satisfaction with chances of Promotion	45.2
3.	Beneficial	22.8
4.	Listening	38.4
5.	Written Publication	49.8
6.	Amount of infn. received	62.2
7.	Amount of infn. want to receive	51

The above tables indicate all the  $X^2$  values were significant. This indicated that the tests can very well differentiate between high and low scorers. Hence, are usable for the Indian Sample by similar groups. In case of Behavioral fitness Inventory the  $X^2$  value is 11.07 significant at 0.05 level.

Null hypotheses viewed that, there was no difference between observed value and expected value. This obtained value (i.e 11.07) at 0.05 level is more than the table value. Hence hypotheses is rejected, so difference is significant.

But, in case of Organisation Communication Questionnaire (OCQ) and Communication Profile Questionnaire (CPQ)  $X^2$  value at 0.05 level is 9.488. In these cases, also hypotheses is rejected.



So, the difference is significant. In sum, it can be concluded that there is significant difference between instruments will be used for the main study. Depending upon the efficacy of the result the main study will be formulated later.

#### THE PURPOSE OF THE STUDY :

Depending upon the practical difficulties faced by the researcher during this preliminary phase, certain items from two of the Questionnaires were dropped out of the five Questionnaires considered for the study. Maximum number of items were exempted in the Communication Profile Questionnaire (CPQ) used for the final study. The original form of CPQ had 60 items. Out of those 60 items, 28 items were retained for our study. Rest 32 items were excluded from this questionnaire. The reasons for item wise difficulty described below :

1. Item No. 1 : In this case of CPQ, only 28 respondents answered totally out of 42 respondents. Again out of 28, only 12 persons answered fully. It was having a blank square to write the name of the organisation, the respondent belongs. For example (Original Item No.1).

Instruction :

In the box below write the name of your organisation. As you have a time for only two minutes, write all the words that comes to your mind when you think of your organisation. Use only one word on each line.

!-----!  
! Name of the Organisation !  
!-----!

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_ etc.

Likewise 15 blanks are given below. The respondent had to write 15 words. In this case, out of 42 respondents, about 21 answered correctly and more than half respondents left it unanswered. Some mentioned useless words like well (2 times), my, of, is (filling with only prepositions) etc. Rest other gave technical names about their concerned job. It seems ambiguous. Some other complained about the shortage of time (2 minutes). They required more time to write 15 words.

2. Item No. 52 to 59 (8 items) : Example  
Quotation.

Item No. (52) - Prior for receiving the Questionnaire, what did you know about the information in the box below ?

!-----!  
! Any recent information about the Company !  
!-----!

(The researcher had to write recent information)

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Please check\_one :

1. \_\_\_\_\_ I knew nothing about it.
2. \_\_\_\_\_ I knew something about it.

If you answer item 52 was "I knew nothing about it", you have completed this portion of the questionnaire, proceed to Question no. 60.

If your answer to item no. '52' was 'I knew something about it', then read the following message and encircle the number following item 53 closest to the approximate number of information items you know prior to reading the message.

Message

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3. Item No. 53 :-            1      2      3      4      5  
                             0-2   3-4   5-6   7-8   9-10

This item had not been answered by 38 respondents, out of them more than half left it unanswered. Only few answered vaguely which denotes no meaning for answering the same. Some of them gave complaints against this item, like 'this question is useless', 'it requires lot of time', 'it is useless to answer', 'I am not at all interested to answer', etc. 4. Item No. 54-59 :- By what method did you receive the information in the message ? Circle True (T) if you received the information by the method indicated.

Circle False (F) if you did not.

Ex. 54 - T Memo

55 - F Notice on bulletin board etc.

For answering these items, only 28 persons attempted to answer and out of them more than half answered only half questions. Most of them only answered item No. 58 & 58. Rest of the items left unanswered. So these question has been deleted for the final study.

5. Item No. 60 : This is the last item in these CPQ. Instruction of item No. 60 -

"Now if you would like, in the space provided below, state how you really feel about your organisation (use 25 words minimum or less)". Only 22 respondents answered this item. Out of total half of them answered somehow correctly. Rest others gave comments like, 'I do not wish, 'I am not at all interested' and the like. Rather writing about the organisation (according to the instruction) some of them wrote about their personal grevances in a particular department, some of them answered in a single sentence. ex,--'not very happy', 'I want to change this organisation', etc. instead of writing in 25 words. Besides the above items, again 13 items were not taken into consideration in the final study, because most of the respondents left the item unanswered.

Some rated only 'false' i.e. 1 to 5 (true) in a '5' point scale and some others rated to only point '3' (i.e. undecided).

6. Certain items also had difficult words Ex. 'Grapevine' used for 'rumour' which is difficult to understand by the technical persons in plants.
7. Besides these above practical difficulties, the following points taken into account for exempting these items in the final study. a group of experienced managers were also requested by the researcher to put up their views after answering the questionnaires for the purpose of the preliminary study in both the organisations separately. They also stressed the difficulties on these above difficult items.
8. A group of experts like some experienced professors were also requested to give their independent opinion about the questionnaire. Their views also similarised with dropping some items in the C.P.Q for the final study purpose.
9. This C.P.Q particularly a lengthy questionnaire (having 8 pages) among the bunch of the questionnaire above all. So without going through it some respondents counted the pages of this Instrument only.

The researcher had to request several times for answering fully. She had to write certain work meanings and clarify certain instructions individually also. Even some respondents took 15 to 20 days for answering the Questionnaire.

Considering the above difficulties the researcher was bound to consider only 28 items for the final study.

They are ; In Preliminary Study :

Item No. 3,10,12,13,15,23,26,27,31, 36 to 43 and 43 to 51. But finally these randomly considered numbers are given serially 1 to 28 in this CPQ used for the main study.