

**Leadership Style, Conflict Resolution Strategy and Managerial  
Effectiveness: A study of select Banking and Automobile  
Organizations**

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Thesis

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**By**

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PUNJAB  
2020**

## **DECLARATION**

I declare that the thesis entitled “Leadership Style, Conflict Resolution Strategy and Managerial Effectiveness: A study of select Banking and Automobile Organizations “ has been prepared by me under the guidance of Dr. Mridula Mishra, Professor of Lovely Faculty of Business& Arts, Lovely Professional University. No part of this thesis has formed the basis for the award of any degree or fellowship previously.

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## **CERTIFICATE**

This is to certify that the thesis entitled “**Leadership Style, Conflict Resolution Strategy and Managerial Effectiveness: A Study of Select Banking and Automobile Organizations**”, which is being submitted by Ms. Kanika Garg for the award of the degree of Doctor of Philosophy in Management from the Faculty of Business and Arts, Lovely Professional University, Punjab, India, is entirely based on the work carried out by her under my supervision and guidance. The work reported, embodies the original work of the candidate and has not submitted to any other University or Institution for the award of any degree or diploma, according to the best of my knowledge.

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## ABSTRACT

Leaders play a significant role in the success or failure of the organization. Leader motivates the employees to accomplish the organizational as well as the employee's task so that they can survive easily. Organization always demands those kinds of employees who can perform both the role in the organization. Effective leaders are different from other people in certain key respects such as honesty and integrity, self-confidence and cognitive abilities (Locke and Kirkpatrick, 1991). A good leader has ability to tackle hard problems and has to engage people in confronting challenges, adjusting their values, changing perspective and to teach new habits of doing work (Lauri and Heifetz, 2001). So in the competitive era organization demands the employees who are full of enthusiasm, passionate and hardworking towards their assigned work. These types of employees can sustain in organizations for long time. Now a day's organization demands those employees who can play a role of good leader in organization as well the manager. In current scenario leadership and conflict both are plays important role in success and the failure of the organization. Because if the conflict arises in the organization for long time, the production, output and the harmony of the organization gets disturbed and ultimately the working will stop. As per the study of Gentry *et al.* (2016) depicted that there are numerous challenges faced by the leaders everywhere in the South Asia. The challenge faced by the Indian leader is "The ability to convince and influence other stakeholders to follow the regional and global direction". So in current era leaders faced many difficulties to fulfil and achieve the objective of the organization. The rationale of the current study was explained in the light of the challenges faced by Indian service and manufacturing sector. Given the issues below orientation style of leaders, leadership styles of leaders, conflict resolution strategies and the managerial effectiveness factors, it was found essential to investigate among the managers of the service sectors and the manufacturing sector. This also explores the relationship and factors associated with it and identify the measure for its enhancement.

The review of literature began with general literature regarding leaders, leadership followed by specific studies on leadership styles. General studies on conflict resolution strategies and the managerial effectiveness. Approximately, more than

hundred research papers published in various international journals, related articles from books published on this subject were reviewed. All the studies were related to Leadership styles, conflict resolution strategies and the managerial effectiveness. The review revealed that leadership styles plays a significant role in the success or failure of the organization, it also viewed that conflict resolution and managerial effectiveness helps to maintain the decorum of the organization and the helps to enhance the effectiveness of the managers and helps to solve the conflict arises in the organization. The review revealed that Leadership style is a unique concept accepted in both managerial levels and academic literature. From the review of past studies revealed that a leader should become more confident, stronger and more committed towards their work. Blake and Mouton leadership styles are different from the conflict resolution and managerial effectiveness. The instruments for measuring the managerial grid, conflict resolution strategies and managerial effectiveness were explored. Managerial Grid, being a multi-dimensional concept was found to be related with the behavioural phenomena. A few studies investigates that leadership plays an important role in the organization. Few studies revealed that Leader can lead the follower successfully with the traits of self-confidence, Communication skills and others. The review of literature revealed the need to conduct a comprehensive study of managerial grid with relations to conflict resolution and the managerial effectiveness among the managers in the service and manufacturing sector, as very studies existed in the Indian context. The factors affecting the leadership styles, conflict resolution and the managerial effectiveness were found to be less research area. The relationship of leadership styles with conflict resolution strategies and the managerial effectiveness was found to be a subject of research gap and interest. Based on these, Study the managerial grid, conflict resolution strategies and the managerial effectiveness were sought to be identified, hence according to these research gaps, the present study was undertaken with the following objectives:

- 1) To prepare the Managerial grid and identification of Leadership styles on the basis of Managerial Grid among Managers.
- 2) To study the Conflict Resolution Strategy among Managers.
- 3) To measure the Managerial Effectiveness among Managers.

- 4) To study the relationship between leadership style and Conflict Resolution Strategy among Managers.
- 5) To study the relationship between Leadership styles and Managerial effectiveness among Managers.
- 6) To study the relationship between Conflict Resolution Strategy and Managerial effectiveness among Managers.

In order to attain the objectives research methodology chapter has been designed which includes the objectives, hypothesis, and research design, sampling technique, data collection, research instruments and finally the statistical analysis approach was explained. A descriptive study was designed using the stratified sampling technique for drawing a number of managers from the service sector and the manufacturing sector. Service and Manufacturing sector are the two broader areas in which the banking sector data has been collected from the service sector and the automobile sector data has been collected from the manufacturing sector. The respondents were drawn from the SBI, HDFC and the Automobile sectors managers located in the NCR which comprises of the 23 districts. A total 254 fully filled questionnaire were received from Banking and Automobile sector managers working in the NCR. The research instrument used for data collection consisted of 3 parts including (i) Managerial grid by Blake and Mouton (1985) consisting of total 18 statements in which 9 statements measures the people orientation and remaining 9 statement measures the task orientation among the managers (ii) Conflict resolution strategies by Pareek and Purohit (1997)It contains 20 Items, in which 4 items measures the confrontation, 4 items measure the compromise, 4 items measures the negotiation, 4 items measures the withdrawal and 4 items measures the resignation conflict resolution strategy (iii) Managerial Effectiveness by Seeta Gupta (1996) ). It contains 45 items and measuring 16 dimensions of managerial effectiveness were identified, viz., confidence in subordinates, communication & task assignment, networking, colleagues management, discipline, resource utilization, management of market environment, conflict resolution, integrity & communication, client management & competence, motivating, delegation, image building, welfare management, consultative, and inspection & innovation. The statistical analysis approach included

descriptive statistics and correlation analysis has been used. The data analysis was done using 20.0 versions of SPSS.

In the data analysis objectives has been achieved with the help of statistical tools. In order to study the managerial grid, conflict resolution strategy and managerial effectiveness descriptive statistics has been used. To study the relationship among leadership styles, conflict resolution strategies and the managerial effectiveness correlation analysis has been used. Data analysis related to the managerial grid which comprises of the five styles of leadership styles which are Authoritarian leadership style, Team leadership style, Country Club leadership style, impoverished leadership style and middle of the road leadership style. In further dealt with the conflict resolution strategies and the Managerial effectiveness among the managers working in the Service sector as well as the manufacturing sector. Conflict resolution inventory sub categories into five parts such as conformation, compromise, negotiation, withdrawal and resignation conflict resolution strategies. The Managerial Effectiveness scale has been divided into the 16 factors which are named as Confidence in subordinates, Communication & Task Assignment, Networking, Colleague Management, Discipline, Informal Communication, Management of Market Environment, Conflict resolution, Integrity & communication, Client Management and Competence, Motivating, Delegation, Image building, Welfare management, Consultative and Inspection & Innovation. So in the study there are total three variables Managerial Grid, Conflict Resolution Strategy, and Managerial Effectiveness. In the study there are broadly six objectives which tell about variable and the relationship of one variable with the other variable.

The result revealed that the manager working in the SBI, HDFC and the automobile sectors were fallen in the team leadership style in the Blake and Mouton's managerial grid model. SBI bank managers and the automobile sector managers were more human oriented whereas the HDFC bank managers were more task oriented orientation. This shows that human oriented managers believes in strong relationship with subordinates, customers and with the other members who were directly or indirectly associated with them. In the second objective researcher study the conflict resolution strategies among the managers of the SBI, HDFC and the Automobile

sector. The study found that SBI, HDFC and the Automobile sector managers prefer the resignation and withdrawal conflict resolution strategies. They try to compromise the situation so that maintain the healthy working environment in the organization for their prospective employees. They always try to withdraw from that situation where the chances of the conflict arise and resign from the conflict. They always try to maintain the harmony in the organization because if the environment of the organization works smoothly then the output they can generate more from the prospective employees. The third objective of the study is to study the managerial effectiveness among the managers. The study found that SBI bank managers are more effective on the motivating, welfare management and colleague management factor of the managerial effectiveness scale. This shows that SBI bank managers motivates the employees to work and always cautious about the employees welfare. These types of managers believes in the work in a team or a group and the colleague who are working and associated with them should satisfy so they give the best output form the productivity HDFC bank managers are highly effective on the motivating, welfare management and the colleague management factor and the In the automobile mangers were highly effective on colleague management, motivation and communication & task assignment.

In the present study research study the individually the factors that is managerial grid, conflict resolution strategies and the managerial effectiveness among the managers. After studying the individual behaviour study deals the relationship among the variables such as managerial grid and conflict resolution strategies and with the managerial effectiveness. The present study measure the relationship among the variables viz; leadership styles, conflict resolution strategy and managerial effectiveness. The study found that there is positive correlation among the leadership style and the conflict resolution strategies among banking sector managers. There is significant relationship between the leadership styles and conflict resolution strategies. Leadership style helps to resolve the conflict from the organization and there is positive moderate correlation between leadership styles and conflict resolution strategies among the automobile sector managers. In the other objective study found that there is positive correlation among the leadership style and the managerial



effectiveness among banking sector managers. There is significant relationship between the leadership styles and managerial effectiveness. Leadership style helps to enhance the managerial effectiveness among the managers. There is positive correlation between leadership styles and managerial effectiveness among the automobile sector managers. There is significant relationship between the leadership styles and managerial effectiveness. In the variable of conflict resolution strategy and managerial effective the present study found that positive moderate correlation among the conflict resolution strategy and managerial effectiveness among banking sector managers. There is significant relationship between the conflict resolution strategy and managerial effectiveness. An effective manager can resolves conflict easily from the organization. There is positive correlation between conflict resolution strategy and managerial effectiveness among the automobile sector managers. There is significant relationship between the conflict resolution strategy and managerial effectiveness.

Gentry *et al.* (2016) depicted that there are numerous challenges faced by the leaders everywhere in the South Asia. The challenge faced by the Indian leader is “The ability to convince and influence other stakeholders to follow the regional and global direction”. So in current era leader faced many difficulties to fulfil and achieve the objective of the organization. Effective leader is always a need for organization and the leader plays a vital role in the organization and as they prepare strategy for the organization which helps to retain the good employees, plan compensation for their employees, leads to their prospective employees in all situations and it also able to enhance the skills of the employees in effective manner. This research makes a contribution to South Asia because this study helps to identify the orientation and leadership styles of the managers. This study also contribute to study the conflict resolution styles of the managers which is always creates a problem everywhere in the organization. In today’s era the organization demands those managers or leaders who can work comfortably with the employees and make the environment pleasurable so that they can give their best output to the organization This study also found that the managers who are working in a service sector and manufacturing sector fallen in the team leader styles this shows that as per the demand of the situation they can work it means they are very high on relationship and high on the task also and they are using Withdrawal conflict resolution strategy to resolve the conflict arise in the

organization. In order to enhance the effectiveness of the managers they are highly effective on colleague management, motivation and welfare factor in the managerial effectiveness scale.

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## INTRODUCTION

In the present scenario a manager needs to be creative. So leaders and managers must be in today's organizations expert, achiever, catalyst, visionary agile and many more. In the emerging world organization require those person who can face challenges and can accomplish the goal on time. Competent leader perform at various level of the organization so, the success rate of the organization depends upon the efficiency and effectiveness of the competent leader. Leadership is essential for organizational excellence in the global economy. Leader always find new dimensions to perform, define the mission, and also create an environment for development of business. Leaders always interact with the outsider and inspire people to achieve their task on time.

In the context of changing paradigm of business scenario, growing complexities, acute competitions, government rules and regulations, model of leadership is also changed. In the current scenario, leadership plays a crucial role in every managerial work due to the advancement and modernisation of the technology. Leadership helps to become more focused towards work and their abilities to handle a particular task. In the past times, various studies were conducted in the area of leadership styles and they indicates that the leadership determines the effectiveness of an organisation and reviews suggest that there is no such warning that, the importance of leadership will reduce in the future. Leadership changed the attitude towards technological advancement and successfully increased the knowledge with more dynamic working and helpful in changing social demand. Leadership is the core of any profession therefore; by improving knowledge skills as a result can perform effectively in crises.

A leader is a person who influences the stakeholders for the various activities performed in a group for achieving group goal as well as the organisational goal. The word "leadership" was derived from the term 'lead'. The word 'To lead' has two denotations, to excel (or to be in advance') and 'To guide' (to govern and to command others or to head an 'Organization'). The first importance emphasis the qualities of leaders while it is the second importance of leadership that is followed in business management. (Sahni, 2010). Leader measures the effectiveness of the work and efficiency of the task with the different methods. Leaders maintain the relations with

the other for long term. There are different leaders with different leadership qualities. Some of the leaders believes in the task accomplishment, some of the leaders beliefs in building relations, some of them are not in task nor in relationship. In the year of 1964 Blake and Mouton gives managerial grid model to identify the leadership styles along with the behaviour of task accomplishment and building relations.

### **1.1: The Managerial Grid**

Robert Blake and Jane Mouton in between 1958 to 1960 was first introduced the concept of “Grid” and was printed in 1964 (Blake and Mouton 1964). The managerial grid model was principally subjective by Fleishman's perform on commencing structure and consideration (Blake, Mouton and Bidwell 1969; Blake and Mouton 1982b). Fleishman discovered two areas of leadership behaviour which were called “thought and starting structure” (Fleishman 1957a, 1957b; Fleishman and Peters 1952). Thought spoke to conduct impersonating regard for subordinates convictions and thought of their perspective. Starting structure measured to the sum to which a pioneer organized and clears his or her job and those of subordinates to achieve official associations’ objective. Blake and Mouton's behavioural dimensions, first dimension i.e. "Concern for Production", imitated a basic frame of mind towards achieving results, and second measurement i.e. "Concern for People", expressed the deliberateness for others applied when leadership was implemented. The discussed dimensions were showed in figure.1.

#### **Blake and Mouton’s Managerial Grid**

The Managerial Grid Model given by the Robert Blake and Jane Mouton as presented in Figure 1 used two axes:

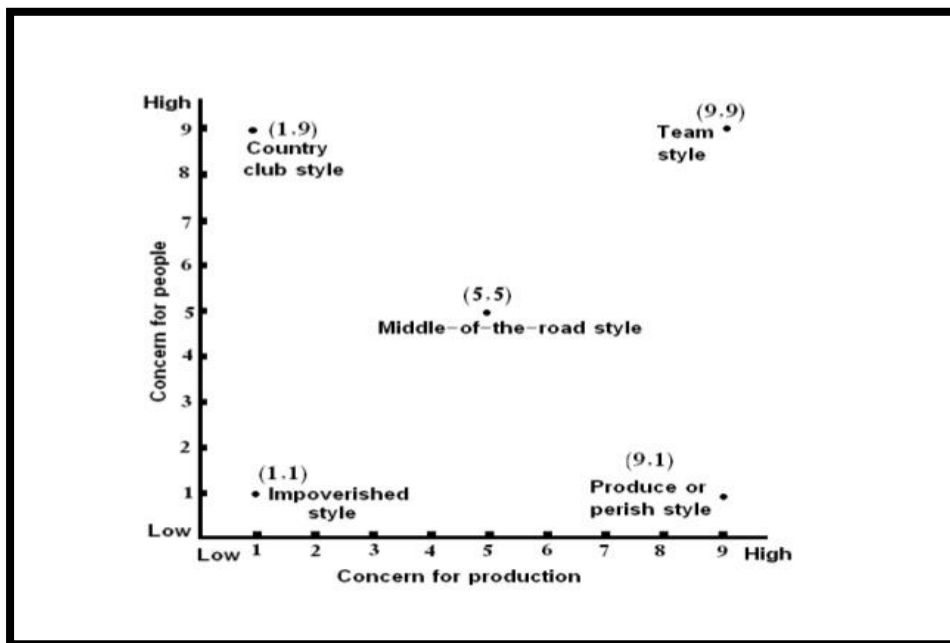
- a) Concern for people or People orientation shows on the X-axis
- b) Concern for a task or task orientation was plotted on Y-axis.

There are two axes X and Y, and both of these axes have range from 0 to 9. Blake and Mouton proposed the 5 leadership styles which are concentrating the conduct of individuals who were in administrative positions.



- a) Authoritarian or “Production or Perish” (9, 1).
- b) Team leader (9, 9).
- c) Country Club Leader (1, 9).
- d) Impoverished leader (1, 1).
- e) Middle-of-the-road leader (5, 5).

Figure 1: Blake and Mouton’s Managerial Grid



Blake and Mouton (1964)

### 1.1.1 Authoritarian Leaders (High on Task orientation, Low on Relationship oriented)

Authoritarian leadership style depicts that people who were high on the task orientation style and were found low on relationship orientation in the managerial grid. In the authoritarian leadership style, there is no scope for cooperation and collaboration. Authoritarian leaders majorly focus upon the task orientation, and they were profound on the agendas, and they always expect that people should follow them without confronting. Authoritarian leaders were not focusing on human orientation; it shows that they have intolerant behaviour. It creates a problem for the subordinate to contribute to the decision making which may lie in favour of the organisation.

### **1.1.2 Team Leader**

In the Managerial Grid Model, team leaders focus on both the orientations, i.e. task and people style. Team leader leads by optimistic model and tries to create a group atmosphere in which all group members can touch their uppermost possible goals and vision with the help of their prospective employees. They generally form and lead some of the teams for the accomplishment of goals.

### **1.1.3 Country Club Leader**

Country club leaders are high on relationship building with the other, but they are low on the task orientation. These types of leaders use mainly compensation command to retain discipline and inspiring the team to complete its goal. Country club leaders are virtually incompetent, but they have more disciplinary coercive and legal powers. This incapability may results that using such skills, a team may endanger relationships with the other group members. This style of leader is called a free Leadership style.

### **1.1.4 Impoverished Leader**

The impoverished leadership style shows low orientation on both the task orientation and the relationship orientation. These sorts of leaders utilize delegate and vanish the executive's style. Ruined leaders were not devoted to for assignment achievement and support; they basically permit their group for its prerequisites. They are in favour to separate them from the other team members.

### **1.1.5 Middle-of-the-road (Equal Concern for task orientation, Equal concern for people orientation)**

Middle of the road managers have equally concerns for both the orientation, such as task and people. Middle of the road leaders can balance, and they are compromising in nature. These sorts of individuals need to continue business as usual as politicians. Leaders having this style attempts stressed to harmony between association objectives and specialists need. In the wake of handover some worry to both generation and individuals, pioneers who utilize this style, can complete appropriate on administrative framework, yet doing as such gives away a snapshot of each intrigue

with the goal that neither production nor groups fundamentals were meet (**Blake and Mouton 1964**).

The figure 1.2 represents the brief description of determinants of Managerial Grid Model.

Sr. No.	Determinants of Managerial Grid Model	Features of the Managerial Grid Model
1	Impoverished leadership style (1,1)	<ul style="list-style-type: none"> <li>❖ Generally Unproductive</li> <li>❖ Avoid Captivating Sides</li> <li>❖ Difference in Opinion</li> <li>❖ A Leader has neither getting any benefit for making plans for accomplishment nor for making a work tendency that is fulfilling and empowering.</li> </ul>
2	Middle of the Road leadership style (5,5)	<ul style="list-style-type: none"> <li>❖ Compromiser, thoughtful, Strong, and Strong to keep one and all happy.</li> <li>❖ Equal concern for both viz. task orientation and people orientation.</li> <li>❖ Disillusioning, tumbling to give the best out of individuals or their generation capacity.</li> <li>❖ Settling for normal execution and frequently trust.</li> </ul>
3	Country-Club leadership style (1,9)	<ul style="list-style-type: none"> <li>❖ A leader will pursue compromiser between employees' and clarifications which are suitable for everybody.</li> <li>❖ The leader stresses being benevolent and keeping human connection smooth.</li> <li>❖ Although the development might invigorate, the leader tends dispose of smart thoughts on the off chance that they are relied upon to reason challenges between workers.</li> </ul>
4	Authoritative leadership style(9,1)	<ul style="list-style-type: none"> <li>❖ Monocratic</li> <li>❖ They tend to confide in a focal framework and the utilization of power.</li> <li>❖ A leader has severe work principles, strategies, and system.</li> <li>❖ Leader assessments punishment as the most genuine intends to expand the spirit of representatives.</li> </ul>
5	Team leadership style (9,9)	<ul style="list-style-type: none"> <li>❖ Leader debates a problem with the employees seek their ideas and give them the freedom to act.</li> <li>❖ Complications in working relationships handling by promising individuals directly and endeavoring to effort out solutions with them.</li> </ul>

(Blake and Mouton, 1964)



Managerial grid model depicts the various styles of the managers under the dimensions of concern for production and concern for task. The managerial grid model helps to understand the style of a leader. The leader has to take many decisions in the organization due to conflict arising in day to day activities. The conflict resolution strategies depend upon the style of a manager. The managers working in organization can prefer different conflict resolution strategies at different times to resolve the conflict from the organization.

## **1.2 Conflict Resolution Strategy**

Conflict in groups is frequently circumvented and blocked because of its undesirable consequences and to pursue dependability, constancy and synchronisation within the group (Nadler and Tushman 1990). Refereeing has grown-up as a most noteworthy subfield of auxiliary conduct. Compromise isn't just an apparatus for managing distinction inside a current network framework; it can likewise be a strategy that encourages beneficial network change toward a touchy and sensible framework (Fisher 2000).

The conflict situation section consisted of five types of strategies, and these are Resignation, withdrawal, confrontation, compromise and negotiation.

### **1.2.1 Resignation**

The apex of preventive mode resigned- concerning the conflict with a sense of powerlessness. Strife is looked at as an element of existence, arising because of the absurd stand of out-group, consistently hostile. Other type of resignation is overlooking the combat. It even takes the way of turning down the obnoxious situation in a little hope that the feud will be resolved on its own in due term.

### **1.2.2 Withdrawal**

Another mode of restraining is to stay away from the situations of clashes. It may take many different forms. Pursuit to get away from the major conflict may be due to the observation of the out-group, as combative but still amenable to question. A second way may be to pull back from the combat when it starts. The disengagement may be

from the plight or form the liaison with out-group. Substantial split may be a third form of withdrawal. It would comprise of a different location and termination of all the other listed activities. The fourth type of withdrawal may be to characterise the horizons of communication with the out-group and the restrictions to the limits..

### **1.2.3 Confrontation**

When the circle perceives the out-group to be opposed to its concerns and unreasonable, the form of confrontation may be accepted. Confrontation is tackling out an issue to get a solution in one's assistance that has been implemented by management or trade unions. It may point to what Blake, Shepard, and Mouton call the win-lose trap. They have proposed ten elements that add to this trap: win-lose direction, concluding ranks and expanding cohesion, consideration of leadership, position contrast, action and counter-action , negative stereotypes related to the adversary, perception of personality representing the same, intellectual exaggeration, minimization of commonality and difference heightened, comprehension of one's proposal being more momentous than the understanding of the competitors proposal.

### **1.2.4 Compromise**

If the out-group is interested in peace, (and as reasonable), an effort might be made to pursue a mediation. It is a process of sharing the gain, without resolving the conflict. It can be done by bargaining.

### **1.2.5 Negotiation**

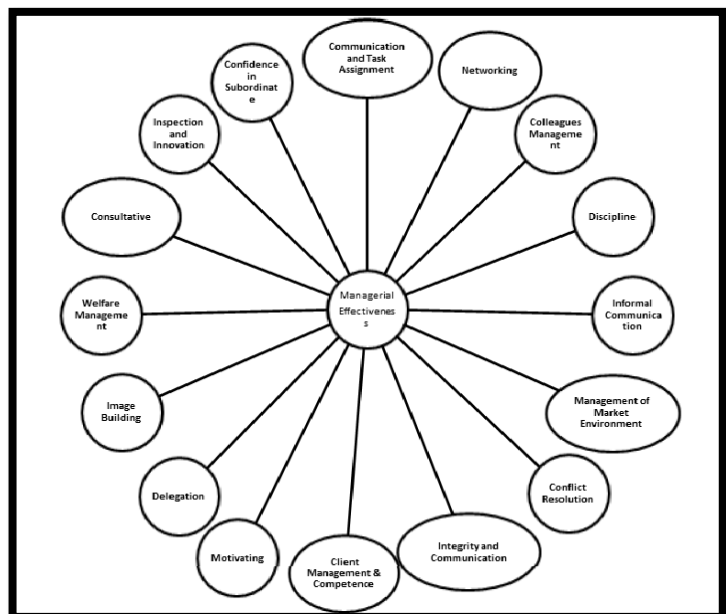
The almost agreeable quick-fix can be developed only when two of the groups jointly challenge the combat and discover its answer. This model is known as negotiation. The negotiation model or style of conflict management is a mature way of dealing with the situation. Negotiation mode is feasible when the out-group is concerned with both the ways in reconciliation and solving a problem. Negotiation comprises of repeated interaction with out-group to find a solution which helps in maximising the advantages of both the groups. Negotiation envisages mutuality of interests, relationship of joint exploration and searches for the most satisfying answer. This mode is also called a problem- solving approach.(**Pareek and Purohit, 1997**)

There are generally five types of conflict resolution strategies to resolves the conflict from the organization. If a manager wants to deny the situation can use the negotiation conflict resolution strategy and so on. An effective manager can resolves the conflict from the organization by various techniques like communicate properly to the channel motivate the employees, maintain the discipline and as the requirement of the employee can change or adapt the things. In the success of resolution of conflict managerial effectiveness plays vital role in the organization.

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### 1.3 Managerial Effectiveness

The third component of the study is managerial effectiveness. Managerial effectiveness may be defined as the objective of achieving behaviour. Managerial effectiveness accomplished if a individual is an effective manager. An effective manager is one who is positive in his nature, his managerial process and the result of the process.



One of the main characteristics that contribute to managerial effectiveness is leadership. Managerial effectiveness shows the leader's capability to

achieve the preferred result. It tells about how leader relates his/her skills and capabilities to guiding and guiding others regulates whether he/she can meet those results effectively. In relation to output, Managerial effectiveness is time and again defined as a success –what a manager achieves. Gupta (1996) well-defined managerial effectiveness as the "capability of a manager to bring out the activities essential of his/her location while attaining the outcomes both current and regarding developing further potential".

In 1996 Seeta Gupta recognized sixteen dimensions of managerial effectiveness viz; confidence in subordinates, communication & task assignment, integrity & communication, client management & competence, motivating, delegation, image building, networking, colleagues management, discipline, resource utilization, management of market environment, conflict resolution, welfare management, consultative, and inspection & innovation.

### **1.3.1 Confidence in Subordinate**

An effective manager tolerates the mistakes of his/her team members, and this kind of error use as learning opportunities. Being an effective manager he/she should be trustful to the employees. So that their employees or subordinates can depend upon him/her for support in any situation. They share all the essential development, or any critical information that helps to build the subordinate's confidence in future.

### **1.3.2 Communication and Task Assignment**

Communication and task assignment defines that leader believes in conveying appreciation, and giving compliments to the subordinates and also to the followers who are currently working with him/her. The primary role of the leader is to assign the task to the competent people or whose competency matches to the particular job. The leader can run smooth work and can accommodate easily with the help of their subordinates.

### **1.3.3 Networking**

A leader always tries to communicate with the members who are essential for the organisation whether from inside the organisation and outside the organisation. The effective leader develops good relation with the government as well as the other regulatory bodies. They also involve other people to finish a job on time.

#### **1.3.4 Colleague Management**

The term colleague management shows that the subordinate meet the expectation of the boss. It helps in understanding the nature of the organisation's input and product markets, competition and the technological environment. The leader understands the need and goals of the colleague and effective leader always encourage the subordinate to achieve their objectives. The primary role of the leader is to devise proper control for monitoring the performance of the staff members. A leader always tries to interact with colleagues in order to make effective working relations with them.

#### **1.3.5 Discipline**

Indiscipline leader behaves as action orientated leader. In an organisation, the leader needs to maintain discipline and try to avoid indiscipline behaviours such as persistent, disordered, and incompetent and the unethical conduct of the subordinates.

#### **1.3.6 Informal communication**

A leader can acquire scarce financial, human and technical resources in the organisation. To maintain the harmony of the organisation, leader always like to discuss the rumours, gossip and the grapevine with the subordinates. The crucial role of the leader is to develop and enhance the personality of the underlings who are directly or indirectly associated with him.

#### **1.3.7 Management of Market Environment**

The leader has to make relations with the outsiders such as the customers, suppliers, vendors, external meetings and community services activities etc. leader should try to solve all the problems with the outsiders who matter to the organisation.

#### **1.3.8 Conflict Resolution**

An effective manager always tries to maintain the dignity of the industry and keep all the employees, subordinates and others associated satisfied. An effective leader resolves the conflicts on time because if the dispute remains for a long time that time then it will affect the growth and overall production of the company.

### **1.3.9 Integrity and Communication**

The leader has a quality of being honest and having strong moral principles for their employees. In order to maintain the integrity and communication leader should set a personal example for the subordinates and employees who are associated with him. Leader has to interact with tough, boning and honest people in day to day life and face to face resolves the problems of their followers.

### **1.3.10 Client Management and Competence**

An effective leader always likes to take challenges in the assignment and ensure its successful completion. An efficient leader always welcomes the suggestion given by the top management, middle management and lower management.

### **1.3.11 Motivating**

An effective manager or leader communicate frankly with their immediate superiors and always try to motivate and inspire staff for any excellent performance. Leaders always try to drive and encourage staff for outstanding performance. Top level management organised the structure in a manner that employees already know that what to expect from management. Good leaders create favourable working conditions for their respective employees, subordinates and followers so that they can enjoy the work that they are doing.

### **1.3.12 Delegation**

In delegation, subordinates are free to work in a team, and they work as a team even in the absence of the leader. The assistants are not over-dependent upon the leader in the assigned work.

### **1.3.13 Image Building**

In this trait leader always appreciate and reward the employees to foster a spirit of collaboration and teamwork in subordinates. An effective leader tries to contribute in building up the image of his/her area and the whole organisation. They believe in resolving conflicts between the assistants and self so that they make the organisation satisfied and retain the employees for the long term.

#### **1.3.14 Welfare Management**

An effective leader always believes in fair allocation of work to the subordinates, and tries to distribute work as per the effectiveness of the worker. They believe in providing support to subordinates and still concerned about the welfare of the people who directly or indirectly associated in the organisation.

#### **1.3.15 Consultative**

An effective manager always consults the critical issues and any other problem faced by the organization with the subordinates and other team members. In an organisation leader always try to get cooperation and consensus between conflict parties.

#### **1.3.16 Inspection and Innovation**

A competent leader delegates the responsibilities and authorities to their subordinates. A leader always encourages the assistant to decide take their own decision making and boosts morale and satisfaction of the workers so that they can enhance their skills and gives their best to increase the productivity.

(Gupta 1990)

**Table 1.3.1 Factors that measure the Managerial Effectiveness among the managers**

<b>Sr. No.</b>	<b>Factor Name</b>	<b>Sample Items</b>
<b>1</b>	<b>Confidence in Subordinates</b>	Subordinates trust me, Tolerate mistake, and build confidence in subordinates.
<b>2</b>	<b>Communication and Task Assignment</b>	Conveying Appreciation, compliments, Assigning tasks, match competencies, coordination of activities and easily accessible

<b>3</b>	<b>Networking</b>	Communication with outsiders, Relation with Government, involve other people
<b>4</b>	<b>Colleague management</b>	Meets expectation of boss, understand the nature of market, competition and environment, Understand goals of colleagues and Devise proper control for monitoring performance.
<b>5</b>	<b>Discipline</b>	Action-oriented and Behavior of subordinates to be disciplined
<b>6</b>	<b>Resources utilization</b>	Procuring resources, Discussing rumors and help subordinate development
<b>7</b>	<b>Management of Market environment</b>	Interaction with suppliers, customers etc. Communication with outsiders who matter
<b>8</b>	<b>Conflict resolution</b>	Keeps colleagues satisfied, resolving conflict
<b>9</b>	<b>Integrity &amp; Communication</b>	Setting personal examples for integrity face to face communication
<b>10</b>	<b>Competence and Client management</b>	Challenges & competing them, the suggestion from clients
<b>11</b>	<b>Motivating</b>	Frank communication with superiors motivate staff, people know what to expect, good conditions- people enjoy work
<b>12</b>	<b>Delegation</b>	Subordinates can't work as team and subordinates over dependent
<b>13</b>	<b>Teamwork and Image building</b>	Spirit of collaboration, building an image of the corporation, resolving conflicts of subordinates
<b>14</b>	<b>Welfare management</b>	Fair allocation of work, support to subordinates and concerned about the welfare
<b>15</b>	<b>Consultative</b>	Consult subordinates and consensus between conflicting parties.
<b>16</b>	<b>Inspiration and Innovation</b>	Delegation responsibility, encourage to decide and boost morale

**Gupta (1996)**



#### **1.4 Rationale of the Study**

In today's current era Leader plays an important role in day to day life. Leadership always drew attention in an organisation due to its success or failure chances in the organisation. Leadership remains needed in the organisation for the accomplishment of the goals and to meet the vision and mission of the Industry. It was accounted for in the writing that organisation focused upon the mission, vision and achievement of objectives **Locke and Kirkpatrick (1991)** and **Jones and Goffee (2000)** According to the investigation of Gentry et al. (2016) delineated that there are various difficulties looked by the pioneers wherever in South Asia. The test looked by the Indian chief is "The capacity to persuade and impact different partners to pursue the territorial and worldwide heading". So in current time pioneers confronted numerous challenges to satisfy and accomplish the target of the association.

A successful leader dependably a requirement for development and survival for long haul in the association. The leader assumes a fundamental job to get ready systems and holds the correct workers, plan remuneration for the forthcoming representatives. It empowers to improve the aptitudes of the workers in successful way, since now a days the vast majority of the businesses confronting difficulties because of contention in the association. As per the requirement of the present scenario, an effective manager or leader always proves him/herself asset for the organisation. In this study, there are 16 factors for measuring the managerial effectiveness of the managers. The purpose of the current study is to measure the leadership style of the managers, conflict resolution strategies among managers and the managerial effectiveness among managers. The present study help to find out the orientation style of the manager and the leadership style it means currently which of leadership style they use to resolve the conflict. It also measures style of conflict resolution strategy among managers. The present study also focuses on managerial effectiveness among managers,

#### **1.5 Proposed Model of Research Study**

Managerial Grid Model by Blake and Mouton (1965) is the base for this research study. The proposed research model for this study is built on the concept of managerial grid, conflict resolution strategies and managerial effectiveness, including

its orientation towards task or people, leadership styles, different strategies and factors of managerial effectiveness. Banking and manufacturing sectors are the main pillars of this model.

Based on the model of Blake and Mouton (1965) this model has been prepared to investigate the orientation styles of the managers and their leadership style on the basis of Managerial Grid Model. It will contribute to develop and explore the leadership style of the managers working in banking and automobile sectors. This Managerial Grid Model focuses on majorly five style of leadership viz. country club style, impoverished style, middle of the road style, authoritarian style and team style.

The present research in conflict resolution strategies makes more clarity on different types of conflict resolution techniques and it is helpful to resolve conflict from the organization. Conflict resolution has emphasized on the resolution techniques, which contributes to maintain decorum of the organization. Furthermore, the dimensions of conflict i.e. confrontation, compromise, negotiation, withdrawal and resignation is being emphasized. Particularly with the resolution of conflict from the organization, signifies the growth and productivity of the organization.

The study also focuses upon the managerial effectiveness among the managers working in the banking and automobile sectors. The present research is making more comprehensibility on the different factors of the managerial effectiveness. Managerial effectiveness in behavioral terms, evaluated manager on selected job oriented criteria such as communication, cost awareness, delegation of work, labour relation etc. The managerial effectiveness makes dynamic, result oriented and inspiring leaders, who have concern for people and senses of identification for a company.

The proposed study tries to overcome the limitation of previous studies as specification of variable and construct measurement. Though the required variables i.e. Managerial Grid Model, conflict resolution strategies and managerial effectiveness were covered under this study, other significant variables viz. job satisfaction, work commitment plays a major role in the study of Managerial Grid Model.

The model is expected to contribute the literature and address the Blake and Mouton Managerial Grid Model and its contribution with different strategies and factors of managerial effectiveness. As the time changes, organization adapts different strategies and styles to sustain for a long time.

According to Sherwood and Concetta (2005) today leaders have more competency and consistency to motivate employees and build trust between the management and the subordinates. Therefore, the present model integrated several theories regarding Managerial Grid Model, strategies to resolve the conflict and various factor for an effective manager.

The present study explores the leadership style and tries to find out the concern for production and task through Blake and Mouton model. These two orientations help to prepare the leadership styles, secondly study the conflict resolution strategies and in the third objective explore the factors of managerial effectiveness. There are major three variables in study of Leadership Styles, Conflict Resolution Strategies and Managerial Effectiveness. These three types of relationships are proposed in present study.

## REVIEW OF LITERATURE

Leadership Style plays a significant role in determining the behaviour and attitudes of employees in an organization. In the recent study of leadership has drawn attention due to its role in the failure or success of an organization. Effective leadership is needed for an organization's accomplishment and hence helps to recognize and explain the effective leadership is critical. Now a days, effective managers are defined by inspirational and encouraging others, promoting a positive work environment, accepting and managing feelings, building bonds, communications, guidance and so forth. **Locke and Kirkpatrick (1991)** depicted that effective leaders are different from other people in certain key respect such as honesty and integrity, self-confidence, cognitive ability etc. Study founded that leaders acquire the necessary skills to formulate the vision and for necessary skills. **Jones and Goffee (2000)** conducted a study to analyse the qualities of inspirational leaders and also focused on leaders need vision and energy. The study founded that building of collaboration and solidarity between leaders and followers and also found that followers are hard to find the leaders who excel at capturing people's heart, mind and spirits. A good leader should have ability to tackle the problems and knock out the people from their comfort zone. **Laurie and Heifetz (2001)** depicted the study on the role of leader; knock the people out of their comfort zones and engaging people in their work. The study also focused on the responsibilities, values and way of working of leaders. The study found that ability of leaders to tackle hard problems and to engage people in confronting the challenge, adjusting their values, changing perspectives and to teach new habits of doing work. Leaders always focused upon planning, solving problems and organizing in better way. **Kotter (2001)** conducted a study to analyse the work of leaders what they really do, leaders prepare organizations for change and help them to cope as they struggle. The study also focused on planning, solving problems and organizing organizations in better way. The study found that leaders have potential and skills for planning development. They encourage managers to participate in the business activities and reward them. Study also found that leadership centred culture was the ultimate act of leadership. **Thomas and Bennis (2002)** depicted the meaning of extraordinary leader as: they are stronger, more confident, and more committed in their work. This study helps leaders to force their deep self- reflection, and can

examine their values, questions and their assumption and judgment also. The study founded that the person not only survives in an order, but they learn from it, emerge stronger and more engaged. The study also found that it allows leaders to grow from their crucibles instead of destroying them. This is the stuff for true leadership. **Torbert and Rooke (2005)** conducted a study to analyze the seven transformations of leadership such as opportunist, diplomat, expert, achiever, individualist, strategist, and alchemist. The study helped to know the characteristics, strength, and weakness. The study founded that with the help of transformation they can share their visions and lead to realize the visions and this study also found that strategies help to develop and define their strengths.

In the current changing dynamics of global market, leaders plays an eminent role in accomplishment of organizational goals and attainment of tasks. Leaders may help to remove tensions, harmonize misunderstanding and deal with disruptive behaviours (**Fisher2000**). So as a leader, the managers must be able to adapt the leadership style that works for the group for which they are responsible. **Zaccaro et al. (2001)** conducted a study to identify how leaders create and handle effective teams and also focused on leader-team dynamics through the lens of functional leadership. In order to attain the objective the sample was in form of 4 superordinate and 13 subordinates. The study found that leadership style and team process both are interrelated with each other and both are influenced to each other. **In the study of Sherwood and Concetta (2005)** conducted a study to examine the relative influence of competence, consistency and motivational intension upon the defined task and relationship dimensions of trust in leaders. The study selected 345 employees and multiple regression tools to attain the objective with the help of SPSS. The study found that competency and consistency explain more variance in task than in relationship-oriented trust, and the study also found that motivational intension explain more variance in relationship than in task-oriented trust. To build the trust between the management and the subordinates the Managers should have a good communicator. In the study of **Vries et al. (2010)** conducted a study to investigate the relations between leaders' communication styles and charismatic leadership, human-oriented leadership (leader's consideration), task –oriented leadership (leaders' initiating structure), and

leadership outcomes. The study operationalized six main communication styles such as Verbal aggressiveness, expressiveness, preciseness, assuredness, supportiveness, and argumentativeness. The study found that charismatic and human-oriented leaderships are mainly communicative, while task oriented leadership is significantly less communicative. The study also found that communication styles were strongly and differentially related to knowledge sharing behaviours, perceived leader performance, satisfaction with the leader and subordinate's team commitment.

From above all studies states that effective leader are always different from other leaders in certain key aspects such as their integrity, honesty and self-confidence, whereas some studies put emphasis on extraordinary leadership style and these types of leaders are more stronger, confident and they are also more committed towards their work. So, from all the studies we are able to know the strength of effective and extraordinary leader in current era. As in this era demands for self-confident leaders so in this respect Blake and Mouton managerial grid model gives the shapes to their leadership qualities in the leadership styles. This model helps in measuring the task orientation as well as the people orientation towards the managers who plays a role of leader in the organization.

## **2.1 Managerial Grid**

**Blake and Mouton's** attitudinal dimensions were called "Concern for Production", reproducing an essential attitude towards attaining results, and "Concern for People", referring to the thoughtfulness for others applied when leadership is exercised. **Blake and Mouton** have published more than 40 articles and books which are contributing their theories (**Blake and Mouton, 2002**). After the Blake and Mouton many authors studied the managerial grid which is originally given by **Blake and Mouton**. These are some authors which are also worked upon the Managerial Grid (**Dunphy 1996; Roberson 2005; Damirchet al., 2011; Willianset al., 2013; Gilvaniaet al., 2014**). In the year 1978 **Kobett** attempted to examine the effect of Grid program on organizational climate, job satisfaction, power relationships, and leadership style were assessed with pre-test, post-test, and fourteen month longitudinal follow-up measurements. To attain the objectives one way ANOVA and DUCAN's multiple

range test were used to analyse the data. The study found that Grid program itself had not caused any major variables to change and that any change in satisfaction and climate were probably due to separate factors in the organization. After assessing the Grid program with the various factors such as organizational climate, job satisfaction and power relationships. **Ali et al. (2011)** worked upon the relationship between the personality traits and leadership styles. The study conducted to examine the relationship between teacher's personality traits and leadership styles. The study selected 120 male and 108 female employees of public elementary and high schools of Lahore, Pakistan. In this study various statistical techniques like Factor analysis and regression analysis has been used to analyze the data. The convenient sampling technique was used. The study found that there is a correlation between personality traits and leadership styles and highlighted those traits which are associated with effective leadership styles i.e. People oriented so that teacher become aware to adopt those traits which produce effective behaviour and change.

**Dunphy (1996)** conducted a study to analyse the restructure and update the managerial Grid concept by creating an "Entrepreneurial Grid". The study found that nature of entrepreneurial work activities differs from the nature of managerial work activities, "true entrepreneurship" and the study also found that potential entrepreneurs could be assessed for weakness in their ability to undertake both entrepreneurial and administrative activities with the intension of improving area of weakness. In order to improve the motivation of employees leadership plays a prominent role. In the study of **Einarsenet al. (2007)** defined the organized and repeated behaviour by a leader, supervisor or manager that interrupts the valid interest of the organization by decline and interrupting the organization's goals, tasks, resources, and effectiveness and the motivation , well-being or job satisfaction of his/her subordinates. The study found a link between the field of leadership and research on bullying, counterproductive behaviour, and aggression at work. **Singh and Singh (2009)** conducted a study to find out how much concern the engineers have for other staff members. The study found that half of respondents felt they worked for their own personal gains rather than the welfare of the world. **Nauman et al. (2010)** conducted a study on empowerment, leadership styles and customer

services. The main aim of the study is to examine the moderating effect of degree of virtuality on the relationship between empowerment and leadership style. The study found that there is a significant relationship between empowerment climate and the leadership style and also significant relationship between leadership style behaviour and project performance. Results showed that empowerment has an effect on concern for task and concern for people and also found that moderate relationship between empowerment and concern for people.

**Roberson (2005)** conducted a study to identify those with appropriate skills and ethical beliefs to fill leadership positions. The study found that a 9, 9 or team approach is the most effective leadership style for many organizations and study also found that there is a relationship between level of existence and leadership styles. Organization demands high productivity and high involvement employees in their organization. In the study of **Ather and Sobhani (2007)** focused on the concept of managerial leadership and also examined the leadership styles especially 'Managerial Grid Theory' from Islamic point of view. The study supports high productivity and high involvement of employees in an organization. From the Islamic point of view 9, 9 styles may be the target as ideal leadership to become successful managerial leadership. Islamic managers also supports the 5, 5 styles of leadership.

**Kocet al. (2013)** conducted a leadership styles of the Turkish managers, were examined in scope of **Blake and Mouton's managerial Grid** in terms of the age, gender, education level, working years as a manger, marriage statue, sectors and whether professional education have. The study selected 771 managers from private and public sector and in order to attain the objective the descriptive statistics were used with the help of SPSS. The study found some differences in managerial styles of managers in term of some variables accordance to managerial Grid such as to be senior, to be married, to have high education level, managerial positions, and working years and to have professional education training positively affect managers' managerial behaviours. **Eagly and Johnson (1990)** conducted a study to comparing the leadership style on the basis of their gender. The study assumed that women lead in an interpersonally style and men leads to the task oriented style and also female and male did not differ in these two styles in organization studies. This study investigated



on two leadership studies i.e. laboratory studies and assessment studies. The study found that women tended to adopt more democratic or participative style and as compared to men women are less autocratic or directive. **Kudo et al. (2012)** conducted an exploratory study which examines how leadership potential can develop in children through specific parenting practices. This study tried to investigate whether adolescent children raised in an authoritative parenting environment can be linked to transformational leadership. The data has been collected from 245 adolescent boys and girls. The study exposed a positive relationship between authoritative parenting practices, emotional autonomy, mastery orientation and transformational leadership **Simo et al.(2017)**.

**Dulewicz and Higgs (2004)** conducted a study to investigate the new leadership dimensions questionnaire and related framework for assessment an individual's leadership style in relation to the context in which leaders work. This study designed the 3 new leadership dimensions scales to measure the organizational context, follower commitment and leader performance, also studied the relationship between personality and leadership. In order to attain the objective 222 leaders and managers have been selected from the public and private organization. The study concludes that five factor model of personality factors do not account for any additional variance on any leadership style at a significant level. The study also found that organizational context; follower commitment and leader performance scales are reliable on leadership styles. **Zafar (2011)** depicted a study to analyze the relationship of Blake and Mouton's leadership Grid with the conflict resolution strategies of the leaders and these strategies are accommodating, avoiding, compromising, competing and collaborating. The study selected three categories of executives in the banking industry, comprising of 19 employees in each categories were those of managers, senior managers and top executives. The study found that team management supervisor is expected to prefer a collaborating resolution strategy, middle of the road supervisor is expected to adopt a compromising strategy, and task oriented supervisor is expected to adopt a forcing strategy. **Willianset al. (2013)** conducted a study to examine the leadership style and self-directedness of undergraduate students enrolled in two separate agriculture leadership courses. The study also described the student's

leadership style and student's self-directed learning style and relationship between students' leadership style and self-directed learning style and also relationship between students' location on **Blake and Mouton's** Leadership Grid and level of self-directed learning. The study selected 93 students and in order to attain the objective descriptive statistics and correlation method was used with the help of SPSS. The study found that there is a strong correlation between people orientation leadership style and self-directedness and the majority of the students had a country club leadership style. **Damirch et al. (2011)** conducted a study to surveying and applying managerial grid model in Iranian Prosperous Organization, according to **Robert Blake and Jane Mouton** dominant patterns of behaviour to understanding the leadership style. The study selected 165 employees from the Iranian Prosperous Organization's. The study found that all the companies are roughly close to the middle of the road area (5, 5 scores) in the leadership grid. **Gilvania et al. (2014)** conducted a study to surveying and applying managerial grid model in Iranian Prosperous Organization, according to Robert Blake and Jane Mouton dominant patterns of behaviour to understanding the leadership style. The study selected 165 employees from the Iranian Prosperous Organization's. The study found that all the companies are roughly close to the middle of the road area (5, 5 scores) in the leadership grid. **Mishra et al. (2015)** conducted a study to prepare the Managerial grid by using Managerial grid Model given by **Robert Blake and Jane Mouton** on selected manufacturing Industry. The study selected 35 employees were those of managers, supervisors and top executives in the manufacturing Industry and for all 35 managers individual grid has been prepared. The study found that most of the employees fallen in the Team Leadership style i.e. high on concern for task and high on concern for people. **Garg et al. (2018)** depicted a study to make the managerial grid of higher education through Blake and Mouton managerial grid model. The study found that most of the respondent fallen in the task oriented leaders and all they are fallen in the team leadership style in Blake and Mouton Managerial Grid. **Cho et al. (2018)** found that authority obedience management and team management have significant effect on academic achievement. The study also found that leadership is not influential when controlling for family factor. **Sousa and Rocha (2019)** suggested that game based learning approach is an effective approach to develop leadership

skills. There are various skills which primary developed were; motivation, facilitation, coaching, mind-set changing and communication. **Fotohabadi and Kelly (2018)** conducted a study on the variable of authentic leadership and conflict management the study found that there is significant relationship between authentic leadership and conflict management.

**Gartzia and Baniandres (2016)** conducted two experimental studies to investigate whether observer's perception that leaders are people oriented leads to the perception that they are less effective in task performance. Study found that when observer perceived that leaders are high in people orientation they attributed them a worse performance in relevant managerial tasks such as managing a financial transactions, guaranteeing the quality of manufacturing process or increasing profits. **Mishra et al. (2016)** prepare the managerial grid and identify the leadership style of the managers. The study found that the managers are people oriented and they fall in the team management style of leadership. **Cai et al. (2018)** study found that Jane Mouton and Robert Blake promote the managerial leadership grid and through their work as consultants to a variety of profession and organization. **Roy (2019)** depicted a study in 11 nations and found that Belgium and Portugal conformed to the original theoretical framework of Blake and Mouton managerial grid. The present study also found that managerial grid model interpreted by the paradigm shift in estimation from an organizational point of view to country's point of view.

From above all the studies, it is clearly understood that Managers are task oriented as well as the relationship oriented. As per the organization need they work accordingly, but when the situation of conflict arises in the organization then how they overcome from that conflict situation. Because if the conflict comes in the organization it effects the growth of the company reduced. So, to overcome from conflict situation this study helps leaders to resolve the conflict in the organization.

## **2.2 Conflict Resolution Strategy**

Conflict management has grown into a major subfield of organizational behaviour. Conflict resolution is prescribed not simply as a mechanism for dealing with difference within an existing social system, but also as an approach that can facilitate

constructive social change toward a responsive and equitable system, (**Fisher 2000;Nair 2007**)attempted a study to connect the literature on conflict and that of emotions with the help of previous study to find out the new areas of exploration for study. The study found that the link between emotions and conflicts has received little attention both in the literature on conflict and that of emotions. **Ekhoully and Buda (1996)** conducted a study to investigate the impact of culture on styles of handling interpersonal conflicts. In order to attain the objectives two regions of world were chosen i.e. Middle Eastern Countries and states (n= 913) and US (n=144). MANCOVA was used to analyse the data. The study found that Arab Middle Eastern executives use more of an integrating and avoiding Styles in handling conflict while US executives use more of an obliging, dominating and compromising style. **Drew et al. (2001)** conducted a study to examine the psychometric qualities of two versions of the newly developed test for conflict handling. The lean version included problem solving, forcing, yielding, and avoiding as distinct conflict management strategies. The study found that substantial convergence between self-reports, opponent reports and observer rated behavior for problem solving, forcing and yielding but not for avoiding. **Rahim (2002)** depicted a study to attain and maintain a moderate amount of substantive conflict in non-routine task at various levels and to reduce affective conflict at all levels and also enable the organizational members to select and use the appropriate styles of handling conflict so that various situations can be effectively dealt with. The study found that relationship of the amount of conflict and conflict-handling styles to their sources and learning and effectiveness and the management of organizational conflict involves the diagnose and intervention in conflict.

**Bernardin and Alvares (1975)** conducted a study to measure the relationship between discrepancy scores and effectiveness rating among superiors and subordinates and between subordinated and first line supervisor and perception of forcing, compromising and confrontation behavioral strategies of the first line supervisor in role of conflict situations. The study selected 129 employees working the Midwestern manufacturing firm and randomly sampling was used. The study found that there is significant correlation between effectiveness ratings and resolution strategies and result also indicated that the perceptions of role conflict resolution

strategies were a function of organization level and conflict type. **Zhenzhong et al.(2008)** depicted a study to map the intellectual structure of conflict management studies and also to investigate the key themes, concepts, and their relationships of conflict management with previous literature. In order to attain the objective citation and co-citation analysis and social network analysis has been used. The study found that the previous studies focuses upon three key themes of conflict such as workplace conflict and conflict management style, culture differences in conflict management, and conflict management in practices. The study also found that previous research has been done on group conflict and work performance has a gained momentum. **Vollmer (2012)** conducted a study present empirical research on conflicts in innovation in organization. The study found that there is a relationship between conflict and innovation in different levels of the organizations and it also shows that different aspects of conflict as antecedents of innovation, where as some addresses conflict as outcome of innovation and behavior or structure.

**Bernardin and Alvares (1976)** conducted a study to analyze the relationship between ratings of leadership traits and conflict resolution method was investigated in a large midwestern manufacturing firm. The study selected the 129 employees who were assigned to a construction and maintenance department. In order to achieve the objective ANOVA techniques was used. The study found that perception of the most efficient resolution strategy is affected by both organizational level and conflict types. The study also found that employees are more team oriented as compare to individual.**Doucetet al. (2008)** conducted a study to evaluate the influence of manager's leadership styles on both the levels and the nature of the workplace conflict. The sample has been selected from the hospital employees in Canada. To fulfil the objective confirmatory factor analysis and multiple regressions has been used. The study found that two conflict dimensions such as cognitive and relational in nature do not drive completely from the same mechanism, whereas only two out of eight leadership dimensions evaluated influence both cognitive and relational conflicts. The study also found that inspirational motivation has negative impact on cognitive conflicts while intellectual stimulation and passive management by exception is fostering it. The study also found that inspirational motivation and

individual consideration negatively influence relational conflict whereas management by exception active and management by exception passive impact it positively.

**Brewer et al. (2002)** conducted a study to examine the relation between biological sex, gender role, Organization status and conflict management behavior of males and females in three similar organizations. The study selected 118 employees from lower and upper status. The study found that gender role masculine individuals were highest on the avoiding style, and androgynous individuals on the integrating style and the study also found that upper organizational status individual was higher on the integrating style while lower status individuals reported greater use of avoiding and obliging style. **Oetzel et al. (2007)** depicted a study to demonstrate the importance of face in conflict situations, and there is direct relationship of face concern to frame behaviours. The study also investigate the relationships among self, other and mutual face concern and 11 face work strategies within Chinese, Japanese, German and USA national culture in recalled conflict situations. The study selected the sample of 768 participants from China, Japan, Germany and USA who recalled a conflict situation. The study majorly found that other faces associated with remain calm, apologize, private discussion, giving in and pretend positively and express emotions negatively. Self-face is associated with defended positively and mutual faces are associated with aggression negatively; associations among face concern and face work strategies have some culture differences, but largely consistent for the criticize culture relationship among face and face work. **Brahnam et al. (2004)** conducted a study to investigate assumptions that may exist regarding the relationship between gender and conflict management and the study also compare the conflict resolution strategies of male and female in the IS Midwestern university. The study selected 163 students enrolled in undergraduate IS courses at a large, Midwestern University. In order to attain the objectives both ANOVA and t-test analysis were used. The study found that women are more likely to utilize a collaborative conflict resolution style than men and men are likely to avoid conflict. **Way et al. (2015)** depicted a study to investigate the extent to which employee outcomes are affected by shared perception of supervisor conflict management style. The study also aims to assess cross level moderating effects of supervisor conflict management style climate on the positive association

between relationship conflict and these outcomes. The study selected the 401 employees nested in 69 workgroups. The study found that high collaborating, low yielding and low forcing climates were associated with lower anxiety/ depression, harassment and claim thought. The direction of moderation showed that the positive association between relationship conflict and anxiety/ depression and bullying has stronger positive supervisor conflict management style climates than for negative supervisor conflict climates (low collaborating, high yielding and high forcing).

**Jehnet *et al.* (2014)** conducted a study to examine the effects of asymmetric perceptions of task conflict on the anticipated relationship with the partner, as well as subjective and objective performance. The study selected 84 psychology students at a Dutch university as a sample. The study found that when individuals realize that they have asymmetric task conflict perceptions, they have lower expectations about having a positive relationship with their partners and perform worse compared when they have symmetric task performance, it means they were experiencing both either low or high levels of conflict. **Nets (2013)** conducted a study to collective memory of conflicts around major events in the context of Palestinian conflict. The study contributes to the promotion of conflict management system. The study also found that historical conflict events that are central in the rivals impacted to the identification of the collective memory of the conflict. A leader encourages the team members to avoid conflict and the **Ordaz *et al.* (2014)** also depicted a study to analyse the influence of two categories of conflict antecedents input and behavior antecedents on the level of relationship conflict in top management teams. The study selected the sample of 64 top management teams. In this study the top management team's size does not affect the relationship conflict-either directly or indirectly. The study concludes that encouraging intragroup trust and value consensus among top management teams' members facilitates the integrated behavior of the team. The study also concludes that behavioural integration may allow conflict to be constructive. So it shows that forms should make an effort to encourage this psychological context. **Yeung *et al.* (2014)** conducted a study to examine younger and older employees' use of five conflict strategies to handle an actual conflict incident with other employees. The study also tests whether older employees, as compared with younger employees, would use more

avoiding handling conflicts with supervisor but less dominating to handle conflicts with subordinates. This study investigates whether the interaction effect between the role of the conflict partner and age would be explained by goal interdependence. In order to attain the objective study selected the sample of 280 Chinese managerial and executive employees aged between 22 and 66 years. The study conclude that older employees utilize more avoiding to deal with conflicts with supervisor and less dominating with subordinates as compare to younger employees. The study also found that age difference in avoiding and dominating strategies explained by cooperative and independent goals held by the participants in the conflict incident. The study concludes that the negative effect of avoiding on interpersonal relations was shown only among younger employees but not among older employees. Team empowerment can increase both knowledge sharing and intra group conflicts in working teams. **Jiang et al. (2014)** conducted a study to examine the relationship between empowerment and team performance through the mechanisms of knowledge sharing and intra-group conflict. The study found that team empowerment can increase both knowledge sharing and intra group conflicts in working teams. The study also found that knowledge sharing facilitates team performance, while intra group conflicts inspire team performance in long run. **Kong et al. (2016)** conducted a study to examine how negotiators' self-evaluated emotions perception was related to their value-claiming performance when they received contingent versus fixed pay for their value claiming performance. The study found that emotion perception and value claiming performance was stronger in the contingent versus fixed pay condition. The study also found that negotiation and perception are the dependent predictive value of negotiation traits.

**Yang et al. (2014)** conducted a study to identify the roles of trait affectively and momentary moods in conflict frames and conflict management. Data has been gathered from 1545 observations, involving 180 individuals. The study found that controlling over anger raised from the conflict scenario, both positively trait affectively and positive momentary moods found to be positively related to a compromiser frame. The study also found compromiser frame predicts a cooperative strategy, and win frame predicted a competitive strategy. **Bai et al. (2015)** depicted a



study to introduce a new cognitive style, dialectical thinking, to demonstrate how it can influence a leader's impact on team conflict and employee performance. The study also focuses upon whether and how leaders' dialectical thinking would influence employee's performance with conflict management. The study selected 222 employees in 43 teams from multilevel structure form manufacturing firms in China. The study found that leaders' dialectical thinking had positive relationships with employee creativity and in role performance. The study also found that relationship was mediated by the leaders' conflict management approach and team conflict in sequence. **Jungst and Blumberg (2016)** depicted a study to examine the quality of embeddedness in social network can buffer the negative effect of conflict on performance. The study concludes that there is a negative relationship between conflict and performance become non-significant for those employees who have access to extraordinary quality of social networks. The conflict can be resolved and found new possible solutions with the idea of logic model, this model helps in analysing and generating possible solutions in field of conflict. The study of **Lempp (2014)** explores the formal logic model practically to conflict analysis and resolution. This model helps to motivate the thought of the conflict which can be understood as unpredictable sets of interests. In order to fulfil the objective a propositional model has been used which was centered upon propositional logic, this helps in analysing conflict. The logic model illustrate on Obama administration and the Syrian Government chemical weapons programme. The study found different resolutions such as compromise, which is found minimum aggressive solution or explanations companionable with definite pre-defined norms. There is a relationship between conflicts as previous circumstances of organizational learning competence. **Guinotet al. (2014)** conducted a study to explore some antecedents related to organizational learning capability which are focusing upon altruism and relationship conflict. The study selected the structural equation technique to find put the relationship among relation conflict and conducted a survey on Spanish firm which is recognized as excellence in HRM. The study found that relationship conflict is hypothesized as a mediated variable which explains how altruism increases the organizational learning. Conflict also happens between two generations working under one roof. **Mukunden et al. (2013)** worked on conflict style adopted by the gen Y students. In order to attain

the objective of the study **S. Purohit** scale has been used on 136 students pursuing under graduate and post graduate in the city of Cochin. The study found that male prefer the approach modes of conflict i.e. confrontation, compromise, and negotiation. The study also found that females preferred both approach (confrontation, compromise, and negotiation) and avoidance (withdrawal and resignation). The dominant conflict style was not related with the Y generation.

Supervisors can use goal orientation character as a principle in choosing team members and also can frame the task and discussion of the members who were working in a team and openly share their divergent opinion and took advantage from them. **Huang (2009)** conducted a study to explore the moderating result of team goal orientation and conflict management approach on the basis of linkage between task conflict and relationship conflict. The data has been collected from 529 team members who were working in 120 R&D department of Taiwan. The study found that team goal orientation and a conflict management approach moderated the relationship between task conflict and relationship conflicts. The study found that there is a positive weak relationship between task conflict and relationship conflict. The study also found that weak positive association among task conflict and relationship conflict among those employees who were engaged in cooperative conflict management and these employees do not participate with avoiding conflict management. **Curseuet al. (2012)** conducted a study to examine the triple interactions on the variables of task conflict, emotion regulation and temporariness on the development of relationship conflict. To fulfil the objective field survey has been conducted and data have been collected from 43 short term groups and 44 long term groups. The study concludes that highest chance for task conflict to progress into relationship conflict is when both the groups are less effective emotion regulation, whereas task and relationship conflict were scored high in long term group on emotional regulation.

For the better performance benefits of task conflict trust needs to be achieved among them. If trust is built among them then norms can be fostered, and task conflicts can be nurtured to train employees in conflict management. **Loughry and Amason (2014)** conducted a study to find out the positive relationship among task conflict and team performance. The review of literature has been used to support the findings of

the study. The study concludes that there is high level of correlation between task, relationship and process conflict. The study also found that conflicts affects the task conflict and performance. Individual difference and the conflict management affects the relationship among task conflict and performance. **Jehn et al. (2014)** depicted a study for the purpose of measuring the effect of asymmetric observation of task conflict on the predicted relationship with the associates. In order to attain the objective sample has been selected from 84 psychology students studying in Dutch University. In this study out of 84, 25 males and 59 females has been selected with the average age of 21. The study found that individual feels that they have asymmetric task conflict perception; they also have less expectation about positive connection with their partners. The study also found that students perform worse when they have symmetric task perceptions. **Yang et al. (2015)** conducted a study to identify the factor which leads to a person's conflict resolution strategy, with specific focus on affects and conflict frames. The study found that when people interpret and handle conflicts, they have constant liking and also being motivated by their temporary mood and any conflict induced emotions. **Kumar and Dissel (1996)** presented a study to identify the possible risks of conflict and also suggested some strategies for decreasing the possibility of such conflict. The study found that if the planned benefits of the collaboration are to be recognized and continued, corporates need to cultivate the collaboration by expecting these risks and handling them proactively. **Walter et al. (1998)** conducted a study to find out the relationship between gender and negotiation competitiveness. The study found that women were significantly more negotiator than men when challenging beside challenger who pursued a negotiating strategy. Maintain high level of performance and innovation firms should arrange for employees suitable training highlighting on the importance of the conflict management style particularly the integrating style. In the study of **Zhang et al. (2015)** tried to find out the relationship among emotional intelligence, conflict management style and innovation performance. In order to attain the objective more than 500 times bootstrapping has been done to verify the mediating roles of different conflict management strategies. The study found that emotional intelligence has positive significant relation with the integrating, compromising, and dominating style. The study also found that integrating style has positive relation with innovation

performance. **Pazos (2008)** depicted a study to explore the role of goal-oriented attitudes and behaviours as antecedents of conflict management and also study its impact of conflict management on team outcomes in virtual teams. The study found that team goal is significant predictor of successful conflict management. The study also found that teams are more actively involved in preventing and solving their conflicts experience a significant increase in the relationship between commitment to team goal and team performance. In the study of **Lu and Wang (2017)** also examined the relation between conflict management styles and relationship quality. The study concludes that integrating style is positively correlated to relationship quality, whereas the compromising style is negatively related to relationship quality. **Mckibben(2017)** analysed that conflict manager and positive resolution and encourages mutual role respect among the well-being of team members, and study also found that conflict management also facilitate optimum team functions and promotes the delivery of high quality care of patient. **Tanveer (2017)** depicted that leadership styles are significantly associated with relationship conflict. The researcher also found that positively moderate relationship between conflict and laissez faire leadership style. **Mukundan and Zakkariyo (2019)** analysed that manager are shading of the typical gender stereotypes and being more androgynous, also found that significantly difference in conflict management style was found only in confrontation style. Unlike the female category androgynous and masculine managers used more of approaches mode of conflict. **Zakaria and lazim (2018)** discussed about a detailed discussion on practices of different conflict management styles in various cultures and settings. The study found that conflict management style is inter correlated with the culture, religion and orientation. The study also found that conflict is highly dependent upon the situation and environmental factors. In a group people prefer accommodating, compromising and collaborating style of conflict resolution strategies. **Anand (2019)** attempted a study to understand the handling styles of conflict resolution methods by management students. The study found that marketing students preferred integrating styles when they wants to resolve the conflict. **Rupcic and Svegar (2017)** depicted a study to examine the statistically significant difference with regards to problem solving, yielding, forcing, avoiding and compromising with respect to gender, degree and program. The study found that problem solving were the

most widely used in conflict resolution strategies. Study also conclude that female students were found to have the strongest preference towards the problem solving and compromising strategy.

**Kelly and MacDonald (2016)** conducted a study to investigate leadership styles as related to solidarity communication. The study found that authoritarian leadership style was associated with the lowest solidarity and consist yielded with least job satisfaction. **Koeslag- kreunen (2018)** founded that team learning behaviour only involved sharing ideas engaging in constructive conflicts and co- instruction was not observed. The study also found psychological safety and team efficacy perceived as high by all team types. **Fotohabadi and Kelly (2018)** conducted a study on the variable of authentic leadership and conflict management the study found that there is significant relationship between authentic leadership and conflict management.

From the above literature, studies conclude that conflict can decline the productivity of the organization. The conflict misbalance peace, harmony, relationships in the organization. There are different types of conflicts arises in organization and different manager use different conflict strategies to resolve the conflict from the organization. As per some literature task oriented leader uses withdrawal conflict resolution strategy to resolve the conflict from the organization. So likewise different styles of leaders uses different conflict resolution strategies. A leader can resolve the conflict and can beave in different manners such as sometime good communicator, networking, and always think about the welfare of the management and colleague. So the present study measure managerial effectiveness among managers with high, average and low effectiveness among manager

### **2.3 Managerial effectiveness**

The review of literature related to Managerial Effectiveness among Managers. Managerial effectiveness is often defining in terms of output what a manager achieves. **Gupta (1996)** defined managerial effectiveness as the "ability of a manager to carry out the activities required of his/her position while achieving the results both current and in terms of developing further potential". **Zand (1972)** depicted a study to analyse the concept of trust and presents a model of the interaction of trust and

problem-solving behaviour and also examined the reports of the results of an experiment that attempted to test several hypotheses derived from the model. The study found that there were highly significant difference between the high trust group and low trust groups in the clarification of goals and the study also found that shared trust or lack of trust apparently are a significant determinant of managerial problem solving effectiveness. **Luthans et al. (1988)** conducted a study to analyze the relationship between directly observed managerial activities and organizational sub unit effectiveness. The study selected 78 managers from all levels and all type of large and small organizations including manufacturing, retail, financial, transportation and public sector organization. In order to achieve the objective canonical correlation analysis was used. The study found that there is a significant relationship between subunit effectiveness measures and the observed managerial activities. **Balaraman (1989)** defined Managerial effectiveness in behavioural terms which evaluated manager on selected job, oriented criteria such as communication, cost awareness, delegation of work, labour relation, planning and scheduling, securing inter departmental cooperation, training subordinates and utilization of capacity. The study found that Authoritarian/Autocratic styles is found to be a strong predictor of ineffectiveness and the study also found that leadership styles are the predictive of effective and ineffective communication skills. **Rajendhiran and Abhishek (2015)** conducted a study to examine the relationship of workers regarding their HRM practices and organizational performance in the workplace. In order to attain the objectives descriptive research has been used and the data has been selected from 100 employees who are working in SAIL Refractory India Ltd. The study found that there is significant, positive and meaningful relationship between HRM practices and the organization performance. **Joshi (1991)** conducted a study to explore the concept of managerial effectiveness as perceived by the Chief Executives. The study selected 133 chief executives. The study found that the chief executives perceived dynamics and inspiring leadership, result orientation, high concern for peoples and senses of identification with the company, to be most important indicators of managerial effectiveness. **Joshi (1995)** conducted a study to explore into the personal and organization factors contributing to managerial effectiveness. Data was collected from two groups of managers-the “effective” and the “not so effective” in a large number

of organizations. The study found that effective managers are more stable on their jobs, professionally qualified and satisfied with their careers. The study also found that managerial skills will also increase the effectiveness of managers involved in management development. **Singh and Vats (1991)** conducted a study to examine how managers can beneficially manager conflict and explored the background of conflict management and also studied probes existing theories of conflict management. The study found that favourable conflict resolution strategies emphasis on the integrator style of conflict management for effective conflict resolution. **Chauhanet al. (2014)** presented a study to understand the impact of situational variables (Organizational Climate) and the personal variables (tolerance of ambiguity, learned helplessness, managerial creativity) on the dependent variables of managerial effectiveness. The sample consists of 64 managers from 5 companies of steel and textile sector. In order to attain the objective correlation analysis has been used. The correlation result indicated a significant relationship between Organizational Climate dimensions (achievement, extension and affiliation dominance) with the dependent variable of Managerial Effectiveness. In 1971 Mott found majorly three measurements of the effectiveness which are productivity, flexibility and adaptability. In the other study of Jain (1991) with the help of factor analysis three factors of effectiveness has been measured which are functional, interpersonal and personal effectiveness.

**Bamelet al. (2011)** conducting a study to know the managerial effectiveness perception of employees working in the Indian organization. The study selected the 207 employee data as a sample. The study concludes that Indian executive's feels productivity plays an important role in effectiveness while following adaptability, quality and flexibility. **Rishipal (2012)** conducted a study to compare the managerial effectiveness and counterproductive work behaviour among the junior, middle and senior level manager. The studies also identify the nature of relationship between managerial effectiveness and counterproductive work behaviour among various levels of managements. The sample of manager selected from various manufacturing and service providing, semi government, non-governments organizations and private sector Indian enterprises as a non-randomized sample on the basis of availability of executives. The study found that Managers at different levels such a junior, middle

and senior differed significantly with each other in their mean counterproductive work behaviour. The study also found that senior and middle level managers showed that the dimension of counterproductive work behaviour was significantly influencing their managerial effectiveness on negative manner whereas in the case of junior manager no significant influencing value for counterproductive work behaviour as predictor of managerial effectiveness. **Vries et al. (2010)** conducted a study to investigate the relations between leaders' communication styles and charismatic leadership, human-oriented leadership (leader's consideration), task-oriented leadership (leaders' initiating structure), and leadership outcomes. The study operationalized six main communication styles such as Verbal aggressiveness, expressiveness, preciseness, assuredness, supportiveness, and argumentativeness. The study found that charismatic and human-oriented leadership are mainly communicative, while task oriented leadership is significantly less communicative. The study also found that communication styles were strongly and differentially related to knowledge sharing behaviours, perceived leader performance, satisfaction with the leader and subordinate's team commitment. **Vivek and Sulphrey (2015)** conducted a study to compare Managerial Effectiveness among different categories of business organizations. The study selected 240 employees of managerial cadre. The T-test was used to analyze the data. The study found that there is significant difference in ME among employees of public and private sector enterprises under manufacturing unit and also found that there is no significant difference is found among employees of public and private sector enterprises under service units. Managing consulting firms can assist clients to improve their competitive position. In the study of **Baijet al. (2016)** focuses upon importance and implications of managerial consulting firms for their clients. The study found that by increasing the importance of competence helps in management consulting firms to develop more and contribute to more hypercompetitive clients. Management consulting firms have information about the competences of the top accomplishment firms. In the study of **Sarvary(1999)** management consulting firms performed two distinct roles which can be called as competence leverage and competence building for clients. Competency leverage is expected to be helped by a mechanistic administrative structure for the clients to fulfil the assignment require categorized organizational forms. The



competency building and leveraging efforts helpful in evolutionary dynamics between client firms, industries and management consulting firms. (Powell *et al.* 2009) conducted a study to assess the effectiveness of the managers through managerial training and also identifies the changes of effectiveness over a period of 1952-2002. The study did not suggest of improvement in the managerial effectiveness during managerial training from 1952-2002. The study found employees are learning in nature, but the main problem faced by them is developing managers who are applying what they have learned in the managerial training program. Chauhan (2014) depicted a study to find out those highly adaptive managers in order to be highly effective. With the help of past studies books and reports able to conclude the current study. The study found that there are number of instruments work upon the managerial effectiveness but in totality instruments does not affect but the factors indirectly impacted upon the culture of the managerial effectiveness. To become a successful manager a leader should have competencies such as team building, communication and constant learning. The Qiao and Wang (2008) conducted a study to find out the managerial competencies required for successful middle level manager in China. With help of questionnaire distributed to Managerial Business Administration and EMBA students which examines their perception of managerial competences required for successful managers and 2 case studies has been conducted which focused upon acute competencies for the middle managers in take part in companies. The study found that team building, communication, synchronization, accomplishment and constant learning are the major competencies of middle level managers. Analoui (1998) presented a study on different behavioural and causal variables which helps to determine the effectiveness of the managers. The study selected the 217 senior managers and executives of the Ministry of Environment and Science and Technology as a sample. The study found that managerial abilities, skills and practices are the most important factors of causal factor helps for achieving effectiveness. Senior managers always need training for enhancing their skills in managing people in the organization. In the organization subordinates expect that senior manager and executives need to be self-disciplined. The study also explained that managers and officials have to motivate themselves so that they can increase the effectiveness. Loveland *et al.* (2014) examined the manager level consequences and also study the

differences between persons and environment fit in marketers and non-marketers. The study found that there is difference between marketers and non-marketers. The study found some traits such as customer orientation, visionary leadership, confidence and decisiveness helps to associate with higher career satisfaction in marketing.

**Rasdiat al. (2011)** conducted a study on public sector organization in Malaysia to explore the moderates' effect of managerial level among networking behaviours and career success. The sample of 288 managers has been taken who were working in the Malaysian public sector. The paper concludes that in-house visibility is the factor which increases the monthly income and individual career success. The study also found that managerial level of moderated the relationships between networking (Maintaining external contracts, internal visibility and socializing) and career success. Higher level of managers seems to be more socialize and powerful with the organizational members such as department heads and board of management. **Analoui (1995)** determined a study to see the relationship between managerial effectiveness and managerial skills and knowledge. The study also tried to find out the contribution of managers in attainment of people as well as task related skills and knowledge for the development and effectiveness. In order to attain the objective 110 questionnaires has been distributed among senior official and executives who were working in the Indian Railway Organization. Out of 110, 74 respondents were completed and in it 96 percent were male and only 4 percent were female. The study concludes that senior managers in the private sector need management training and development for increasing their knowledge, skills and effectiveness. On the senior position managers they felt that they require more people related skills. The senior managers can communicate effectively and they can easily manage and motivates people to improve their own work and empowering them to deal with day to day life problems and decisional situations. Managers who are working in lower and middle level are more successful which may not be effective on top positions. **Anzengruber et al. (2017)** depicted a study to show the importance of task, relations and change capability of managers on the hierarchical levels such as low, middle and top. The 2307 managers selected as sample from high tech industry. The study found that there is significant difference among effectiveness of managers using task, relation and change

capabilities. The study also found that at all hierarchical levels relationship capabilities are important and on the low and middle level task oriented capabilities becomes more important. **Analoui (1997)** presented a study which represents the concerned with improved effectiveness of managers working as senior managers and other officers in the Romanian public sector. The study selected more than 70 managers from 23 organizations as a sample. The study found the effectiveness parameters such as function of awareness, values shared by self and organization, demands and choices, abilities and skills required to get the job done. These effectiveness parameters help to improve the effectiveness of senior managers. **Alimba (2018)** conducted a study to measure the use and development of conflict handling style. The study found that conflict management is nothing to do with the termination or elimination of conflict neither it is an art of permanently resolving conflict. The study also concludes that it is a phenomenon that intends to reduce the volume and intensity of conflict where they are excessive and too high for people to actively socialize. **Bao (2009)** tried to analyze the similarities and difference between public and private sector organizations in terms of the managerial effectiveness from the dimensions of motivation, constraints and opportunities. The study targeting the senior managers in four multidimensional corporations from Chinese subsidiaries. The study found that constraints among senior managers can be resolve by providing specific opportunities and appropriate motivation. The study also found that teamwork and communication are two factors on which if organization emphasis then the effectiveness of senior managers for future development can enhance. Transformations middle level managers can provide options to the organizations for talent retention and sustain organizational performance. In the study of **Chaimongkonrojna and Steane (2015)** depicted a study to identify the impact of full range leadership development program on the middle level managers working in a furniture company situated in Thailand and also study the experience of leadership development. A sample 284 leaders and rates have been used. The study concludes that with the help full range leadership developments program the leaders' behavior and their outcome performance can be improved. Trust plays a complex and multi-dimensional role in success and the well-being of the employees in the organization. In the study of **Connell et al. (2003)** determine a study to find out the trust among

managers and subordinates and their relationship with a large organization in Australia. The study conclude that trust among the managers were very low. The study also concludes that with the perceived organizational support, procedural justice and transformational leadership helps to build the trust among the managers in large Australian organization. **Fitch and Ravlin (2004)** conducted a study to examine the role of team based discipline in the performance management. The study found that discipline shows an essential role in the successful teams and helps to maintain the balance of positive values among teams. Trust built positive cooperative relationship, helps in better understanding and develops effective and efficient trust building among the supervisors, subordinated and peers. In the study of **Knoll and Gill (2010)** conducted a study to generalize the trust model on the development of workplace trust in upwards and downwards relationship among supervisors, subordinates and peers. In order to attain the objective 187 human resource professionals from large Canadian corporation has been taken as a sample. The study found that trust was applicable model in building trust in organization among supervisors, subordinates and peers. The study also found that ability, benevolence and integrity are also necessary for trust in in organization. **Kottkeet al. (2011)** conducted a study to explain the role of confidence in top leadership and how to develop this confidence construct. In order to attain the objective 674 working employees selected as a sample. The study found that employees who showed confidence to top leadership were more committed, satisfied and more trusting for the organizations and their ideas seems to be meaningful and it helps to decrease the employees turnover in the organization. **Labbaaf and Cusworth (1996)** conducted a study to assess the management development training provided to the senior managers who were working in the Iranian steel industry. The study also tried to examine to increase effectiveness among senior (managers what is the need for managerial knowledge and skills. The study found that to perform job effectively senior managers in the lower level of the organization must have task related skills. The study also found that managers should have some managerial skills such as self-related and analytical, task and people to do work effectively. Main aim of the communication leads employees through the different phases of identification like targeting and appropriate media for innovation and culture. **Linke and Zerfass (2011)** conducted a study to create a change management outline for execution of an

innovation culture by the ways of internal communication. The study found that there is correlation between identification and internal media and also correlation between identification and action, so from this it is shows the importance of internal communication in developing a change framework. **Tal et al. (2013)** researcher examined the preference power of supervisors for achievement agreement in conflict situation. In order to attain the objective data from 120 bank managers have been taken as a sample. The study conclude that affect the workers performance working in the bank. **Eduardo et al. (2015)** conducted a study to identify perception of Colombians to effective and least effective managerial behaviour. The 27 mangers have been taken as sample. The result of the study found that as per Colombians perception effective mangers were those who were supportive to subordinates, caring, participative, understanding, caring, considerate, communicative and flexible and these kinds of managers are good problem solvers also. **Vilkinaset al. (2009)** conducted a study to examine the leadership roles in Chinese managers,also investigated the predictors of leadership effectiveness for Chinese managers. The data has been collected from 49 middle level managers and 142 of their subordinates. The study found that theChinese managers focused upon getting the job done and the monitoring performance which was followed by developing staff and networks. The study also found that there were moderate significant relationship among leadership role and effectiveness. **Willcocks (2002)** conducted a study to suggest the need of managerial effectiveness in public sector organization with respect to complexity and subjective nature. The study conclude that managerial effectiveness is basically about to understand the making sense of different role expectations which are helpful in framework development of managerial effectiveness.

**McGurk (2009)** conducted a study in the public sector organizations to find out the actual contribution of the managers in the organizational change of management and leadership development activities. The study found that the effect of individual middle level manager is little on the performance or organizational outcomes. The study also found that middle level managers performed better in second case when managers effectively trained by specific human resource policy and performed their potential leadership role in the organization. **Olson and Olson (2012)** conducted a study to

measure the impact of communication medium, task interdependence, and sequence of conditions on trust in a team. In order to attain the objective 22 subjects from eight groups have been taken as a sample. The study found that there were significant relationship between communication medium, task interdependence and trust, and individual perception of trust. Motivational skill enhances the team performance and the organizational skills of the managers who were working in top rated companies. In the study of **Smutny et al. (2016)** determined the relationship between skills of the managers and managerial effectiveness in the fictitious company. The managerial effectiveness has been measured from four different methods. In order to attain the objective 96 top managers from different fictitious companies took as sample. The study found that group performance which showed that profit of the company predicted by motivational skills, perceived effectiveness which showed the evaluation by the subordinates predicted by organizational skills. The other types of skills such as motivational, organizational, communication and cooperative managerial skills of the managers are predicted by the leadership self-efficacy. The study also found that in order to enhance the team performance and organizational skills managers have to focus upon manager's motivational skill. **Yuvaraj and Srivastava (2007)** presented a paper to find relationship between the managerial effectiveness and emotional intelligence. The study found that there is positive correlation between managerial effectiveness and emotional intelligence. The study also found that emotional intelligence plays an integral part in firm's recruitment and development process.

**Bamelet et al. (2013)** presented a study to investigate the factors such as productivity, flexibility and adaptability in public and private sector organizations on gender and the level of managers in relation their managerial effectiveness in the Indian context. In order to fulfil the objectives 200 Indian executives taken as a sample. The study concluded that public sector managers were found less effective as compared to private sector managers. The study also found that junior level managers were weakly associated with the organizations. **Singh (2013)** presented a study to see the relationship between managerial effectiveness and human resource practices (Planning, recruitment, selection and training and development). The data has been collected from both private and public sector organizations. To achieve the objective

214 respondents' data has been taken as a sample. The study found positive correlation among the managerial effectiveness and human resource management practices.

In the organizations product factors as industrial leadership, social and welfare management contribution in organizational growth positively contributed to managerial effectiveness and helps in motivate the successful manager. **Renu (2015)** depicted a study to understand the perception towards managerial effectiveness of executives working in the service centers in Punjab. In order to attain the objective the study selected the data of 100 executives as a sample. The study concluded that there were significant and correlation pattern among perception of managerial effectiveness. **Bamelet al. (2012)** determined a study to see the relationship between the dimensions of organizational climates and the managerial effectiveness in the Indian organizations. The 245 managers have been selected from Indian organizations. The study found that organizational dimensions named organizational process, altruistic behavior, communication, role behavior and orientation towards result helps to increase the managerial effectiveness. Dunbar (2018) conducted a study to measure the effective style for the manager. The study conclude that successful leader must be a successful communicator. A leader should be the means communicator between other members of management, subordinates and other outside parties. The researcher also conclude that a manager must be intuitive enough to recognize the distinction these values can be on each individual. **Chen et al.(2018)** revealed the findings that manager working in the public sector were found to be more predictable than those of working in the private sectors in adopting the integrating, avoiding and obliging approaches in conflict resolution strategies with their respective employees. The study also conclude that younger managers are more likely to compromise the situation and whereas senior managers do not adopt the dominating conflict resolution strategies with their juniors. **Verma et al. (2012)** analysed that public sector managers had higher confrontation and team effectiveness while the private sector has higher in other factors. The study found that team effectiveness varied sizes but were not statistically significant.

**Tonidandele et al. (2012)** conducted a study to examine the importance of dimensions of managerial skills with the managerial effectiveness. The dimensions of managerial effectiveness are technical, administrative, human skill, and the citizenship behavior. In order to attain the objective 773 managers have been taken as a sample. The ratings of the managerial skills were obtained from 360-degree assessment and the peer rating method. The study concluded that all the four dimensions of managerial skills were the predictors of the managerial effectiveness. In the dimensions of managerial skills human skills were more important than citizenship behavior and technical skills, whereas the administrative skills were overall important in the managerial effectiveness. **Wang (2010)** conducted a study to examine the Chinese managers' managerial behavior as observed by their colleagues, superiors, co-workers in the enterprises of China. In order to attain the objective the data of 66 managers have been taken as a sample. The study concludes that Chinese managers were found more supportive, caring, responsible, unselfish, self-disciplined and knowledgeable also. The study also concludes that managerial behavioural influences the managerial effectiveness. The study suggests that traditional Chinese managers emphasize on authoritarian management whereas the western encourage the participative management.

## **2.4 Research Gap**

In the present decade of 2011 to 2018 some value addition has been made and focus of the authors shifted towards the dynamic leadership styles like transformational leadership styles , leadership style on the basis of education level, managerial position , role of leader in organization context, follower commitment and leader performance. These leadership styles were capable enough to explain the role of a leader in ever changing environment in banking and automobile. It has been quoted in various studies ( Roberson, 2005; Ather and Sobjani, 2007; Willians *et al.* 2013; Gilvania *et al.* 2014; Gartzia and Baniandres , 2016) to ensure the growth of an individual and organizational is required to provide individual specific consultancy to managers on the basis of Blake and Mouton managerial grid model. Based on Blake and Mouton (1965) this model has been prepared to investigate the orientation styles of the managers and their leadership style on the basis of managerial grid model and also



focuses on majorly five style of leadership viz. country club style, impoverished style, middle of the road style, authoritarian style and team style. The individual skill mapping is done to check the various skills of the managers, so that the gap can be evaluated on the basis of planned is actual performance for the holistic growth of the manager. The individual grid helps to analyses the skills of the managers, based on the position and the tasks offered to them, which makes the evaluation simple and prompt. So the gap of the present study is to prepare the individual grid of manager working in the banking and automobile sector in NCR. The present study helps to organization to identify the managers as per the requirement of the situation. The grid helps to categories the leadership style of the managers, so if the organization needs to utilize the task oriented manager can pick only task oriented managers. If the organization needs to build more relation with other will pick the human oriented managers from the organization. The present will also explore the conflict resolution strategies adopted by the managers to avoid the conflict from the organization. The study also elaborates the managerial effectiveness among managers.

Conflict involves the issues and feelings of human beings in the organization, has many consequences. Some of these are functional and some dysfunctional. So the examination featured, that the individual manager will most likely know his/her conflict resolution techniques and managerial effectiveness in a day to day life (Zaccaro *et al.*, 2001; Thomas and Bennis, 2002; Shewood and Concetta, 2005). This study investigates conflict resolution strategies and managerial effectiveness among mangers working in banking and automobile sector in NCR. The sample drawn from banking industry i.e. SBI and HDFC and automobile industries viz. General motors, Hindustan motors, Honda car India, Hyundai Motor-I and Maruti Suzuki has been chosen as a sample , to draw relationship and conclusion from them. (Dumhy, 1996; Ali *et al.* 2011; Roberson, 2005 &2006; Ather and Sobhani, 2007).

There are significantly three factors has been examined viz, leadership styles, conflict resolution strategies and managerial effectiveness. In spite of the fact that these three factors were not investigated much in India for the consultancy reason. In India, banking division and car area of National Capital Region were not investigated with these three builds.

Further, previous researches have not explained the relationship of Blake and Mouton leadership styles with conflict resolution strategies, relationship of conflict resolution strategies with the managerial effectiveness and managerial effectiveness with the leadership styles (Curset *et al.*, 2012; Willians *et al.*, 2013; Mukunden *et al.*, 2013; Gilvania *et al.*, 2014). Mostly these studies explored the relationship with other variables like job satisfaction, perception self-directed learning, thus exposing a major gap of developing a framework of leadership styles, conflict resolution strategies and managerial effectiveness. This present study will identify the orientation styles of managers and will prepare the managerial grid model for an individual manager. The present study also examines the conflict resolution strategies and determines the managerial effectiveness among managers. The study also tries to find out the relationship between these three variables among the managers working in the banking and automobile sector in NCR.

## **RESEARCH METHODOLOGY**

The present research methodology chapter consists of objectives, hypothesis, research design and methods. Research design and further methodology deal with the population, sample size and research instruments, statistical tool explained in the later sections of this chapter.

### **3.1 Objectives of the study**

The present study is an attempt to Study on Leadership Style, Conflict Resolution Strategy and Managerial Effectiveness: A study of select Banking and Automobile Organizations. The followings are the objectives of the study:

1. To prepare the Managerial grid and identification of Leadership styles on the basis of Managerial Grid among Managers.
2. To study the Conflict Resolution Strategy among Managers.
3. To measure the Managerial Effectiveness among Managers.
4. To study the relationship between leadership style and Conflict Resolution Strategy among Managers.

5. To study the relationship between Leadership styles and Managerial effectiveness among Managers.
6. To study the relationship between Conflict Resolution Strategy and Managerial effectiveness among Managers.

The first objective was to prepare the managerial grid among managers who are working in the banking and automobile sector in the NCR region. The managerial grid model will also be helpful to identify the leadership styles among the managers. The second objective identifies which conflict resolution strategies have been used by managers to resolve the conflicts that arise in the organisation. The third objective of this research was to identify the managerial effectiveness among managers and it highlights the highly and less effectiveness among managers. The fourth objective is to check the relationship between leadership styles and conflict resolution strategies among banking and automobile sector managers. The fifth objective was to check the relationship among leadership styles, and managerial effectiveness, and it also helps to measure the extent of correlation among them. The sixth objective was to study the relationship among conflict resolution strategy and managerial effectiveness. The present study tries to find out the best possible combinations of the managers with the leadership style, conflict resolution strategy and managerial effectiveness.

### **3.2 Hypotheses of the study**

The present study is based on the three significant variables viz. leadership styles, conflict resolution strategy and managerial effectiveness. The Hypotheses are framed on the basis of the above given objectives. The following are the Hypotheses of the study:

**H<sub>01</sub>:** There is no significant relationship between leadership style and conflict resolution strategy among the Managers.

**H<sub>02</sub>:** There is no significant relationship between leadership style and Managerial Effectiveness among Managers.

**H<sub>03</sub>:** There is no significant relationship between Conflict Resolution Strategy and Managerial effectiveness among Managers.

### **3.3 Scope of the study**

The study has been conducted in banking and automobile sectors in NCR (Faridabad, Gurgaon, Mewat, Rohtak, Sonapat, Rewari, Jhajjar, Panipat, Palwal, Bhiwani, Mahendragarh, Jind, Karnal, Meerut, Ghaziabad, Gautam Budha Nagar, Bulandshahr, Hapur, Baghpat , Muzaffarnagar, Alwar and Bharatpur and Delhi). The present research is done on managerial level only. The key informants for the present study (three scale managers from banking and, senior level managers in automobile sector, who have decision making power in the organization) have been chosen as respondent to represent each firm.

### **3.4 Research Design and Methodology**

The present study applies the descriptive research design to conduct research a study on Leadership Style, Conflict Resolution Strategy and Managerial Effectiveness: A study of select Banking and Automobile Organizations. The present study describes the manager's leadership style, strategies to resolve the conflict from the organization and managerial effectiveness.

### **3.5 Sources of Data**

The data has been collected from the managers who are working in a banking and automobile sector in NCR. The sector has been selected by the GDP scores and by GDP scores manufacturing and service sector(<http://statisticstimes.com/economy/sectorwise-gdp-contribution-of-india.php>) has been chosen to fulfill the objectives. In the Manufacturing sector automobiles industry has been adopted because in this sector it is contributing more to the GDP, same as in the service sector, banking Industry accepted because it is providing more to the GDP. The Manufacturing sector data includes the Automobile Industry chosen from capitaline Plus database (<http://capitaline.com/SiteFrame.aspx?id=1>). To attain the objectives automobile companies have been selected from the list of automobile industries and data has been collected from those companies which situated in the NCR. The companies are General Motors, Hindustan Motors, Honda car India, Hyundai Motor-I and Maruti Suzuki.

In the service sector, banking industry has been chosen. Among the banking sector, public and private both sectors considered for the data. As per the market capital, SBI bank from the public sector bank and HDFC bank from the private sector bank has

taken for further research. In the banking sector, the managers divided into seven scales (<https://www.quora.com/What-is-5th-scale-in-the-banking-sector>) as per their designation. In this study, the highest three scales managers adopted for the study.

<b>Scale</b>	<b>Designation</b>
1	Officers
2	Assistant Managers
3	Manger
4	Chief manager
5	Assistant General Manager
6	Deputy General Manager
7	General Manager

### 3.6 Sample Size

The present study focuses upon the managers who are working in the automobile and banking sector in the National Capital Region (NCR). The study focuses as a target population to banking and automobile sector managers working in NCR.

The sample size of 253 has been taken for the analysis. From the banking sector i.e. SBI and HDFC 142 manager's data was taken and; from the automobile sector 111 data was taken.

Out of total 150 questionnaires distributed to the respondents, 142 were returned in the banking sector. There are total 23 districts data has been collected from the NCR region. The present study covers SBI and HDFC banks main branches which fall in the NCR. In the automobile sector from selected companies census data has been taken. In the automobile sector 150 questionnaires has distributed among managers and among all 111 respondents data taken from General Motors, Hindustan Motors, Honda car India, Hyundai Motor-I and Maruti Suzuki

The National Capital Region (<http://ncrpb.nic.in/ncrconstituent.php>) covers the territorial jurisdiction of National Capital Territory of Delhi, Haryana, Uttar Pradesh and Rajasthan.

Sub-Region	Name of the Districts
Haryana	Faridabad, Gurgaon, Mewat, Rohtak, Sonapat, Rewari, Jhajjar, Panipat, Palwal, Bhiwani, Mahendragarh, Jind and Karnal ( <b>thirteen districts</b> ).
Uttar Pradesh	Meerut, Ghaziabad, Gautam Budha Nagar, Bulandshahr, Hapur, Baghpat and Muzaffarnagar ( <b>seven districts</b> ).
Rajasthan	Alwar and Bharatpur ( <b>two districts</b> ).
Delhi	Entire NCT-Delhi.

### 3.7 Research Tools

The present study focuses upon three variables Leadership style, Conflict resolution strategy and Managerial effectiveness. The first objective to prepare the Managerial

grid and identification of Leadership styles on the basis of Managerial Grid among Managers, the standardised scale used which is developed by *The Blake and Mouton Managerial Model (1985)*. It contains 18 items; in which nine statements measure the task orientation, and other nine comments measure the human direction and after that, it helps to measure leadership styles such as (**Authoritarian Leaders, Team Leader, Country Club Leader, Impoverished Leader, Middle-of-the-road**) of the Managers.

**Concern for People:** Concern for people lies on the Y-axis. In the concern for people, leader considers the requirements of the team members, their interests, and area of personal development when deciding how best to accomplish a task.

**Concern for the task:** Concern for Task lies on X-axis. In the concern for task, leaders emphasises concrete objectives, organisational efficiency and high productivity when deciding how best to accomplish a task.

**Authoritarian Leaders (9, 1):** Managers are with this approach are a high concern for the task and less concern for the relationships or peoples.

**Team Leaders (9, 9):** Managers are with this approach are a high concern for the people and high concern for the relationships or peoples.

**Country Club Leaders (1, 9):** Managers are with this approach are a high concern for the people and less concern for the task.

**Impoverished Leaders (1, 1):** Managers are with this approach are less concern for the task and less concern for the relationships or peoples.

**Middle of the Road Leaders (5, 5):** Managers are with this approach are equal concern for the task and equal concern for the relationships or peoples. (**Blake and Mouton 1964**)

### **3.7.1 Administration of Managerial Grid questionnaire:**

The managerial grid model consists of 18 statements and each statement rated on Likert 5 point rating scale. In this questionnaire firstly the respondent has to fill the

questionnaire as per his/her views. After getting the score from the respondents, the researcher has to divide the scores into two parts as per the norms are given by Blake and Mouton (1985). The first column represents the people orientation and the second column represents the task orientation. There are nine statements which measures the orientation of leadership styles. The statements 1,4,6,9,10,12,14,16 and 17 measures the people orientation and the statements 2,3,5,7,8,11,13,15 and 18 measures the task orientation. After getting total score of the people orientation, further multiply by 0.2 and same as in task-oriented. After this step, the scores would be plotted on the 9X9 matrix in which five leadership styles gave by Blake and Mouton (1985). In final step, the score of the grid model helps to identify the leadership styles of the managers. **(See Managerial Grid Questionnaire in Appendix-1)**

### 3.7.2 Scoring Norms of Managerial Grid Questionnaire

Managerial Grid Scoring on the basis of managerial grid questionnaire

After completing the questionnaire, transfer your score answers to the spaces below

PEOPLE	Task
1.____	2.____
4.____	3.____
6.____	5.____
9.____	7.____
10.____	8.____
12.____	11.____
14.____	13.____
16.____	15.____
17.____	18.____
TOTAL____	TOTAL____
X0.2=____	X0.2=____

(Multiply the total by 0.2 to get your final score)

After getting the final scores from the above scoring the total scores of the task orientation and the people orientation shifts into the managerial grid model.





### **3.8 Conflict Resolution Strategy**

The second variable of the study to study the conflict resolution strategy among Managers standardized questionnaire has been used which is developed by **Pareek and Purohit**, (1997). Conflict resolution inventory measures an Individual's mode of resolving the conflict. It contains 20 Items, in which 4 items measure the confrontation, four items measure the compromise, 4 items measure the negotiation, 4 items include the withdrawal and four items contain the resignation conflict resolution strategy.

#### **3.8.1 Administration of Conflict Resolution Strategy**

The conflict resolution strategy has total 20 statements and each statement rated on a five point Likert point scale. In this questionnaire firstly the respondent has to fill the questionnaire as per his/her views. After getting the score from the respondents, the responses shifted in the scoring sheet. In the scoring sheet there are total 5 factors of conflict resolution strategy, i.e. Confrontation, Compromise, Negotiation, Withdrawal and Resignation. The item number 1,6,11,16 measures the confrontation 2,7, 12, 17 measures the compromise, 3,8,13,18 measures the negotiation, 4,9,14,19 measures the withdrawal and 5,10,15,20 measure the resignation conflict resolution strategy. The collected data has been shifted to the datasheet and add the scoring row-wise, and one total score of each strategy found. As per the norms of the scaling study able to measure the low, average and high score on these conflict resolution strategies. In the confrontation, if the total scores are less than 11 then respondent fallen in the low if the scores in between 11-17 was then fallen in the average and if the scorer is more than 17 then fallen in the high category. In the compromise, if the total scores are less than nine then respondent fallen in the low if the scores in between 9-15 then in average and if the scores are more than 15 then fallen in the high category of compromise conflict resolution strategy. In the negotiation, if the total scores are less than ten then respondent fallen in the low if the score in between 10-16 then in average and if the score is more than 16 then the respondent fallen under the high category. In the withdrawal and resignation conflict resolution strategy if the total score is less than nine the respondent fallen under the low, if the scores are in between

9-15 then in average and if the scores if more than 15 then fallen under the high category of conflict resolution strategy. (See Conflict Resolution Inventory Questionnaire in Appendix- 1)

### 3.8.2 Scoring Norms of Conflict Resolution Inventory

#### Scoring

<b>Variables</b>					<b>TOTAL</b>
<b>Confrontation</b>	1_____	6_____	11_____	16_____	
<b>Compromise</b>	2_____	7_____	12_____	17_____	
<b>Negotiation</b>	3_____	8_____	13_____	18_____	
<b>Withdrawal</b>	4_____	9_____	14_____	19_____	
<b>Resignation</b>	5_____	10_____	15_____	20_____	

#### Norms

<b>Variables</b>	<b>Mean</b>	<b>S.D</b>	<b>Low</b>	<b>Average</b>	<b>High</b>
<b>Confrontation</b>	<b>14</b>	<b>3</b>	<b>&lt;11</b>	<b>11-17</b>	<b>17&lt;</b>
<b>Compromise</b>	<b>12</b>	<b>3</b>	<b>&lt;9</b>	<b>9-15</b>	<b>15&lt;</b>
<b>Negotiation</b>	<b>13</b>	<b>3</b>	<b>&lt;10</b>	<b>10-16</b>	<b>16&lt;</b>
<b>Withdrawal</b>	<b>12</b>	<b>3</b>	<b>&lt;9</b>	<b>9-15</b>	<b>15&lt;</b>
<b>Resignation</b>	<b>12</b>	<b>3</b>	<b>&lt;9</b>	<b>9-15</b>	<b>15&lt;</b>

### 3.9 Managerial Effectiveness

The third variable of the study is managerial effectiveness, and to measure the managerial effectiveness among the manager's standardised construct has been used which is developed by the Gupta (1996). It contains 45 items and measuring 16

dimensions of managerial effectiveness were identified, viz., confidence in subordinates, communication & task assignment, networking, colleagues management, discipline, resource utilization, management of market environment, conflict resolution, integrity & communication, client management & competence, motivating, delegation, image building, welfare management, consultative, and inspection & innovation.

### **3.9.1 Administration of Managerial Effectiveness**

The managerial effectiveness construct has total 45 statements and each item has to be rated on Likert 5 point rating scale. In this questionnaire firstly the respondent has to fill the questionnaire as per his/her views. After getting the score from the respondents, the response was shifted in the scoring sheet. In the scoring sheet, total 16 factors are measuring the managerial effectiveness among managers. The item number 33, 34 and 16 measure the confidence in subordinates. The item number 21\*, 8\*, 9\* and 35\* measure the communication and task assignment. The item number 44, 45 and 15 measure the networking. The item number 42, 26, 41, 16, 23 measures the colleague management. The item number 22 and 37 measure the discipline. The item number 7, 24 and 37 measure the informal communication. The item number 6 and 14 measure the management of the market environment. The item number 5 and 11 measure the conflict resolution. The item number 40\* and 43\* measure the integrity and communication. The item number 1 and 27 measure the client management and competence. The item number 25, 13, 2 and 20 measure the motivating. The item number 3\*and 4\* measure the delegation. The item number 36\*, 28 and 18\* measure the image building. The item number 31, 30 and 29 measure the welfare management. The item number 12 and 39 measure the consultative. The item number 10, 32 and 38 measure the inspection and innovation. The \* symbol represents the reverse of the score i.e. 5 to 1, 4 to 2, 3 to 3, 2 to 4 and 1 to 5. After getting the score on the scoring sheet the next step is to add the score factor wise and where the \* symbols appear on those place reverse the score. After getting the final score the respondents able to measure the low, average and high score on the managerial effectiveness questionnaire.

If the total score lies in between 3, 4, 5 and 6 then the manager lies on the less effective. If the total score lies in between 7, 8, 9, 10 and 11 then the manager lies on the average effect. If the score lies in between 12, 13, 14 and 15 then the manager lies on the highly effective. (See **Managerial Effectiveness Questionnaire in Appendix -1**)

### **3.10 Reliability of the Instrument**

Reliability explains the extent to which a scale creates consistent result if repetitive measurements are made (Malhotra & Dash 2014). It assessed by defining the proportion of systematic variation in a range. As in the current study, there are three standardized scales has been used to collect the data from the managers. The Cronbach's alpha for the managerial grid is .763, for conflict resolution strategy is .653 and for managerial effectiveness .897. Since all the values of the Cronbach's alpha more are than .6. It depicts the satisfactory internal consistency reliability of the data. The most common internal consistency measure is Cronbach's alpha, which was usually interpreted as the mean of all possible split-half coefficients (Cronbach, 1951).

<b>Sr. No.</b>	<b>Instrument</b>	<b>Cronbach alpha</b>	<b>No. of items</b>
1	Managerial Grid	.763	18
2	Conflict Resolution Strategy	.653	20
3	Managerial Effectiveness	.897	45

### **3.11 Sampling Techniques**

The present study focuses upon the two sectors i.e. banking and automobile sector from NCR. In the banking sector SBI and HDFC banks have chosen and in automobile sector these companies viz. General Motors, Hindustan Motors, Honda car India, Hyundai Motor-I and Maruti Suzuki chosen for the analysis. The present study uses stratified sampling to study on Relationship of Leadership Styles with Conflict Resolution Strategy and Managerial Effectiveness (with special reference to

Manufacturing and Service Sector in NCR). For this study, a random sampling method has been used. In the probability random sampling method, stratified sampling has been used. When using this type of sampling method first of all in the study population has to be dividing into the homogenous group which generally called as strata. The study selected the sample of managers who are working in the banking and automobile sectors. These two sectors selected on the basis of GDP score(<http://statisticstimes.com/economy/sectorwise-gdp-contribution-of-india.php>).

The automobile sector data includes the four wheeler automobile industries which selected from capitaline Plus database (<http://capitaline.com/SiteFrame.aspx?id=1>). In the service sector banking industry has been chosen and among the Banking Sector Public and Private Banks has been taken. In Public Sector SBI bank managers and Private sector, HDFC bank managers selected from their market capital.

### 3.12 Statistical tool

The present study focuses on three variables viz. leadership style, Conflict resolution strategy and Managerial effectiveness. In the first objective, descriptive statistics used, to know the orientation styles (Task orientation and People orientation) of managers working in the banking and automobile sector in NCR. In the first objective with the help of managerial grid model the individual managerial grid prepared of every respondent. In the second and third objective, descriptive statistics has been used to study the style of conflict resolution strategy and factors of managerial effectiveness. The regression used to test the relationship between leadership styles and conflict resolution strategy, conflict resolution strategy and managerial effectiveness, and between the leadership styles and managerial effectiveness.

Sr. No.	Objectives	Statistical tool used
1	To prepare the Managerial grid and identification of Leadership styles on the basis of Managerial Grid among Managers.	Descriptive statistics

2	To study the Conflict Resolution Strategy among Managers.	Descriptive statistics
3	To measure the Managerial Effectiveness among Managers.	Descriptive statistics
4	To study the relationship between leadership style and Conflict Resolution Strategy among Managers.	Regression
5	To study the relationship between Leadership styles and Managerial effectiveness among Managers.	Regression
6	To study the relationship between Conflict Resolution Strategy and Managerial effectiveness among Managers.	Regression

### 3.13 Normality

**Table 3.13.1 Test of Normality for all variables**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Statistic	Statistic	df	Sig.
Managerial Grid (Banking)	.047	143	.187*	.990	143	.396
Conflict resolution strategy(Banking)	.053	143	.190*	.987	143	.210
Managerial effectiveness(Banking)	.062	143	.194	.986	143	.143
Managerial Grid (Automobile)	.070	111	.986	.986	111	.278
Conflict resolution strategy(Automobile)	.069	111	.985	.985	111	.253

Managerial effectiveness(Automobile)	.066	111	.984	.984	111	.193
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The obtained score of normality for all the variables in both the test are greater than 0.05, at 95 percent level of confidence, the null hypothesis is accepted. Thus, it can be concluded that the distribution of the variable is normal. The results are shown in table 3.13.1; this meets the recommended standard for normality in regression.



## DATA INTERPRETATION

The present chapter deals with obtained data treatment and data interpretation, which comprises of six objectives. The major three objectives describe the key variable of the study viz. Leadership Styles, Conflict Resolution Strategy and Managerial Effectiveness. The rest other three objectives show the regression analysis among the variables.

**OBJECTIVE 1: To prepare the Managerial Grid and identification of Leadership Styles on the basis of Managerial Grid among Managers.**

**Table 4.1.1: Represents Descriptive Statistics Leadership Styles among Banking Sector Managers**

	N	Mean	Std. Deviation
Task Oriented	143	7.54	.793
Human Oriented	143	7.51	.814

The above table 4.1.1 shows the team oriented Leadership Styles and Human oriented leadership style and both the Leadership Styles computed in terms of mean and standard deviation. In mean score of the task oriented leaders, Leadership Styles score is 7.54 and the mean score of the human oriented leadership style score is 7.51. So in the comparison of the 9X9 matrix the obtained mean values above (5, 5) which shows that managers working in the banking sector managers are high on the task orientation and high on the relationship orientation and both the orientation fallen in team leadership style.

**Table 4.1.2: Represents Descriptive Statistics Leadership Styles among Automobile Sector Managers**

	N	Mean	Std. Deviation
Task oriented	111	6.787	.959
Human oriented	111	6.840	.817

The above table 4.2.2 shows the team oriented Leadership Styles and Human oriented leadership style and both the Leadership Styles computed in terms of mean and standard deviation. In mean score of the task oriented leaders, Leadership Styles score is 6.78 and the mean score of the human oriented leadership style score is 6.84. So in the comparison of the 9X9 matrix the obtained mean values above (5, 5) which shows that managers working in the automobile sector managers are high on the task orientation and high on the relationship orientation and both the orientation fallen in team leadership style.

To achieve the first objective of the study the Managerial Grid of the individual manager has been prepared with the help of Blake and Mouton Managerial Grid Model.

**Table 4.1.3: Managerial Grid Model of Individual SBI Bank Manager**

Respondent 1				Respondent 2				Respondent 3			
People		Task		People		Task		People		Task	
1	5	2.	2	1	5	2.	3	1	5	2.	3
4.	5	3.	5	4.	4	3.	5	4.	4	3.	4
6.	5	5.	5	6.	5	5.	5	6.	5	5.	5
9.	3	7.	3	9.	3	7.	3	9.	5	7.	2
10.	5	8.	3	10.	4	8.	4	10.	3	8.	4
12.	5	11.	5	12.	3	11.	5	12.	4	11.	4
14.	5	13.	3	14.	5	13.	3	14.	4	13.	4
16.	4	15.	5	16.	3	15.	5	16.	5	15.	4
17.	5	18.	3	17.	5	18.	4	17.	4	18.	2
Total	42	Total	34	Total	37	Total	37	Total	39	Total	32
X0.2	8.4	X0.2	6.8	X0.2	7.4	X0.2	7.4	X0.2	7.8	X0.2	6.4
Respondent 4				Respondent 5				Respondent 6			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	5	1	5	2.	5
4.	5	3.	5	4.	5	3.	5	4.	3	3.	5
6.	5	5.	5	6.	5	5.	5	6.	5	5.	5
9.	5	7.	5	9.	5	7.	5	9.	1	7.	5
10.	5	8.	5	10.	5	8.	5	10.	3	8.	2
12.	5	11.	5	12.	5	11.	5	12.	5	11.	5
14.	5	13.	5	14.	5	13.	5	14.	4	13.	5
16.	5	15.	5	16.	5	15.	5	16.	3	15.	5
17.	5	18.	5	17.	5	18.	5	17.	5	18.	4
Total	45	Total	45	Total	45	Total	45	Total	34	Total	41
X0.2	9	X0.2	9	X0.2	9	X0.2	9	X0.2	6.8	X0.2	8.2

Respondent 7				Respondent 8				Respondent 9			
People		Task		People		Task		People		Task	
1	3	2.	4	1	5	2.	4	1	5	2.	5
4.	4	3.	4	4.	4	3.	5	4.	5	3.	3
6.	5	5.	5	6.	5	5.	5	6.	5	5.	2
9.	1	7.	5	9.	3	7.	5	9.	3	7.	5
10.	4	8.	4	10.	5	8.	3	10.	3	8.	5
12.	3	11.	3	12.	5	11.	5	12.	4	11.	4
14.	4	13.	5	14.	5	13.	5	14.	5	13.	5
16.	5	15.	4	16.	5	15.	0	16.	3	15.	5
17.	4	18.	1	17.	5	18.	5	17.	2	18.	5
Total	33	Total	35	Total	42	Total	37	Total	35	Total	39
X0.2	6.6	X0.2	7	X0.2	8.4	X0.2	7.4	X0.2	7	X0.2	7.8

Respondent 10				Respondent 11				Respondent 12			
People		Task		People		Task		People		Task	
1	3	2.	5	1	3	2.	5	1	5	2.	5
4.	5	3.	5	4.	5	3.	4	4.	5	3.	4
6.	3	5.	4	6.	4	5.	3	6.	5	5.	4
9.	3	7.	5	9.	3	7.	3	9.	5	7.	5
10.	5	8.	3	10.	3	8.	3	10.	4	8.	5
12.	5	11.	5	12.	3	11.	4	12.	5	11.	5
14.	5	13.	3	14.	5	13.	4	14.	4	13.	5
16.	1	15.	5	16.	5	15.	5	16.	4	15.	5
17.	5	18.	4	17.	5	18.	5	17.	5	18.	5
Total	35	Total	39	Total	36	Total	36	Total	42	Total	43
X0.2	7	X0.2	7.8	X0.2	7.2	X0.2	7.2	X0.2	8.4	X0.2	8.6

Respondent 13				Respondent 14				Respondent 15			
People		Task		People		Task		People		Task	
1	5	2.	4	1	5	2.	5	1	5	2.	5
4.	4	3.	5	4.	5	3.	5	4.	5	3.	5
6.	5	5.	5	6.	3	5.	5	6.	5	5.	5
9.	3	7.	5	9.	3	7.	4	9.	3	7.	5
10.	4	8.	2	10.	4	8.	2	10.	5	8.	3
12.	5	11.	4	12.	5	11.	4	12.	4	11.	3
14.	4	13.	5	14.	5	13.	4	14.	4	13.	4
16.	5	15.	5	16.	4	15.	5	16.	3	15.	4
17.	4	18.	4	17.	0	18.	4	17.	4	18.	5
Total	39	Total	39	Total	34	Total	38	Total	38	Total	39
X0.2	7.8	X0.2	7.8	X0.2	6.8	X0.2	7.6	X0.2	7.6	X0.2	7.8

Respondent 16				Respondent 17				Respondent 18			
People		Task		People		Task		People		Task	
1	5	2.	4	1	5	2.	5	1	5	2.	4
4.	5	3.	5	4.	5	3.	4	4.	4	3.	5
6.	5	5.	3	6.	5	5.	4	6.	5	5.	5
9.	3	7.	4	9.	3	7.	3	9.	4	7.	4
10.	5	8.	4	10.	5	8.	4	10.	5	8.	5
12.	3	11.	5	12.	5	11.	5	12.	4	11.	5
14.	5	13.	5	14.	4	13.	5	14.	5	13.	4
16.	4	15.	5	16.	4	15.	5	16.	4	15.	5
17.	3	18.	4	17.	5	18.	5	17.	5	18.	4
Total	38	Total	39	Total	41	Total	40	Total	41	Total	41
X0.2	7.6	X0.2	7.8	X0.2	8.2	X0.2	8	X0.2	8.2	X0.2	8.2
Respondent 19				Respondent 20				Respondent 21			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	4	1	5	2.	4
4.	5	3.	5	4.	4	3.	4	4.	3	3.	4
6.	5	5.	5	6.	4	5.	5	6.	5	5.	4
9.	0	7.	4	9.	4	7.	5	9.	4	7.	4
10.	5	8.	5	10.	5	8.	4	10.	5	8.	5
12.	5	11.	5	12.	4	11.	5	12.	5	11.	5
14.	5	13.	3	14.	4	13.	5	14.	5	13.	4
16.	5	15.	5	16.	5	15.	5	16.	5	15.	5
17.	5	18.	0	17.	4	18.	4	17.	0	18.	3
Total	40	Total	37	Total	39	Total	41	Total	37	Total	38
X0.2	8	X0.2	7.4	X0.2	7.8	X0.2	8.2	X0.2	7.4	X0.2	7.6
Respondent 22				Respondent 23				Respondent 24			
People		Task		People		Task		People		Task	
1	5	2.	4	1	5	2.	5	1	4	2.	5
4.	2	3.	5	4.	3	3.	4	4.	5	3.	4
6.	5	5.	3	6.	5	5.	3	6.	5	5.	5
9.	4	7.	2	9.	3	7.	2	9.	4	7.	4
10.	4	8.	4	10.	4	8.	4	10.	5	8.	5
12.	4	11.	4	12.	4	11.	4	12.	4	11.	5
14.	5	13.	5	14.	5	13.	3	14.	4	13.	5
16.	5	15.	3	16.	5	15.	2	16.	5	15.	5
17.	4	18.	5	17.	5	18.	4	17.	5	18.	5
Total	38	Total	35	Total	39	Total	31	Total	41	Total	43
X0.2	7.6	X0.2	7	X0.2	7.8	X0.2	6.2	X0.2	8.2	X0.2	8.6

Respondent 25				Respondent 26				Respondent 27			
People		Task		People		Task		People		Task	
1	5	2.	5	1	4	2.	4	1	4	2.	5
4.	4	3.	5	4.	5	3.	5	4.	4	3.	5
6.	5	5.	5	6.	4	5.	5	6.	4	5.	4
9.	5	7.	4	9.	3	7.	4	9.	4	7.	4
10.	5	8.	4	10.	4	8.	4	10.	4	8.	5
12.	5	11.	4	12.	4	11.	4	12.	5	11.	4
14.	4	13.	5	14.	4	13.	4	14.	4	13.	4
16.	4	15.	5	16.	5	15.	4	16.	5	15.	5
17.	4	18.	5	17.	4	18.	5	17.	4	18.	4
Total	41	Total	42	Total	37	Total	39	Total	38	Total	40
X0.2	8.2	X0.2	8.4	X0.2	7.4	X0.2	7.8	X0.2	7.6	X0.2	8
Respondent 28				Respondent 29				Respondent 30			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	4	1	5	2.	4
4.	5	3.	5	4.	4	3.	4	4.	3	3.	4
6.	4	5.	4	6.	4	5.	3	6.	3	5.	3
9.	5	7.	5	9.	4	7.	4	9.	4	7.	4
10.	3	8.	0	10.	3	8.	3	10.	5	8.	4
12.	5	11.	3	12.	5	11.	4	12.	4	11.	2
14.	3	13.	3	14.	4	13.	3	14.	4	13.	5
16.	5	15.	5	16.	4	15.	5	16.	4	15.	4
17.	4	18.	5	17.	4	18.	4	17.	4	18.	5
Total	39	Total	35	Total	37	Total	34	Total	36	Total	35
X0.2	7.8	X0.2	7	X0.2	7.4	X0.2	6.8	X0.2	7.2	X0.2	7
Respondent 31				Respondent 32				Respondent 33			
People		Task		People		Task		People		Task	
1	5	2.	4	1	5	2.	4	1	4	2.	5
4.	3	3.	4	4.	4	3.	4	4.	5	3.	4
6.	3	5.	5	6.	5	5.	4	6.	4	5.	5
9.	5	7.	4	9.	5	7.	4	9.	4	7.	4
10.	2	8.	4	10.	5	8.	4	10.	4	8.	5
12.	5	11.	2	12.	4	11.	5	12.	4	11.	3
14.	4	13.	4	14.	5	13.	4	14.	5	13.	4
16.	5	15.	4	16.	4	15.	5	16.	5	15.	3
17.	4	18.	4	17.	4	18.	4	17.	4	18.	4
Total	36	Total	35	Total	41	Total	38	Total	39	Total	37
X0.2	7.2	X0.2	7	X0.2	8.2	X0.2	7.6	X0.2	7.8	X0.2	7.4

Respondent 34				Respondent 35				Respondent 36			
People		Task		People		Task		People		Task	
1	5	2.	4	1	4	2.	4	1	4	2.	5
4.	4	3.	5	4.	4	3.	5	4.	4	3.	4
6.	4	5.	5	6.	3	5.	5	6.	5	5.	4
9.	3	7.	5	9.	5	7.	4	9.	4	7.	5
10.	4	8.	3	10.	4	8.	4	10.	5	8.	4
12.	4	11.	3	12.	5	11.	4	12.	4	11.	5
14.	5	13.	4	14.	5	13.	4	14.	5	13.	5
16.	4	15.	4	16.	4	15.	5	16.	5	15.	5
17.	4	18.	4	17.	4	18.	5	17.	5	18.	5
Total	37	Total	37	Total	38	Total	40	Total	41	Total	42
X0.2	7.4	X0.2	7.4	X0.2	7.6	X0.2	8	X0.2	8.2	X0.2	8.4
Respondent 37				Respondent 38				Respondent 39			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	4.	1	5	2.	5
4.	5	3.	4	4.	4	3.	4	4.	5	3.	5
6.	4	5.	5	6.	4	5.	4	6.	5	5.	5
9.	4	7.	4	9.	4	7.	4	9.	3	7.	5
10.	4	8.	4	10.	5	8.	4	10.	5	8.	1
12.	4	11.	4	12.	5	11.	4	12.	5	11.	5
14.	5	13.	4	14.	5	13.	5	14.	2	13.	5
16.	4	15.	4	16.	5	15.	5	16.	5	15.	3
17.	4	18.	5	17.	5	18.	4	17.	5	18.	4
Total	39	Total	39	Total	42	Total	38	Total	40	Total	38
X0.2	7.8	X0.2	7.8	X0.2	8.4	X0.2	7.6	X0.2	8	X0.2	7.6
Respondent 40				Respondent 41				Respondent 42			
People		Task		People		Task		People		Task	
1	5	2.	5	1	4	2.	4	1	5	2.	5
4.	4	3.	5	4.	5	3.	4	4.	4	3.	5
6.	5	5.	4	6.	5	5.	2	6.	5	5.	5
9.	5	7.	4	9.	3	7.	5	9.	4	7.	4
10.	4	8.	4	10.	1	8.	4	10.	5	8.	4
12.	5	11.	5	12.	4	11.	5	12.	5	11.	5
14.	4	13.	3	14.	3	13.	5	14.	5	13.	5
16.	4	15.	5	16.	5	15.	5	16.	5	15.	5
17.	5	18.	5	17.	4	18.	5	17.	5	18.	4
Total	41	Total	40	Total	34	Total	39	Total	43	Total	42
X0.2	8.2	X0.2	8	X0.2	6.8	X0.2	7.8	X0.2	8.6	X0.2	8.4

Respondent 43				Respondent 44				Respondent 45			
People		Task		People		Task		People		Task	
1	5	2.	4	1	5	2.	4	1	5	2.	3
4.	5	3.	5	4.	5	3.	5	4.	5	3.	5
6.	5	5.	5	6.	5	5.	4	6.	5	5.	5
9.	3	7.	5	9.	3	7.	5	9.	5	7.	5
10.	3	8.	5	10.	5	8.	4	10.	1	8.	4
12.	5	11.	5	12.	4	11.	5	12.	5	11.	5
14.	5	13.	4	14.	4	13.	5	14.	5	13.	5
16.	5	15.	4	16.	4	15.	5	16.	5	15.	3
17.	4	18.	4	17.	5	18.	5	17.	5	18.	5
Total	40	Total	41	Total	40	Total	42	Total	41	Total	40
X0.2	8	X0.2	8.2	X0.2	8	X0.2	8.4	X0.2	8.2	X0.2	8
Respondent 46				Respondent 47				Respondent 48			
People		Task		People		Task		People		Task	
1	5	2.	5	1	2	2.	3	1	5	2.	3
4.	4	3.	5	4.	5	3.	5	4.	5	3.	5
6.	5	5.	5	6.	5	5.	5	6.	5	5.	5
9.	3	7.	5	9.	3	7.	5	9.	5	7.	5
10.	5	8.	4	10.	5	8.	5	10.	1	8.	3
12.	4	11.	5	12.	5	11.	5	12.	5	11.	5
14.	5	13.	4	14.	5	13.	5	14.	5	13.	0
16.	4	15.	4	16.	4	15.	5	16.	5	15.	5
17.	5	18.	5	17.	5	18.	3	17.	4	18.	5
Total	40	Total	42	Total	39	Total	41	Total	40	Total	36
X0.2	8	X0.2	8.4	X0.2	7.8	X0.2	8.2	X0.2	8	X0.2	7.2
Respondent 49				Respondent 50				Respondent 51			
People		Task		People		Task		People		Task	
1	4	2.	5	1	4	2.	5	1	5	2.	3
4.	4	3.	5	4.	3	3.	4	4.	3	3.	5
6.	4	5.	5	6.	5	5.	4	6.	5	5.	5
9.	3	7.	4	9.	5	7.	5	9.	1	7.	5
10.	5	8.	3	10.	4	8.	3	10.	5	8.	2
12.	3	11.	4	12.	5	11.	5	12.	5	11.	3
14.	3	13.	4	14.	5	13.	5	14.	5	13.	3
16.	5	15.	4	16.	4	15.	5	16.	5	15.	5
17.	5	18.	4	17.	4	18.	5	17.	5	18.	4
Total	36	Total	38	Total	39	Total	41	Total	39	Total	35
X0.2	7.2	X0.2	7.6	X0.2	7.8	X0.2	8.2	X0.2	7.8	X0.2	7

Respondent 52				Respondent 53				Respondent 54			
People		Task		People		Task		People		Task	
1	5	2.	3	1	3	2.	2	1	5	2.	4
4.	3	3.	5	4.	3	3.	3	4.	5	3.	5
6.	5	5.	4	6.	5	5.	5	6.	5	5.	5
9.	5	7.	4	9.	5	7.	3	9.	2	7.	4
10.	5	8.	3	10.	5	8.	4	10.	5	8.	3
12.	4	11.	5	12.	4	11.	3	12.	4	11.	3
14.	4	13.	4	14.	5	13.	5	14.	4	13.	3
16.	5	15.	5	16.	1	15.	5	16.	5	15.	5
17.	5	18.	4	17.	4	18.	3	17.	4	18.	5
Total	41	Total	37	Total	35	Total	33	Total	39	Total	37
X0.2	8.2	X0.2	7.4	X0.2	7	X0.2	6.6	X0.2	7.8	X0.2	7.4
Respondent 55				Respondent 56				Respondent 57			
People		Task		People		Task		People		Task	
1	5	2.	5	1	4	2.	4	1	4	2.	5
4.	5	3.	5	4.	4	3.	5	4.	4	3.	4
6.	5	5.	4	6.	3	5.	5	6.	5	5.	4
9.	4	7.	5	9.	5	7.	4	9.	4	7.	5
10.	4	8.	5	10.	4	8.	4	10.	5	8.	4
12.	5	11.	5	12.	5	11.	4	12.	4	11.	5
14.	4	13.	3	14.	5	13.	4	14.	5	13.	5
16.	5	15.	4	16.	4	15.	5	16.	5	15.	5
17.	5	18.	5	17.	4	18.	5	17.	5	18.	5
Total	42	Total	41	Total	38	Total	40	Total	41	Total	42
X0.2	8.4	X0.2	8.2	X0.2	7.6	X0.2	8	X0.2	8.2	X0.2	8.4
Respondent 58				Respondent 59				Respondent 60			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	5	1	5	2.	5
4.	5	3.	4	4.	5	3.	5	4.	5	3.	5
6.	4	5.	5	6.	5	5.	5	6.	5	5.	5
9.	4	7.	4	9.	5	7.	5	9.	5	7.	5
10.	4	8.	4	10.	5	8.	5	10.	5	8.	5
12.	4	11.	4	12.	5	11.	5	12.	5	11.	5
14.	5	13.	4	14.	5	13.	5	14.	5	13.	5
16.	4	15.	4	16.	5	15.	5	16.	5	15.	5
17.	4	18.	5	17.	5	18.	5	17.	5	18.	5
Total	39	Total	39	Total	45	Total	45	Total	45	Total	45
X0.2	7.8	X0.2	7.8	X0.2	9	X0.2	9	X0.2	9	X0.2	9



Respondent 61			
People		Task	
1	5	2.	5
4.	3	3.	5
6.	5	5.	5
9.	1	7.	5
10.	3	8.	2
12.	5	11.	5
14.	4	13.	5
16.	3	15.	5
17.	5	18.	4
Total	34	Total	41
X0.2	6.8	X0.2	8.2

**Table 4.1.4: Managerial Grid Model of Individual HDFC Bank Managers**

Respondent 1				Respondent 2				Respondent 3			
People		Task		People		Task		People		Task	
1	5	2.	3	1	5	2.	4	1	5	2.	3
4.	4	3.	5	4.	5	3.	5	4.	4	3.	5
6.	5	5.	5	6.	5	5.	4	6.	5	5.	4
9.	4	7.	4	9.	3	7.	4	9.	3	7.	5
10.	5	8.	3	10.	3	8.	4	10.	4	8.	3
12.	5	11.	4	12.	5	11.	4	12.	4	11.	4
14.	4	13.	4	14.	5	13.	5	14.	4	13.	5
16.	5	15.	4	16.	5	15.	4	16.	4	15.	5
17.	4	18.	2	17.	5	18.	4	17.	4	18.	5
Total	41	Total	34	Total	41	Total	38	Total	37	Total	39
X0.2	8.2	X0.2	6.8	X0.2	8.2	X0.2	7.6	X0.2	7.4	X0.2	7.8
Respondent 4				Respondent 5				Respondent 6			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	3	1	5	2.	4
4.	3	3.	4	4.	5	3.	4	4.	5	3.	5
6.	4	5.	5	6.	5	5.	4	6.	5	5.	3
9.	3	7.	4	9.	1	7.	5	9.	3	7.	4
10.	5	8.	4	10.	5	8.	5	10.	5	8.	4
12.	3	11.	4	12.	4	11.	3	12.	3	11.	5
14.	5	13.	5	14.	5	13.	5	14.	5	13.	5
16.	1	15.	5	16.	5	15.	4	16.	5	15.	5
17.	4	18.	2	17.	4	18.	3	17.	4	18.	4
Total	33	Total	38	Total	39	Total	36	Total	40	Total	39
X0.2	6.6	X0.2	7.6	X0.2	7.8	X0.2	7.2	X0.2	8	X0.2	7.8

Respondent 7				Respondent 8				Respondent 9			
People		Task		People		Task		People		Task	
1	5	2.	5	1	3	2.	3	1	5	2.	4
4.	4	3.	5	4.	1	3.	2	4.	4	3.	5
6.	5	5.	5	6.	5	5.	4	6.	5	5.	4
9.	2	7.	5	9.	2	7.	1	9.	4	7.	5
10.	3	8.	5	10.	1	8.	3	10.	4	8.	3
12.	4	11.	4	12.	2	11.	5	12.	5	11.	5
14.	5	13.	5	14.	2	13.	3	14.	4	13.	3
16.	4	15.	5	16.	5	15.	1	16.	5	15.	5
17.	4	18.	5	17.	2	18.	2	17.	4	18.	5
Total	36	Total	44	Total	23	Total	24	Total	40	Total	39
X0.2	7.2	X0.2	8.8	X0.2	4.6	X0.2	4.8	X0.2	8	X0.2	7.8

Respondent 10				Respondent 11				Respondent 12			
People		Task		People		Task		People		Task	
1	4	2.	4	1	4	2.	4	1	5	2.	5
4.	4	3.	5	4.	4	3.	4	4.	4	3.	3
6.	4	5.	3	6.	5	5.	4	6.	2	5.	1
9.	4	7.	4	9.	5	7.	4	9.	4	7.	3
10.	3	8.	4	10.	2	8.	4	10.	4	8.	4
12.	4	11.	4	12.	4	11.	4	12.	2	11.	1
14.	5	13.	5	14.	5	13.	4	14.	3	13.	2
16.	5	15.	3	16.	4	15.	5	16.	2	15.	1
17.	4	18.	5	17.	5	18.	4	17.	3	18.	4
Total	37	Total	37	Total	38	Total	37	Total	29	Total	24
X0.2	7.4	X0.2	7.4	X0.2	7.6	X0.2	7.4	X0.2	5.8	X0.2	4.8

Respondent 13				Respondent 14				Respondent 15.			
People		Task		People		Task		People		Task	
1	4	2.	4	1	5	2.	5	1	5	2.	4
4.	5	3.	5	4.	5	3.	5	4.	1	3.	2
6.	4	5.	4	6.	5	5.	5	6.	5	5.	2
9.	4	7.	3	9.	1	7.	5	9.	3	7.	2
10.	2	8.	4	10.	4	8.	5	10.	4	8.	2
12.	3	11.	4	12.	5	11.	5	12.	2	11.	5
14.	5	13.	3	14.	5	13.	4	14.	2	13.	3
16.	5	15.	4	16.	5	15.	5	16.	1	15.	2
17.	4	18.	4	17.	5	18.	4	17.	4	18.	5
Total	36	Total	35	Total	40	Total	43	Total	27	Total	27
X0.2	7.2	X0.2	7	X0.2	8	X0.2	8.6	X0.2	5.4	X0.2	5.4

Respondent 16				Respondent 17				Respondent 18			
People		Task		People		Task		People		Task	
1	5	2.	4	1	4	2.	5	1	4	2.	4
4.	5	3.	4	4.	5	3.	5	4.	3	3.	5
6.	5	5.	5	6.	4	5.	5	6.	4	5.	5
9.	5	7.	4	9.	3	7.	5	9.	3	7.	3
10.	4	8.	5	10.	3	8.	5	10.	3	8.	3
12.	5	11.	4	12.	4	11.	5	12.	4	11.	4
14.	5	13.	5	14.	5	13.	4	14.	4	13.	4
16.	3	15.	4	16.	4	15.	4	16.	4	15.	5
17.	4	18.	2	17.	2	18.	3	17.	4	18.	5
Total	41	Total	37	Total	34	Total	41	Total	33	Total	38
X0.2	8.2	X0.2	7.4	X0.2	6.8	X0.2	8.2	X0.2	6.6	X0.2	7.6
Respondent 19				Respondent 20				Respondent 21			
People		Task		People		Task		People		Task	
1	5	2.	4	1	4	2.	5	1	5	2.	4
4.	4	3.	5	4.	4	3.	4	4.	4	3.	4
6.	5	5.	5	6.	5	5.	5	6.	3	5.	5
9.	4	7.	4	9.	5	7.	4	9.	5	7.	5
10.	4	8.	5	10.	4	8.	4	10.	4	8.	4
12.	5	11.	4	12.	2	11.	3	12.	4	11.	4
14.	4	13.	5	14.	4	13.	5	14.	5	13.	5
16.	3	15.	4	16.	2	15.	3	16.	5	15.	5
17.	2	18.	2	17.	5	18.	4	17.	4	18.	4
Total	36	Total	38	Total	35	Total	37	Total	39	Total	40
X0.2	7.2	X0.2	7.6	X0.2	7	X0.2	7.4	X0.2	7.8	X0.2	8
Respondent 22				Respondent 23				Respondent 24			
People		Task		People		Task		People		Task	
1	5	2.	4	1	4	2.	4	1	4	2.	4
4.	5	3.	4	4.	5	3.	4	4.	4	3.	5
6.	3	5.	5	6.	5	5.	4	6.	4	5.	5
9.	5	7.	4	9.	4	7.	4	9.	4	7.	5
10.	2	8.	4	10.	5	8.	5	10.	4	8.	4
12.	5	11.	2	12.	5	11.	4	12.	4	11.	3
14.	4	13.	4	14.	4	13.	5	14.	4	13.	5
16.	5	15.	4	16.	4	15.	5	16.	4	15.	5
17.	4	18.	4	17.	4	18.	3	17.	4	18.	5
Total	38	Total	35	Total	40	Total	38	Total	36	Total	41
X0.2	7.6	X0.2	7	X0.2	8	X0.2	7.6	X0.2	7.2	X0.2	8.2

Respondent 25				Respondent 26				Respondent 27			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	5	1	5	2.	5
4.	5	3.	5	4.	4	3.	5	4.	4	3.	5
6.	5	5.	5	6.	3	5.	4	6.	4	5.	4
9.	5	7.	5	9.	2	7.	5	9.	2	7.	5
10.	5	8.	4	10.	5	8.	4	10.	3	8.	4
12.	5	11.	5	12.	4	11.	3	12.	5	11.	1
14.	4	13.	5	14.	4	13.	4	14.	4	13.	3
16.	5	15.	5	16.	4	15.	3	16.	4	15.	5
17.	5	18.	5	17.	5	18.	3	17.	5	18.	3
Total	44	Total	44	Total	36	Total	36	Total	36	Total	35
X0.2	8.8	X0.2	8.8	X0.2	7.2	X0.2	7.2	X0.2	7.2	X0.2	7
Respondent 28				Respondent 29				Respondent 30			
People		Task		People		Task		People		Task	
1		2.		1		2.		1		2.	
4.		3.		4.		3.		4.		3.	
6.		5.		6.		5.		6.		5.	
9.		7.		9.		7.		9.		7.	
10.		8.		10.		8.		10.		8.	
12.		11.		12.		11.		12.		11.	
14.		13.		14.		13.		14.		13.	
16.		15.		16.		15.		16.		15.	
17.		18.		17.		18.		17.		18.	
Total		Total		Total		Total		Total		Total	
X0.2		X0.2		X0.2		X0.2		X0.2		X0.2	
Respondent 31				Respondent 32				Respondent 33			
People		Task		People		Task		People		Task	
1	5	2.	4	1	5	2.	4	1	4	2.	5
4.	5	3.	5	4.	4	3.	4	4.	5	3.	5
6.	4	5.	4	6.	4	5.	5	6.	4	5.	5
9.	4	7.	3	9.	4	7.	4	9.	3	7.	5
10.	3	8.	5	10.	4	8.	4	10.	3	8.	5
12.	1	11.	2	12.	5	11.	5	12.	4	11.	5
14.	4	13.	3	14.	5	13.	5	14.	5	13.	4
16.	5	15.	5	16.	4	15.	5	16.	4	15.	4
17.	4	18.	5	17.	4	18.	3	17.	0	18.	3
Total	35	Total	36	Total	39	Total	39	Total	32	Total	41
X0.2	7	X0.2	7.2	X0.2	7.8	X0.2	7.8	X0.2	6.4	X0.2	8.2

Respondent 34				Respondent 35				Respondent 36			
People		Task		People		Task		People		Task	
1	4	2.	5	1	4	2.	5	1	5	2.	5
4.	5	3.	5	4.	5	3.	5	4.	5	3.	4
6.	4	5.	5	6.	5	5.	4	6.	4	5.	5
9.	3	7.	5	9.	3	7.	5	9.	4	7.	3
10.	3	8.	5	10.	5	8.	3	10.	4	8.	4
12.	4	11.	5	12.	4	11.	4	12.	5	11.	5
14.	5	13.	4	14.	4	13.	5	14.	4	13.	5
16.	4	15.	4	16.	0	15.	4	16.	4	15.	5
17.	0	18.	3	17.	3	18.	4	17.	4	18.	5
Total	32	Total	41	Total	33	Total	39	Total	39	Total	41
X0.2	6.4	X0.2	8.2	X0.2	6.6	X0.2	7.8	X0.2	7.8	X0.2	8.2
Respondent 28				Respondent 29				Respondent 30			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	4	1	5	2.	4
4.	5	3.	5	4.	5	3.	5	4.	4	3.	4
6.	4	5.	4	6.	5	5.	3	6.	4	5.	4
9.	3	7.	4	9.	3	7.	4	9.	5	7.	4
10.	4	8.	1	10.	5	8.	4	10.	4	8.	4
12.	4	11.	5	12.	3	11.	5	12.	5	11.	5
14.	2	13.	5	14.	5	13.	5	14.	5	13.	5
16.	5	15.	3	16.	5	15.	5	16.	4	15.	5
17.	5	18.	4	17.	3	18.	1	17.	5	18.	4
Total	37	Total	36	Total	39	Total	36	Total	41	Total	39
X0.2	7.4	X0.2	7.2	X0.2	7.8	X0.2	7.2	X0.2	8.2	X0.2	7.8
Respondent 37				Respondent 38				Respondent 39			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	5	1	5	2.	3
4.	5	3.	5	4.	5	3.	5	4.	5	3.	4
6.	5	5.	5	6.	5	5.	5	6.	5	5.	5
9.	5	7.	5	9.	2	7.	5	9.	5	7.	5
10.	5	8.	2	10.	4	8.	4	10.	5	8.	2
12.	3	11.	5	12.	5	11.	5	12.	4	11.	5
14.	5	13.	5	14.	5	13.	5	14.	5	13.	4
16.	5	15.	5	16.	5	15.	5	16.	5	15.	5
17.	5	18.	5	17.	5	18.	2	17.	4	18.	4
Total	43	Total	42	Total	41	Total	41	Total	43	Total	37
X0.2	8.6	X0.2	8.4	X0.2	8.2	X0.2	8.2	X0.2	8.6	X0.2	7.4

Respondent 40				Respondent 41				Respondent 42			
People		Task		People		Task		People		Task	
1	4	2.	4	1	5	2.	3	1	4	2.	5
4.	5	3.	5	4.	0	3.	4	4.	5	3.	5
6.	5	5.	5	6.	3	5.	1	6.	4	5.	5
9.	5	7.	4	9.	4	7.	2	9.	3	7.	5
10.	3	8.	5	10.	1	8.	5	10.	3	8.	5
12.	5	11.	3	12.	2	11.	0	12.	4	11.	5
14.	5	13.	4	14.	1	13.	0	14.	5	13.	4
16.	4	15.	4	16.	2	15.	2	16.	4	15.	4
17.	0	18.	3	17.	2	18.	4	17.	0	18.	3
Total	36	Total	37	Total	20	Total	21	Total	32	Total	41
X0.2	7.2	X0.2	7.4	X0.2	4	X0.2	4.2	X0.2	6.4	X0.2	8.2
Respondent 43				Respondent 44				Respondent 45			
People		Task		People		Task		People		Task	
1	5	2.	2	1	5	2.	4	1	5	2.	2
4.	5	3.	4	4.	5	3.	5	4.	5	3.	5
6.	5	5.	5	6.	4	5.	3	6.	0	5.	2
9.	3	7.	5	9.	1	7.	5	9.	4	7.	1
10.	3	8.	3	10.	3	8.	2	10.	0	8.	4
12.	5	11.	5	12.	5	11.	5	12.	2	11.	3
14.	5	13.	5	14.	4	13.	5	14.	5	13.	3
16.	5	15.	3	16.	3	15.	5	16.	5	15.	4
17.	5	18.	5	17.	5	18.	4	17.	3	18.	5
Total	41	Total	37	Total	35	Total	38	Total	29	Total	29
X0.2	8.2	X0.2	7.4	X0.2	7	X0.2	7.6	X0.2	5.8	X0.2	5.8
Respondent 46				Respondent 47				Respondent 48			
People		Task		People		Task		People		Task	
1	4	2.	4	1	5	2.	5	1	5	2.	4
4.	4	3.	5	4.	5	3.	3	4.	4	3.	4
6.	4	5.	3	6.	4	5.	4	6.	5	5.	4
9.	4	7.	4	9.	2	7.	4	9.	4	7.	5
10.	3	8.	4	10.	5	8.	3	10.	5	8.	5
12.	4	11.	4	12.	5	11.	4	12.	4	11.	4
14.	5	13.	5	14.	5	13.	4	14.	4	13.	5
16.	5	15.	3	16.	5	15.	5	16.	4	15.	5
17.	4	18.	5	17.	4	18.	3	17.	3	18.	2
Total	37	Total	37	Total	40	Total	35	Total	38	Total	38
X0.2	7.4	X0.2	7.4	X0.2	8	X0.2	7	X0.2	7.6	X0.2	7.6

Respondent 49				Respondent 50				Respondent 51			
People		Task		People		Task		People		Task	
1	5	2.	3	1	5	2.	3	1	4	2.	5
4.	5	3.	4	4.	3	3.	2	4.	4	3.	2
6.	5	5.	4	6.	4	5.	5	6.	5	5.	3
9.	4	7.	4	9.	5	7.	5	9.	3	7.	2
10.	3	8.	4	10.	4	8.	1	10.	4	8.	2
12.	5	11.	5	12.	5	11.	5	12.	5	11.	2
14.	4	13.	4	14.	4	13.	5	14.	5	13.	3
16.	5	15.	5	16.	5	15.	4	16.	5	15.	2
17.	4	18.	5	17.	3	18.	3	17.	4	18.	3
Total	40	Total	38	Total	38	Total	33	Total	39	Total	24
X0.2	8	X0.2	7.6	X0.2	7.6	X0.2	6.6	X0.2	7.8	X0.2	4.8
Respondent 52				Respondent 53				Respondent 54			
People		Task		People		Task		People		Task	
1	3	2.	5	1	4	2.	3	1	5	2.	5
4.	2	3.	5	4.	5	3.	4	4.	3	3.	4
6.	3	5.	5	6.	5	5.	2	6.	4	5.	5
9.	3	7.	2	9.	4	7.	3	9.	5	7.	4
10.	4	8.	5	10.	3	8.	5	10.	5	8.	5
12.	1	11.	2	12.	4	11.	3	12.	5	11.	5
14.	5	13.	1	14.	5	13.	1	14.	5	13.	3
16.	5	15.	5	16.	4	15.	5	16.	5	15.	5
17.	4	18.	5	17.	5	18.	3	17.	3	18.	5
Total	30	Total	35	Total	39	Total	29	Total	40	Total	41
X0.2	6	X0.2	7	X0.2	7.8	X0.2	5.8	X0.2	8	X0.2	8.2
Respondent 55				Respondent 56				Respondent 57			
People		Task		People		Task		People		Task	
1	5	2.	3	1	4	2.	5	1	5	2.	4
4.	4	3.	5	4.	4	3.	5	4.	5	3.	5
6.	5	5.	5	6.	2	5.	3	6.	5	5.	4
9.	3	7.	3	9.	4	7.	5	9.	2	7.	4
10.	4	8.	4	10.	3	8.	4	10.	3	8.	2
12.	3	11.	5	12.	5	11.	2	12.	4	11.	4
14.	5	13.	3	14.	4	13.	3	14.	5	13.	5
16.	3	15.	5	16.	3	15.	5	16.	5	15.	4
17.	5	18.	4	17.	4	18.	5	17.	5	18.	3
Total	37	Total	37	Total	33	Total	37	Total	39	Total	35
X0.2	7.4	X0.2	7.4	X0.2	6.6	X0.2	7.4	X0.2	7.8	X0.2	7

Respondent 58				Respondent 59				Respondent 60			
People		Task		People		Task		People		Task	
1	5	2.	4	1	5	2.	4	1	5	2.	4
4.	5	3.	5	4.	4	3.	5	4.	4	3.	5
6.	5	5.	3	6.	5	5.	3	6.	5	5.	3
9.	3	7.	3	9.	4	7.	3	9.	4	7.	3
10.	4	8.	4	10.	5	8.	4	10.	5	8.	4
12.	4	11.	4	12.	4	11.	4	12.	4	11.	4
14.	5	13.	5	14.	4	13.	5	14.	4	13.	5
16.	5	15.	3	16.	4	15.	3	16.	4	15.	3
17.	5	18.	3	17.	5	18.	3	17.	5	18.	3
Total	41	Total	34	Total	40	Total	34	Total	40	Total	34
X0.2	8.2	X0.2	6.8	X0.2	8	X0.2	6.8	X0.2	8	X0.2	6.8
Respondent 61				Respondent 62				Respondent 63			
People		Task		People		Task		People		Task	
1	5	2.	4	1	5	2.	5	1	4	2.	5
4.	4	3.	5	4.	5	3.	5	4.	4	3.	4
6.	5	5.	3	6.	5	5.	4	6.	4	5.	5
9.	4	7.	3	9.	3	7.	5	9.	4	7.	4
10.	5	8.	4	10.	3	8.	3	10.	4	8.	5
12.	4	11.	4	12.	3	11.	4	12.	4	11.	5
14.	4	13.	5	14.	5	13.	5	14.	5	13.	5
16.	4	15.	3	16.	5	15.	4	16.	5	15.	5
17.	5	18.	3	17.	5	18.	3	17.	5	18.	4
Total	40	Total	34	Total	39	Total	38	Total	39	Total	42
X0.2	8	X0.2	6.8	X0.2	7.8	X0.2	7.6	X0.2	7.8	X0.2	8.4
Respondent 64				Respondent 65				Respondent 66			
People		Task		People		Task		People		Task	
1	4	2.	5	1	5	2.	4	1	5	2.	4
4.	5	3.	3	4.	4	3.	3	4.	5	3.	5
6.	2	5.	4	6.	3	5.	5	6.	5	5.	5
9.	4	7.	5	9.	4	7.	4	9.	4	7.	4
10.	4	8.	5	10.	3	8.	5	10.	4	8.	4
12.	5	11.	3	12.	3	11.	4	12.	5	11.	4
14.	4	13.	4	14.	3	13.	3	14.	5	13.	5
16.	5	15.	5	16.	4	15.	4	16.	5	15.	4
17.	5	18.	3	17.	3	18.	4	17.	5	18.	4
Total	38	Total	37	Total	32	Total	36	Total	43	Total	39
X0.2	7.6	X0.2	7.4	X0.2	6.4	X0.2	7.2	X0.2	8.6	X0.2	7.8



Respondent 67				Respondent 68				Respondent 69			
People		Task		People		Task		People		Task	
1	3	2.	4	1	4	2.	5	1	5	2.	4
4.	4	3.	4	4.	3	3.	5	4.	4	3.	4
6.	5	5.	4	6.	1	5.	2	6.	4	5.	5
9.	1	7.	5	9.	4	7.	5	9.	3	7.	5
10.	4	8.	4	10.	3	8.	4	10.	4	8.	5
12.	3	11.	3	12.	3	11.	5	12.	2	11.	5
14.	4	13.	5	14.	5	13.	5	14.	5	13.	5
16.	5	15.	4	16.	4	15.	5	16.	5	15.	4
17.	4	18.	1	17.	3	18.	4	17.	5	18.	4
Total	33	Total	34	Total	30	Total	40	Total	37	Total	41
X0.2	6.6	X0.2	6.8	X0.2	6	X0.2	8	X0.2	7.4	X0.2	8.2
Respondent 70				Respondent 71				Respondent 72			
People		Task		People		Task		People		Task	
1	5	2.	4	1	3	2.	4	1	4	2.	5
4.	4	3.	4	4.	5	3.	4	4.	3	3.	4
6.	4	5.	4	6.	3	5.	3	6.	5	5.	4
9.	4	7.	4	9.	2	7.	4	9.	5	7.	5
10.	5	8.	5	10.	4	8.	2	10.	4	8.	3
12.	4	11.	3	12.	5	11.	4	12.	5	11.	5
14.	5	13.	3	14.	3	13.	4	14.	5	13.	5
16.	5	15.	5	16.	5	15.	4	16.	4	15.	5
17.	3	18.	4	17.	5	18.	4	17.	4	18.	4
Total	39	Total	36	Total	35	Total	33	Total	39	Total	40
X0.2	7.8	X0.2	7.2	X0.2	7	X0.2	6.6	X0.2	7.8	X0.2	8
Respondent 73				Respondent 74				Respondent 75			
People		Task		People		Task		People		Task	
1	5	2.	4	1	5	2.	3	1	4	2.	3
4.	5	3.	5	4.	4	3.	5	4.	5	3.	4
6.	3	5.	5	6.	4	5.	5	6.	5	5.	3
9.	5	7.	3	9.	3	7.	5	9.	4	7.	5
10.	4	8.	2	10.	1	8.	4	10.	4	8.	5
12.	2	11.	3	12.	4	11.	5	12.	2	11.	3
14.	4	13.	2	14.	4	13.	4	14.	5	13.	4
16.	5	15.	5	16.	5	15.	5	16.	5	15.	5
17.	4	18.	3	17.	5	18.	4	17.	1	18.	3
Total	37	Total	32	Total	35	Total	40	Total	35	Total	34
X0.2	7.4	X0.2	6.4	X0.2	7	X0.2	8	X0.2	7	X0.2	7

Respondent 76				Respondent 77				Respondent 78			
People		Task		People		Task		People		Task	
1	5	2.	3	1	3	2.	5	1	5	2.	5
4.	5	3.	5	4.	3	3.	5	4.	5	3.	5
6.	5	5.	5	6.	4	5.	2	6.	5	5.	5
9.	4	7.	3	9.	3	7.	4	9.	4	7.	5
10.	5	8.	4	10.	5	8.	4	10.	4	8.	5
12.	5	11.	1	12.	5	11.	5	12.	1	11.	2
14.	5	13.	1	14.	4	13.	5	14.	4	13.	3
16.	5	15.	5	16.	5	15.	4	16.	5	15.	4
17.	4	18.	3	17.	5	18.	5	17.	5	18.	4
Total	43	Total	30	Total	37	Total	39	Total	38	Total	38
X0.2	8.6	X0.2	6	X0.2	7.4	X0.2	7.8	X0.2	7.6	X0.2	7.6
Respondent 79				Respondent 80				Respondent 81			
People		Task		People		Task		People		Task	
1	4	2.	4	1	4	2.	5	1	5	2.	4
4.	4	3.	5	4.	3	3.	4	4.	5	3.	5
6.	5	5.	4	6.	5	5.	4	6.	3	5.	5
9.	4	7.	3	9.	5	7.	5	9.	5	7.	3
10.	5	8.	4	10.	4	8.	3	10.	4	8.	2
12.	4	11.	4	12.	5	11.	5	12.	2	11.	3
14.	5	13.	3	14.	5	13.	5	14.	4	13.	2
16.	4	15.	5	16.	4	15.	5	16.	5	15.	5
17.	4	18.	4	17.	4	18.	4	17.	4	18.	3
Total	39	Total	36	Total	39	Total	40	Total	37	Total	32
X0.2	7.8	X0.2	7.2	X0.2	7.8	X0.2	8	X0.2	7.4	X0.2	6.4
Respondent 82											
People		Task									
1	5	2.	3								
4.	4	3.	5								
6.	4	5.	5								
9.	3	7.	5								
10.	1	8.	4								
12.	4	11.	5								
14.	4	13.	4								
16.	5	15.	5								
17.	5	18.	4								
Total	35	Total	40								
X0.2	7	X0.2	8								

**Table 4.1.5: Managerial Grid Model of Individual Automobile Sector Managers**

Respondent 1				Respondent 2				Respondent 3			
People		Task		People		Task		People		Task	
1	3	2.	3	1	4	2.	3	1	4	2.	5
4.	1	3.	2	4.	3	3.	3	4.	5	3.	5
6.	3	5.	3	6.	3	5.	3	6.	4	5.	5
9.	3	7.	3	9.	2	7.	4	9.	4	7.	5
10.	4	8.	3	10.	2	8.	4	10.	4	8.	4
12.	4	11.	3	12.	5	11.	4	12.	4	11.	4
14.	5	13.	3	14.	4	13.	4	14.	4	13.	4
16.	3	15.	3	16.	4	15.	5	16.	4	15.	5
17.	5	18.	4	17.	3	18.	2	17.	5	18.	5
Total	31	Total	27	Total	30	Total	32	Total	38	Total	42
X0.2	6.2	X0.2	5.4	X0.2	6	X0.2	6.4	X0.2	7.6	X0.2	8.4
Respondent 4				Respondent 5				Respondent 6			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	4	1	5	2.	5
4.	3	3.	4	4.	4	3.	5	4.	5	3.	5
6.	5	5.	3	6.	5	5.	5	6.	4	5.	5
9.	2	7.	4	9.	5	7.	5	9.	5	7.	4
10.	4	8.	0	10.	3	8.	4	10.	5	8.	4
12.	4	11.	4	12.	2	11.	5	12.	5	11.	5
14.	5	13.	4	14.	4	13.	5	14.	5	13.	5
16.	4	15.	5	16.	5	15.	4	16.	4	15.	4
17.	4	18.	2	17.	3	18.	4	17.	4	18.	5
Total	36	Total	31	Total	36	Total	41	Total	42	Total	42
X0.2	7.2	X0.2	6.2	X0.2	7.2	X0.2	8.2	X0.2	8.4	X0.2	8.4
Respondent 7				Respondent 8				Respondent 9			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	5	1	5	2.	4
4.	4	3.	4	4.	4	3.	5	4.	5	3.	5
6.	5	5.	5	6.	4	5.	5	6.	5	5.	5
9.	5	7.	5	9.	2	7.	5	9.	4	7.	4
10.	5	8.	5	10.	4	8.	5	10.	3	8.	4
12.	3	11.	5	12.	4	11.	3	12.	4	11.	5
14.	5	13.	3	14.	4	13.	4	14.	5	13.	5
16.	3	15.	5	16.	4	15.	5	16.	5	15.	5
17.	4	18.	5	17.	4	18.	2	17.	5	18.	5
Total	39	Total	42	Total	35	Total	39	Total	41	Total	42
X0.2	7.8	X0.2	8.4	X0.2	7	X0.2	7.8	X0.2	8.2	X0.2	8.4

Respondent 10				Respondent 11				Respondent 12			
People		Task		People		Task		People		Task	
1	4	2.	3	1	5	2.	4	1	3	2.	4
4.	4	3.	3	4.	2	3.	3	4.	5	3.	3
6.	4	5.	2	6.	3	5.	5	6.	3	5.	4
9.	4	7.	5	9.	4	7.	2	9.	3	7.	4
10.	3	8.	5	10.	3	8.	5	10.	5	8.	4
12.	4	11.	3	12.	5	11.	2	12.	4	11.	4
14.	3	13.	3	14.	4	13.	5	14.	4	13.	3
16.	5	15.	4	16.	5	15.	3	16.	4	15.	3
17.	2	18.	3	17.	5	18.	5	17.	5	18.	3
Total	33	Total	31	Total	36	Total	34	Total	36	Total	32
X0.2	6.6	X0.2	6.2	X0.2	7.2	X0.2	6.8	X0.2	7.2	X0.2	6.4
Respondent 13				Respondent 14				Respondent 15			
People		Task		People		Task		People		Task	
1	4	2.	3	1	4	2.	3	1	3	2.	4
4.	5	3.	3	4.	5	3.	3	4.	3	3.	4
6.	4	5.	3	6.	3	5.	4	6.	2	5.	5
9.	3	7.	3	9.	3	7.	5	9.	3	7.	4
10.	3	8.	4	10.	5	8.	4	10.	3	8.	4
12.	4	11.	3	12.	3	11.	5	12.	4	11.	4
14.	3	13.	3	14.	3	13.	4	14.	4	13.	4
16.	3	15.	4	16.	4	15.	3	16.	5	15.	3
17.	4	18.	5	17.	5	18.	3	17.	5	18.	4
Total	33	Total	31	Total	35	Total	34	Total	32	Total	36
X0.2	6.6	X0.2	6.2	X0.2	7	X0.2	6.8	X0.2	6.4	X0.2	7.2
Respondent 16				Respondent 17				Respondent 18			
People		Task		People		Task		People		Task	
1	5	2.	5	1	5	2.	4	1	5	2.	4
4.	5	3.	5	4.	5	3.	4	4.	3	3.	3
6.	5	5.	5	6.	4	5.	5	6.	3	5.	5
9.	3	7.	3	9.	3	7.	4	9.	3	7.	2
10.	4	8.	4	10.	3	8.	4	10.	5	8.	4
12.	4	11.	4	12.	4	11.	5	12.	3	11.	4
14.	5	13.	4	14.	4	13.	5	14.	4	13.	5
16.	4	15.	5	16.	5	15.	3	16.	5	15.	4
17.	5	18.	5	17.	5	18.	5	17.	3	18.	3
Total	40	Total	40	Total	38	Total	39	Total	34	Total	34
X0.2	8	X0.2	8	X0.2	7.6	X0.2	7.8	X0.2	6.8	X0.2	6.8

Respondent 19				Respondent 20				Respondent 21			
People		Task		People		Task		People		Task	
1	4	2.	2	1	4	2.	3	1	5	2.	2
4.	5	3.	5	4.	3	3.	5	4.	2	3.	4
6.	2	5.	4	6.	1	5.	2	6.	2	5.	1
9.	5	7.	1	9.	3	7.	4	9.	4	7.	3
10.	3	8.	4	10.	2	8.	5	10.	1	8.	3
12.	3	11.	3	12.	4	11.	1	12.	5	11.	2
14.	5	13.	4	14.	3	13.	4	14.	5	13.	4
16.	5	15.	5	16.	4	15.	2	16.	2	15.	3
17.	4	18.	2	17.	3	18.	2	17.	2	18.	1
Total	36	Total	30	Total	27	Total	28	Total	28	Total	23
X0.2	7.2	X0.2	6	X0.2	5.4	X0.2	5.6	X0.2	5.6	X0.2	4.6
Respondent 22				Respondent 23				Respondent 24			
People		Task		People		Task		People		Task	
1	2	2.	5	1	5	2.	4	1	5	2.	2
4.	5	3.	5	4.	4	3.	5	4.	2	3.	5
6.	5	5.	5	6.	5	5.	5	6.	4	5.	5
9.	4	7.	3	9.	3	7.	5	9.	2	7.	2
10.	5	8.	3	10.	4	8.	3	10.	2	8.	0
12.	5	11.	5	12.	5	11.	5	12.	0	11.	5
14.	5	13.	5	14.	4	13.	4	14.	5	13.	5
16.	4	15.	5	16.	5	15.	5	16.	4	15.	5
17.	5	18.	5	17.	4	18.	5	17.	2	18.	5
Total	40	Total	41	Total	39	Total	41	Total	26	Total	34
X0.2	8	X0.2	8.2	X0.2	7.8	X0.2	8.2	X0.2	5.2	X0.2	6.8
Respondent 25				Respondent 26				Respondent 27			
People		Task		People		Task		People		Task	
1	3	2.	2	1	4	2.	3	1	5	2.	4
4.	3	3.	4	4.	5	3.	3	4.	3	3.	3
6.	5	5.	4	6.	5	5.	4	6.	4	5.	3
9.	1	7.	3	9.	5	7.	3	9.	5	7.	5
10.	4	8.	2	10.	3	8.	4	10.	5	8.	5
12.	1	11.	5	12.	5	11.	5	12.	4	11.	5
14.	3	13.	4	14.	3	13.	4	14.	3	13.	3
16.	4	15.	2	16.	5	15.	5	16.	5	15.	3
17.	3	18.	5	17.	4	18.	5	17.	4	18.	3
Total	27	Total	31	Total	39	Total	36	Total	38	Total	34
X0.2	5.4	X0.2	6.2	X0.2	7.8	X0.2	7.2	X0.2	7.6	X0.2	6.8

Respondent 28				Respondent 29				Respondent 30			
People		Task		People		Task		People		Task	
1	4	2.	3	1	5	2.	4	1	4	2.	4
4.	4	3.	5	4.	2	3.	2	4.	2	3.	3
6.	3	5.	3	6.	4	5.	3	6.	4	5.	5
9.	3	7.	5	9.	3	7.	5	9.	5	7.	3
10.	3	8.	3	10.	5	8.	4	10.	5	8.	2
12.	4	11.	5	12.	4	11.	4	12.	3	11.	4
14.	3	13.	4	14.	4	13.	4	14.	4	13.	4
16.	5	15.	4	16.	2	15.	3	16.	2	15.	3
17.	5	18.	5	17.	2	18.	5	17.	1	18.	5
Total	34	Total	37	Total	31	Total	34	Total	30	Total	33
X0.2	6.8	X0.2	7.4	X0.2	6.2	X0.2	6.8	X0.2	6	X0.2	6.6
Respondent 31				Respondent 32				Respondent 33			
People		Task		People		Task		People		Task	
1	5	2.	4	1	3	2.	2	1	5	2.	5
4.	2	3.	3	4.	3	3.	1	4.	4	3.	4
6.	4	5.	2	6.	5	5.	4	6.	3	5.	3
9.	3	7.	1	9.	2	7.	4	9.	4	7.	5
10.	2	8.	5	10.	1	8.	3	10.	4	8.	5
12.	5	11.	2	12.	3	11.	4	12.	2	11.	2
14.	4	13.	4	14.	3	13.	4	14.	4	13.	4
16.	5	15.	2	16.	4	15.	2	16.	5	15.	5
17.	3	18.	3	17.	5	18.	1	17.	3	18.	3
Total	33	Total	26	Total	29	Total	25	Total	34	Total	36
X0.2	6.6	X0.2	5.2	X0.2	5.8	X0.2	5	X0.2	6.8	X0.2	7.2
Respondent 34				Respondent 35				Respondent 36			
People		Task		People		Task		People		Task	
1	4	2.	3	1	2	2.	2	1	5	2.	5
4.	1	3.	2	4.	3	3.	2	4.	4	3.	4
6.	4	5.	2	6.	3	5.	3	6.	3	5.	4
9.	2	7.	5	9.	5	7.	4	9.	4	7.	4
10.	1	8.	3	10.	5	8.	5	10.	3	8.	3
12.	5	11.	3	12.	4	11.	4	12.	3	11.	2
14.	4	13.	1	14.	1	13.	5	14.	4	13.	4
16.	3	15.	5	16.	1	15.	3	16.	3	15.	2
17.	4	18.	3	17.	1	18.	4	17.	2	18.	3
Total	28	Total	27	Total	20	Total	21	Total	31	Total	31
X0.2	5.6	X0.2	5.4	X0.2	5	X0.2	5.2	X0.2	6.2	X0.2	6.2

Respondent 37				Respondent 38				Respondent 39			
People		Task		People		Task		People		Task	
1	4	2.	4	1	4	2.	3	1	5	2.	4
4.	4	3.	4	4.	3	3.	4	4.	3	3.	4
6.	2	5.	3	6.	4	5.	4	6.	5	5.	5
9.	5	7.	4	9.	4	7.	4	9.	3	7.	5
10.	3	8.	3	10.	4	8.	3	10.	4	8.	3
12.	2	11.	2	12.	4	11.	4	12.	4	11.	4
14.	3	13.	3	14.	4	13.	4	14.	4	13.	3
16.	4	15.	4	16.	4	15.	5	16.	4	15.	5
17.	5	18.	2	17.	4	18.	3	17.	3	18.	5
Total	32	Total	29	Total	35	Total	34	Total	35	Total	38
X0.2	6.4	X0.2	5.8	X0.2	7	X0.2	6.8	X0.2	7	X0.2	7.6
Respondent 40				Respondent 41				Respondent 42			
People		Task		People		Task		People		Task	
1	5	2.	4	1	4	2.	4	1	4	2.	4
4.	5	3.	4	4.	5	3.	5	4.	3	3.	3
6.	3	5.	4	6.	3	5.	5	6.	2	5.	2
9.	5	7.	3	9.	4	7.	3	9.	3	7.	4
10.	3	8.	4	10.	3	8.	4	10.	3	8.	4
12.	4	11.	4	12.	3	11.	5	12.	5	11.	5
14.	4	13.	3	14.	4	13.	3	14.	4	13.	5
16.	3	15.	3	16.	4	15.	4	16.	4	15.	4
17.	4	18.	5	17.	5	18.	5	17.	3	18.	5
Total	36	Total	34	Total	35	Total	38	Total	31	Total	36
X0.2	7.2	X0.2	6.8	X0.2	7	X0.2	7.6	X0.2	6.2	X0.2	7.2
Respondent 43				Respondent 44				Respondent 45			
People		Task		People		Task		People		Task	
1	3	2.	3	1	4	2.	5	1	5	2.	4
4.	4	3.	4	4.	3	3.	4	4.	2	3.	3
6.	5	5.	4	6.	4	5.	4	6.	5	5.	1
9.	5	7.	3	9.	4	7.	5	9.	2	7.	4
10.	5	8.	4	10.	5	8.	1	10.	1	8.	3
12.	4	11.	3	12.	5	11.	2	12.	4	11.	5
14.	4	13.	3	14.	4	13.	4	14.	2	13.	4
16.	5	15.	4	16.	4	15.	5	16.	4	15.	5
17.	5	18.	3	17.	3	18.	2	17.	3	18.	2
Total	40	Total	31	Total	36	Total	32	Total	28	Total	31
X0.2	8	X0.2	6.2	X0.2	7.2	X0.2	6.4	X0.2	5.6	X0.2	6.2

Respondent 46				Respondent 47				Respondent 48			
People		Task		People		Task		People		Task	
1	4	2.	5	1	4	2.	5	1	5	2.	4
4.	4	3.	4	4.	4	3.	5	4.	2	3.	2
6.	5	5.	3	6.	5	5.	3	6.	5	5.	1
9.	4	7.	4	9.	5	7.	4	9.	2	7.	4
10.	5	8.	5	10.	3	8.	3	10.	1	8.	2
12.	3	11.	4	12.	4	11.	5	12.	4	11.	5
14.	5	13.	4	14.	4	13.	5	14.	4	13.	2
16.	4	15.	4	16.	2	15.	3	16.	5	15.	5
17.	3	18.	5	17.	1	18.	5	17.	4	18.	2
Total	37	Total	38	Total	32	Total	38	Total	32	Total	27
X0.2	7.4	X0.2	7.6	X0.2	6.4	X0.2	7.6	X0.2	6.4	X0.2	5.4
Respondent 49				Respondent 50				Respondent 51			
People		Task		People		Task		People		Task	
1	3	2.	4	1	4	2.	3	1	5	2.	5
4.	5	3.	5	4.	3	3.	2	4.	4	3.	5
6.	5	5.	2	6.	4	5.	3	6.	2	5.	4
9.	2	7.	4	9.	5	7.	5	9.	4	7.	5
10.	1	8.	2	10.	4	8.	2	10.	4	8.	4
12.	4	11.	5	12.	4	11.	5	12.	1	11.	2
14.	2	13.	4	14.	4	13.	5	14.	1	13.	2
16.	4	15.	5	16.	3	15.	3	16.	4	15.	5
17.	2	18.	2	17.	4	18.	2	17.	2	18.	5
Total	28	Total	33	Total	35	Total	30	Total	27	Total	37
X0.2	5.6	X0.2	6.6	X0.2	7	X0.2	6	X0.2	5.4	X0.2	7.4
Respondent 52				Respondent 53				Respondent 54			
People		Task		People		Task		People		Task	
1	4	2.	3	1	5	2.	5	1	5	2.	4
4.	4	3.	2	4.	5	3.	4	4.	4	3.	5
6.	4	5.	5	6.	5	5.	5	6.	4	5.	4
9.	2	7.	3	9.	5	7.	4	9.	4	7.	4
10.	4	8.	3	10.	3	8.	4	10.	3	8.	3
12.	3	11.	3	12.	5	11.	5	12.	3	11.	4
14.	3	13.	3	14.	5	13.	3	14.	4	13.	3
16.	4	15.	2	16.	5	15.	5	16.	4	15.	4
17.	4	18.	3	17.	3	18.	5	17.	4	18.	4
Total	32	Total	27	Total	41	Total	40	Total	35	Total	35
X0.2	6.4	X0.2	5.4	X0.2	8.2	X0.2	8	X0.2	7	X0.2	7



Respondent 55				Respondent 56				Respondent 57			
People		Task		People		Task		People		Task	
1	4	2.	3	1	3	2.	2	1	4	2.	3
4.	3	3.	4	4.	3	3.	4	4.	1	3.	2
6.	1	5.	2	6.	3	5.	4	6.	5	5.	4
9.	3	7.	5	9.	4	7.	2	9.	1	7.	3
10.	2	8.	4	10.	5	8.	1	10.	5	8.	2
12.	4	11.	1	12.	3	11.	4	12.	3	11.	4
14.	3	13.	4	14.	3	13.	4	14.	2	13.	3
16.	4	15.	2	16.	4	15.	2	16.	3	15.	4
17.	3	18.	5	17.	5	18.	3	17.	4	18.	1
Total	27	Total	30	Total	33	Total	26	Total	28	Total	26
X0.2	5.4	X0.2	6	X0.2	6.6	X0.2	5.2	X0.2	5.6	X0.2	5.2
Respondent 58				Respondent 59				Respondent 60			
People		Task		People		Task		People		Task	
1	4	2.	5	1	5	2.	5	1	3	2.	3
4.	5	3.	4	4.	3	3.	4	4.	4	3.	5
6.	3	5.	3	6.	3	5.	3	6.	3	5.	4
9.	3	7.	5	9.	5	7.	4	9.	5	7.	4
10.	4	8.	5	10.	5	8.	4	10.	4	8.	5
12.	5	11.	3	12.	4	11.	4	12.	3	11.	3
14.	3	13.	5	14.	4	13.	4	14.	4	13.	4
16.	3	15.	3	16.	3	15.	3	16.	5	15.	4
17.	3	18.	5	17.	4	18.	5	17.	5	18.	4
Total	33	Total	38	Total	36	Total	36	Total	36	Total	36
X0.2	6.6	X0.2	7.6	X0.2	7.2	X0.2	7.2	X0.2	7.2	X0.2	7.2
Respondent 61				Respondent 62				Respondent 63			
People		Task		People		Task		People		Task	
1	4	2.	4	1	5	2.	5	1	4	2.	4
4.	4	3.	4	4.	3	3.	3	4.	3	3.	3
6.	5	5.	5	6.	4	5.	4	6.	2	5.	2
9.	3	7.	5	9.	2	7.	4	9.	3	7.	4
10.	3	8.	5	10.	5	8.	2	10.	2	8.	4
12.	2	11.	2	12.	3	11.	5	12.	3	11.	4
14.	4	13.	4	14.	4	13.	4	14.	4	13.	4
16.	5	15.	4	16.	3	15.	3	16.	5	15.	5
17.	5	18.	3	17.	2	18.	2	17.	5	18.	3
Total	35	Total	36	Total	31	Total	32	Total	31	Total	33
X0.2	7	X0.2	7.2	X0.2	6.2	X0.2	6.4	X0.2	6.2	X0.2	6.6

Respondent 64				Respondent 65				Respondent 66			
People		Task		People		Task		People		Task	
1	4	2.	4	1	5	2.	5	1	5	2.	2
4.	3	3.	3	4.	3	3.	3	4.	5	3.	0
6.	5	5.	5	6.	2	5.	3	6.	5	5.	2
9.	3	7.	2	9.	4	7.	2	9.	2	7.	5
10.	3	8.	2	10.	5	8.	4	10.	5	8.	0
12.	3	11.	3	12.	4	11.	5	12.	5	11.	2
14.	4	13.	4	14.	4	13.	4	14.	5	13.	0
16.	3	15.	3	16.	5	15.	4	16.	5	15.	2
17.	5	18.	5	17.	5	18.	3	17.	2	18.	5
Total	33	Total	31	Total	37	Total	33	Total	39	Total	18
X0.2	6.6	X0.2	6.2	X0.2	7.4	X0.2	6.6	X0.2	7.8	X0.2	3.6
Respondent 67				Respondent 68				Respondent 69			
People		Task		People		Task		People		Task	
1	5	2.	4	1	4	2.	3	1	4	2.	3
4.	5	3.	4	4.	5	3.	4	4.	5	3.	2
6.	3	5.	4	6.	3	5.	4	6.	2	5.	4
9.	4	7.	4	9.	4	7.	3	9.	4	7.	3
10.	3	8.	4	10.	3	8.	4	10.	4	8.	5
12.	3	11.	5	12.	3	11.	5	12.	4	11.	3
14.	4	13.	4	14.	4	13.	4	14.	5	13.	4
16.	5	15.	3	16.	4	15.	3	16.	2	15.	3
17.	4	18.	5	17.	5	18.	4	17.	5	18.	4
Total	36	Total	37	Total	35	Total	34	Total	35	Total	31
X0.2	7.2	X0.2	7.4	X0.2	7	X0.2	6.8	X0.2	7	X0.2	6.2
Respondent 70				Respondent 71				Respondent 72			
People		Task		People		Task		People		Task	
1	5	2.	4	1	4	2.	3	1	5	2.	5
4.	2	3.	3	4.	5	3.	5	4.	3	3.	4
6.	5	5.	5	6.	3	5.	4	6.	5	5.	4
9.	4	7.	4	9.	5	7.	4	9.	3	7.	3
10.	3	8.	4	10.	5	8.	4	10.	4	8.	4
12.	5	11.	2	12.	5	11.	5	12.	3	11.	3
14.	4	13.	5	14.	3	13.	4	14.	4	13.	3
16.	3	15.	4	16.	5	15.	5	16.	3	15.	3
17.	2	18.	5	17.	4	18.	3	17.	4	18.	5
Total	33	Total	36	Total	39	Total	37	Total	34	Total	34
X0.2	6.6	X0.2	7.2	X0.2	7.8	X0.2	7.4	X0.2	6.8	X0.2	6.8

Respondent 73				Respondent 74				Respondent 75			
People		Task		People		Task		People		Task	
1	4	2.	4	1	2	2.	4	1	4	2.	5
4.	5	3.	4	4.	3	3.	5	4.	4	3.	5
6.	3	5.	5	6.	1	5.	2	6.	4	5.	5
9.	3	7.	3	9.	5	7.	3	9.	4	7.	4
10.	4	8.	3	10.	4	8.	4	10.	3	8.	2
12.	3	11.	3	12.	3	11.	2	12.	4	11.	5
14.	3	13.	3	14.	2	13.	1	14.	5	13.	5
16.	3	15.	4	16.	5	15.	3	16.	4	15.	4
17.	4	18.	5	17.	4	18.	1	17.	4	18.	3
Total	32	Total	34	Total	29	Total	25	Total	36	Total	38
X0.2	6.4	X0.2	6.8	X0.2	5.8	X0.2	5	X0.2	7.2	X0.2	7.6
Respondent 76				Respondent 77				Respondent 78			
People		Task		People		Task		People		Task	
1	4	2.	3	1	4	2.	4	1	4	2.	5
4.	4	3.	4	4.	3	3.	4	4.	2	3.	4
6.	2	5.	2	6.	5	5.	4	6.	4	5.	2
9.	4	7.	2	9.	3	7.	5	9.	2	7.	3
10.	2	8.	3	10.	3	8.	5	10.	3	8.	3
12.	3	11.	3	12.	5	11.	5	12.	2	11.	3
14.	2	13.	4	14.	4	13.	3	14.	2	13.	4
16.	2	15.	2	16.	4	15.	3	16.	3	15.	3
17.	2	18.	2	17.	0	18.	3	17.	4	18.	3
Total	25	Total	25	Total	31	Total	36	Total	26	Total	30
X0.2	5	X0.2	5	X0.2	6.2	X0.2	7.2	X0.2	5.2	X0.2	6
Respondent 79				Respondent 80				Respondent 81			
People		Task		People		Task		People		Task	
1	4	2.	3	1	5	2.	4	1	5	2.	5
4.	4	3.	4	4.	3	3.	4	4.	4	3.	4
6.	4	5.	4	6.	4	5.	5	6.	3	5.	4
9.	4	7.	4	9.	3	7.	4	9.	3	7.	2
10.	4	8.	3	10.	5	8.	4	10.	4	8.	4
12.	4	11.	3	12.	5	11.	4	12.	3	11.	3
14.	4	13.	4	14.	4	13.	4	14.	4	13.	4
16.	4	15.	3	16.	3	15.	5	16.	3	15.	4
17.	1	18.	4	17.	4	18.	4	17.	4	18.	5
Total	33	Total	32	Total	36	Total	38	Total	33	Total	35
X0.2	6.6	X0.2	6.4	X0.2	7.2	X0.2	7.6	X0.2	6.6	X0.2	7

Respondent 82				Respondent 83				Respondent 84			
People		Task		People		Task		People		Task	
1	4	2.	3	1	3	2.	4	1	4	2.	4
4.	5	3.	4	4.	3	3.	5	4.	4	3.	5
6.	4	5.	4	6.	4	5.	3	6.	5	5.	4
9.	4	7.	3	9.	2	7.	3	9.	4	7.	5
10.	2	8.	3	10.	3	8.	2	10.	4	8.	3
12.	4	11.	3	12.	2	11.	4	12.	4	11.	4
14.	5	13.	4	14.	4	13.	3	14.	4	13.	5
16.	5	15.	4	16.	3	15.	3	16.	5	15.	5
17.	4	18.	5	17.	4	18.	4	17.	5	18.	3
Total	37	Total	33	Total	28	Total	31	Total	39	Total	38
X0.2	7.4	X0.2	6.6	X0.2	5.6	X0.2	6.2	X0.2	7.8	X0.2	7.6
Respondent 85				Respondent 86				Respondent 87			
People		Task		People		Task		People		Task	
1	4	2.	4	1	4	2.	3	1	5	2.	5
4.	2	3.	5	4.	5	3.	5	4.	4	3.	4
6.	4	5.	4	6.	4	5.	5	6.	4	5.	3
9.	5	7.	5	9.	4	7.	4	9.	5	7.	3
10.	3	8.	3	10.	4	8.	3	10.	3	8.	5
12.	4	11.	5	12.	4	11.	3	12.	4	11.	4
14.	3	13.	4	14.	4	13.	4	14.	3	13.	4
16.	3	15.	4	16.	4	15.	4	16.	4	15.	4
17.	4	18.	5	17.	4	18.	3	17.	5	18.	5
Total	32	Total	39	Total	37	Total	34	Total	37	Total	37
X0.2	6.4	X0.2	7.8	X0.2	7.4	X0.2	6.8	X0.2	7.4	X0.2	7.4
Respondent 88				Respondent 89				Respondent 90			
People		Task		People		Task		People		Task	
1	5	2.	5	1	1	2.	1	1	3	2.	3
4.	4	3.	5	4.	1	3.	2	4.	5	3.	3
6.	4	5.	3	6.	2	5.	2	6.	5	5.	5
9.	3	7.	5	9.	2	7.	1	9.	5	7.	4
10.	4	8.	3	10.	3	8.	2	10.	5	8.	4
12.	4	11.	4	12.	5	11.	4	12.	3	11.	3
14.	4	13.	3	14.	4	13.	3	14.	4	13.	4
16.	5	15.	4	16.	4	15.	3	16.	3	15.	3
17.	5	18.	3	17.	3	18.	3	17.	5	18.	5
Total	38	Total	35	Total	25	Total	21	Total	38	Total	34
X0.2	7.6	X0.2	7	X0.2	5	X0.2	4.2	X0.2	7.6	X0.2	6.8

Respondent 91				Respondent 92				Respondent 93			
People		Task		People		Task		People		Task	
1	4	2.	4	1	4	2.	4	1	4	2.	4
4.	5	3.	4	4.	3	3.	3	4.	3	3.	3
6.	5	5.	5	6.	4	5.	4	6.	2	5.	2
9.	4	7.	4	9.	5	7.	4	9.	4	7.	5
10.	5	8.	4	10.	3	8.	5	10.	4	8.	5
12.	5	11.	5	12.	3	11.	3	12.	3	11.	3
14.	4	13.	4	14.	3	13.	3	14.	3	13.	5
16.	5	15.	4	16.	5	15.	3	16.	5	15.	3
17.	5	18.	5	17.	4	18.	4	17.	4	18.	4
Total	42	Total	39	Total	34	Total	33	Total	32	Total	34
X0.2	8.4	X0.2	7.8	X0.2	6.8	X0.2	6.6	X0.2	6.4	X0.2	6.8
Respondent 94				Respondent 95				Respondent 96			
People		Task		People		Task		People		Task	
1	4	2.	3	1	4	2.	3	1	4	2.	3
4.	5	3.	4	4.	5	3.	3	4.	4	3.	4
6.	4	5.	5	6.	4	5.	5	6.	4	5.	4
9.	3	7.	2	9.	2	7.	3	9.	2	7.	4
10.	3	8.	2	10.	2	8.	3	10.	2	8.	2
12.	4	11.	4	12.	1	11.	2	12.	4	11.	3
14.	3	13.	3	14.	4	13.	4	14.	3	13.	3
16.	4	15.	3	16.	5	15.	5	16.	4	15.	4
17.	4	18.	5	17.	3	18.	3	17.	2	18.	2
Total	34	Total	31	Total	30	Total	31	Total	29	Total	29
X0.2	6.8	X0.2	6.2	X0.2	6	X0.2	6.2	X0.2	5.8	X0.2	5.8
Respondent 97				Respondent 98				Respondent 99			
People		Task		People		Task		People		Task	
1	4	2.	4	1	5	2.	4	1	4	2.	5
4.	4	3.	5	4.	5	3.	5	4.	3	3.	4
6.	5	5.	5	6.	5	5.	4	6.	4	5.	4
9.	4	7.	5	9.	5	7.	5	9.	3	7.	5
10.	3	8.	4	10.	3	8.	3	10.	4	8.	4
12.	5	11.	5	12.	5	11.	5	12.	5	11.	4
14.	3	13.	4	14.	4	13.	5	14.	4	13.	5
16.	4	15.	5	16.	4	15.	5	16.	4	15.	4
17.	4	18.	5	17.	5	18.	5	17.	3	18.	5
Total	36	Total	42	Total	41	Total	41	Total	34	Total	40
X0.2	7.2	X0.2	8.4	X0.2	8.2	X0.2	8.2	X0.2	6.8	X0.2	8

Respondent 100				Respondent 101				Respondent 102			
People		Task		People		Task		People		Task	
1	5	2.	4	1	4	2.	4	1	4	2.	3
4.	2	3.	3	4.	3	3.	3	4.	5	3.	4
6.	4	5.	1	6.	4	5.	4	6.	4	5.	4
9.	3	7.	5	9.	5	7.	3	9.	4	7.	3
10.	3	8.	5	10.	5	8.	3	10.	2	8.	3
12.	4	11.	3	12.	3	11.	4	12.	4	11.	3
14.	5	13.	5	14.	3	13.	3	14.	5	13.	4
16.	4	15.	4	16.	4	15.	4	16.	5	15.	4
17.	3	18.	3	17.	5	18.	5	17.	5	18.	4
Total	33	Total	33	Total	36	Total	33	Total	38	Total	32
X0.2	6.6	X0.2	6.6	X0.2	7.2	X0.2	6.6	X0.2	7.6	X0.2	6.4
Respondent 103				Respondent 104				Respondent 105			
People		Task		People		Task		People		Task	
1	5	2.	5	1	4	2.	4	1	4	2.	3
4.	4	3.	4	4.	4	3.	5	4.	5	3.	4
6.	5	5.	5	6.	5	5.	4	6.	4	5.	3
9.	4	7.	4	9.	4	7.	5	9.	4	7.	4
10.	3	8.	4	10.	3	8.	4	10.	4	8.	5
12.	4	11.	5	12.	4	11.	5	12.	5	11.	5
14.	3	13.	4	14.	4	13.	3	14.	4	13.	5
16.	5	15.	4	16.	4	15.	5	16.	5	15.	4
17.	4	18.	4	17.	4	18.	5	17.	3	18.	4
Total	37	Total	39	Total	36	Total	40	Total	38	Total	37
X0.2	7.4	X0.2	7.8	X0.2	7.2	X0.2	8	X0.2	7.6	X0.2	7.4
Respondent 106				Respondent 107				Respondent 108			
People		Task		People		Task		People		Task	
1	4	2.	4	1	5	2.	5	1	5	2.	5
4.	5	3.	4	4.	4	3.	5	4.	4	3.	4
6.	5	5.	5	6.	2	5.	3	6.	3	5.	4
9.	3	7.	3	9.	5	7.	4	9.	5	7.	3
10.	2	8.	2	10.	3	8.	3	10.	5	8.	4
12.	4	11.	5	12.	1	11.	2	12.	4	11.	4
14.	5	13.	5	14.	4	13.	4	14.	5	13.	5
16.	5	15.	5	16.	5	15.	4	16.	4	15.	4
17.	5	18.	5	17.	5	18.	5	17.	3	18.	4
Total	38	Total	38	Total	34	Total	35	Total	38	Total	37
X0.2	7.6	X0.2	7.6	X0.2	6.8	X0.2	7	X0.2	7.6	X0.2	7.4

Respondent 109				Respondent 110				Respondent 111			
People		Task		People		Task		People		Task	
1.	5	2.	4	1.	5	2.	4	1.	5	2.	4
4.	4	3.	4	4.	5	3.	4	4.	4	3.	4
6.	3	5.	5	6.	4	5.	3	6.	3	5.	4
9.	5	7.	4	9.	5	7.	3	9.	4	7.	4
10.	5	8.	4	10.	5	8.	3	10.	5	8.	5
12.	4	11.	3	12.	4	11.	4	12.	5	11.	5
14.	5	13.	4	14.	4	13.	4	14.	4	13.	5
16.	4	15.	5	16.	5	15.	5	16.	5	15.	4
17.	4	18.	3	17.	5	18.	3	17.	3	18.	4
Total	39	Total	36	Total	42	Total	33	Total	38	Total	39
X0.2	7.8	X0.2	7.2	X0.2	8.4	X0.2	6.6	X0.2	7.6	X0.2	7.8

### Managerial Grid Model

Fig 4.1.1: Managerial Grid Model of Banking Sector Managers

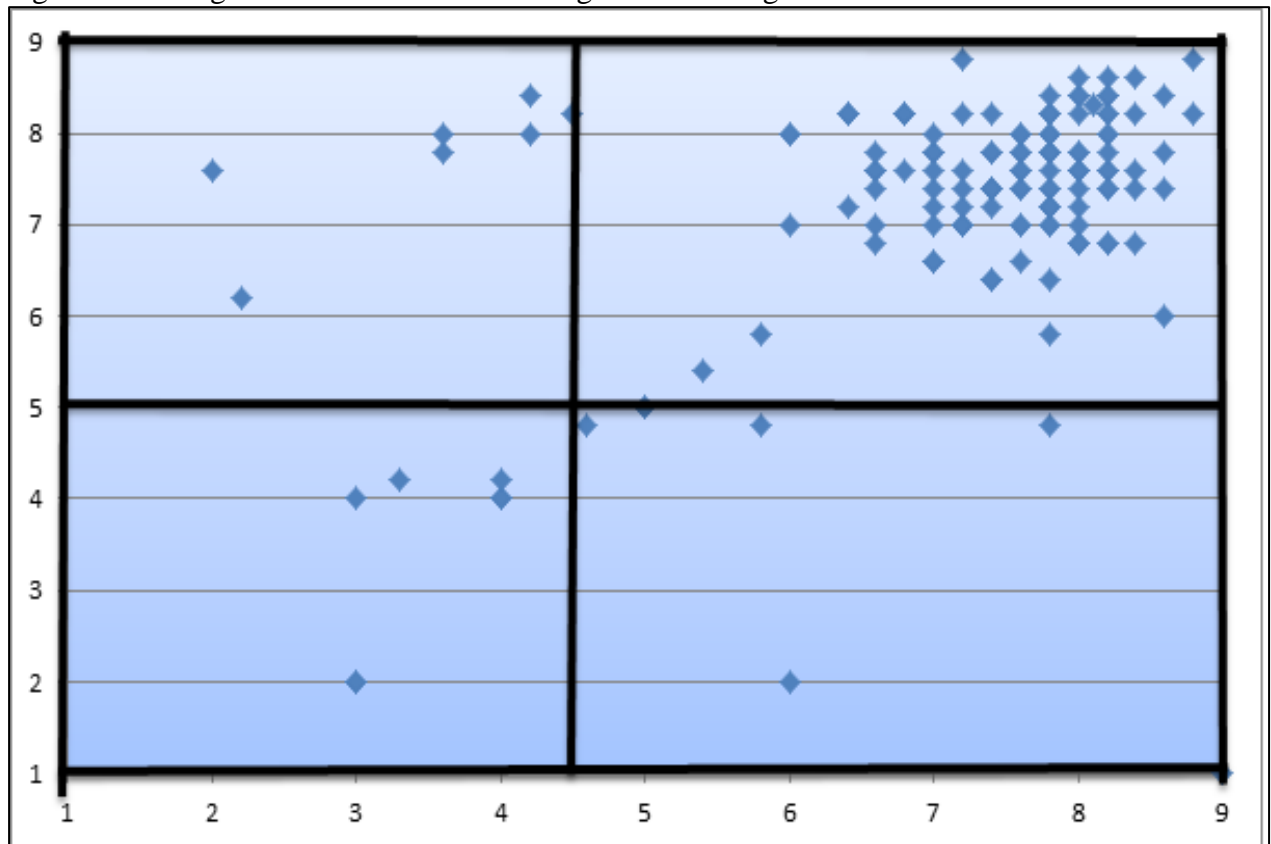
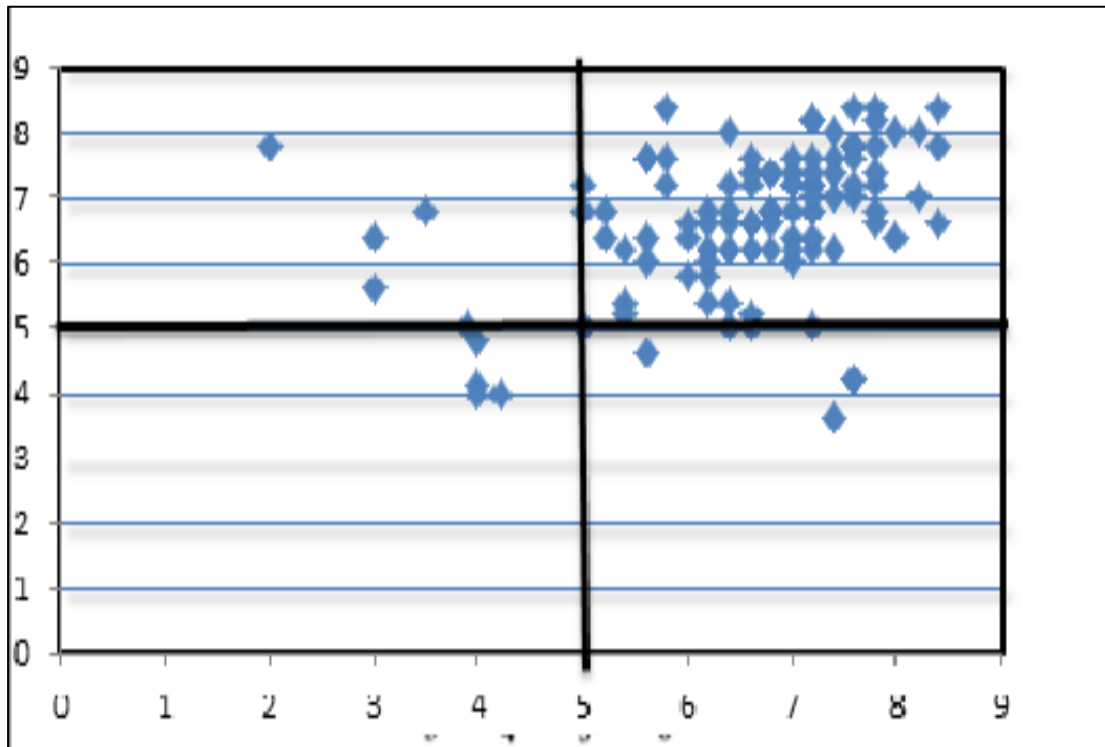


Fig 4.1.2: Managerial Grid Model of Automobile Sector Managers



The Managerial Grid model represents the five style of Leadership viz; Impoverished Style, Authoritarian Style, Country Club Style, Middle- of –the –Road Style and Team Style along with on x- axis Concern for Production and on y axis Concern for People. The obtained scores interprets that individual grid manager revels that most of the manager fallen in the Team Leadership Style in the banking and automobile sector in NCR. In the Managerial Grid model ten managers fallen in the Impoverished Leadership Style, five managers fallen in the Middle of the road Leadership Style. These studies supports our findings (Damirch *et al.*, 2011; Willians *et al.*, 2013; Gilvania *et al.*, 2014; Mishra *et al.*, 2015, 2016 ). In the study of Damirch *et al.*, 2011; Willians *et al.*, 2013 studied Managerial Grid modal in Iranian Prosperous Organization. The author tries to measure the behaviour patterns of five quadrants of the Leadership Style among mangers to understand the Leadership Style. The present study also identifies the team Leadership Styles among Banking and Automobile sector managers. Willians *et al.* (2013) examines the variable of leadership style, self-directedness, and country club Leadership Styles . In the study of Willians self-directedness leadership style is similar as Improvised leadership style of the Blake and



Mouton Leadership Style. The study conducted by Willians supports that there is relationship between Managerial Grid and the Leadership Styles. In the present study, finding also reveals that there is a relationship between Managerial Grid and Leadership Styles. The study conducted in 2015, 2016 and 2018 by Mishra *et al.* in the manufacturing sector and found the same pattern. Mangers working the manufacturing sector were fallen in the Team Leadership Style. The present study also found that managers working in the Banking and Automobile sector fallen in team style in the Blake and Mouton Managerial Grid Model.

#### 4.2 CONFLICT RESOLUTION STRATEGIES AMONG MANAGERS

To measure the Conflict Resolution Strategies among the managers working in Banking and Automobile sectors in NCR, **Pareek and Purohit (1997)** Conflict Resolution Questionnaire have been used. It consists of 20 items, 4 items in each parameter and parameters are Confrontation, Compromise, Negotiation, Withdrawal and Resignation Conflict Resolution Strategies. The reliability of the present population was found to be reliable of Conflict Resolution Questionnaire among the managers in the Banking and Automobile Sector as Cronbach’s alpha was **.653**, which is above the acceptable limit of 0.60 (**Hair et al., 2009**).

**OBJECTIVE 2: To study the Conflict Resolution Strategy among Managers.**

**Table 4.2.1: Represents the Low, Average and High Score Confrontation Conflict Resolution Strategies among Banking Sector Managers**

<b>Confrontation Conflict Resolution Strategies</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Low ( less than 11)	6	4.2	4.2	4.2
Average (11-17)	103	72.0	72.0	76.2
High (more than17)	34	23.8	23.8	100.0
Total	143	100.0	100.0	

The table 4.2.1 shows that the Confrontation Conflict Resolution Strategy among the managers of Banking Sector. Confrontation Conflict Resolution Strategy was divided into the three categories i.e. Low, Average and High. As per the scoring norms of Conflict Resolution Strategies **Pareek and Purohit (1997)** if the total scores of Confrontation is less than 11 respondents fallen in the low category, if the scores is in range of 11-17 it is in average and if the total scores lies above 17 then fallen in the high category. The data was collected from the managers working in Banking Sector in NCR region. 34 managers respond high on Confrontation Conflict Resolution Strategy. 103 managers fallen in the average and 6 managers fallen in Confrontation Conflict Resolution Strategy.

**Table 4.2.2 : Represents the Low, Average and High Score Compromise Conflict Resolution Strategies among Banking Sector Managers**

<b>Compromise Conflict Resolution Strategies</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Low (less than 9)	4	2.8	2.8	2.8
Average (9-15)	89	62.2	62.2	65.0
High (more than 15)	50	35.0	35.0	100.0
Total	143	100.0	100.0	

Table 4.2.2 shows that the Compromise Conflict Resolution Strategy among the managers of banking sector. Compromise Conflict Resolution Strategy was divided into the three categories i.e. Low, Average and High. As per the scoring norms of Conflict Resolution Strategies **Pareek and Purohit (1997)** if the total scores of Compromise is less than 9 the respondents fallen in the low category, if the scores is in range of 9-15 it is in average and if the total scores lies more than 15 fallen in the high category. 50 managers respond high on Compromise Conflict Resolution Strategy. 89 managers fall in average and 4 managers on low used Compromise Conflict Resolution Strategy to resolve the conflict.

**Table 4.2.3: Represents the Low, Average and High Score Negotiation Conflict Resolution Strategies among Banking Sector Managers**

<b>Negotiation Conflict Resolution Strategies</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Low (less than 10)	2	1.4	1.4	1.4
Average (10-16)	88	61.5	61.5	62.9
High (More than 16)	53	37.1	37.1	100.0
Total	143	100.0	100.0	

Table 4.2.3 shows the Negotiation Conflict Resolution Strategy among the managers of banking sector. Negotiation Conflict Resolution Strategy was divided into the three categories i.e. Low, Average and High. As per the scoring norms of Conflict Resolution Strategies **Pareek and Purohit (1997)** if the total scores of Negotiation is less than 10 the respondents fallen in the low category, if the scores is in range of 10-16 it is in average and if the total scores lies more than 16 fallen in the high category. 53 managers respond high on Negotiation Conflict Resolution Strategy. 88 manager falls in average Negotiation Conflict Resolution Strategies and only 2 managers rated as low negation Conflict Resolution Strategy.

**Table 4.2.4: Represents the Low, Average and High Score Withdrawal Conflict Resolution Strategies among Banking Sector Managers**

<b>Withdrawal Conflict Resolution Strategies</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Low (Less than 9)	2	1.4	1.4	1.4
Average (9-15)	89	62.2	62.2	63.6
High (more than 15)	52	36.4	36.4	100.0
Total	143	100.0	100.0	

The table 4.2.4 shows that the Withdrawal Conflict Resolution Strategy among the managers of Banking Sector. Withdrawal Conflict Resolution Strategy was divided into the three categories i.e. Low, Average and High. As per the scoring norms of Conflict Resolution Strategies **Pareek and Purohit (1997)** if the total scores of Withdrawal is less than 9 the respondents fallen in the low category, if the scores is in range of 9-15 it is in average and if the total scores lies more than 15 fallen in the high category. 52 managers respond high on Withdrawal Conflict Resolution Strategy. 89 managers respond average and only 2 managers respond low on Withdrawal Conflict Resolution Strategy.

**Table 4.2.5: Represents the Low, Average and High Score Resignation Conflict Resolution Strategies among Banking Sector Managers**

<b>Resignation Conflict Resolution Strategies</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Low (Less than 9)	0	00.0	00.0	00.0
Average (9-15)	78	54.5	54.5	54.5
High (more than 15)	65	45.5	45.5	100.0
Total	143	100.0	100.0	

The Table 4.2.5 shows the Resignation Conflict Resolution Strategy among the managers of Banking Sector. Resignation Conflict Resolution Strategy was divided into the three categories i.e. Low, Average and High. As per the scoring norms of Conflict Resolution Strategies **Pareek and Purohit (1997)** if the total scores of Resignation is less than 9 the respondents fallen in the low category, if the scores is in range of 9-15 it is in average and if the total scores lies more than 15 fallen in the high category. 65 managers are high on Resignation Conflict Resolution Strategy. 78 managers respond average and no managers respond less on Resignation Conflict Resolution Strategy.

**Table 4.2.6: Represents the Low, Average and High Score Confrontation Conflict Resolution Strategies among Automobile Sector Managers**

<b>Confrontation Conflict Resolution Strategies</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Low ( less than 11)	6	5.4	5.4	5.4
Average (11-17)	99	89.2	89.2	94.6
High (more than 17)	6	5.4	5.4	100.0
Total	111	100.0	100.0	

The table 4.2.6 shows the Confrontation Conflict Resolution Strategy among the managers of Automobile Sector. Confrontation Conflict Resolution Strategy was divided into the three categories i.e. Low, Average and High. As per the scoring norms of Conflict Resolution Strategies **Pareek and Purohit (1997)** if the total scores of Confrontation is less than 11 the respondents fallen in the low category, if the scores is in range of 11-17 it is in average and if the total scores lies above 17 fallen in the high category. The data was collected from the managers working in Automobile Sector in NCR region. 6 managers respond high on Confrontation Conflict Resolution Strategy. 99 managers respond average and 6 managers respond low on Confrontation Conflict Resolution Strategies.

**Table 4.2.7 : Represents the Low, Average and High Score Compromise Conflict Resolution Strategies among Automobile Sector Managers**

<b>Compromise Conflict Resolution Strategies</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Low (less than 9)	6	5.4	5.4	5.4
Average (9-15)	78	70.3	70.3	75.7
High (more than 15)	27	24.3	24.3	100.0
Total	111	100.0	100.0	

The table 4.2.7 shows the Compromise Conflict Resolution Strategy among the managers of Automobile Sector. Compromise Conflict Resolution Strategy was divided into the three categories i.e. Low, Average and High. As per the scoring

norms of Conflict Resolution Strategies **Pareek and Purohit (1997)** if the total scores of Compromise is less than 9 the respondents fallen in the low category, if the scores is in range of 9-15 it is in average and if the total scores lies more than 15 fallen in the high category. 27 managers respond high on Compromise Conflict Resolution Strategy. 78 managers were fallen in average and 6 managers respond less on Compromise Conflict Resolution Strategy

**Table 4.2.8: Represents the Low, Average and High Score Negotiation Conflict Resolution Strategies among Automobile Sector Managers**

<b>Negotiation Conflict Resolution Strategies</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Low (less than 10)	1	.9	.9	.9
Average (10-16)	90	81.1	81.1	82.0
High (More than 16)	20	18.0	18.0	100.0
Total	111	100.0	100.0	

The Table 4.2.8 shows the negotiation Conflict Resolution Strategy among the managers of automobile sector. Negotiation Conflict Resolution Strategy was divided into the three categories i.e. Low, Average and High. As per the scoring norms of Conflict Resolution Strategies **Pareek and Purohit (1997)** if the total scores of Negotiation is less than 10 the respondents fallen in the low category, if the scores is in range of 10-16 it is in average and if the total scores lies more than 16 fallen in the high category. 20 managers respond high on Negotiation Conflict Resolution Strategy. 90 manager falls in average Negotiation Conflict Resolution Strategies and only 1 manager rated as low Negotiation Conflict Resolution Strategy.

**Table 4.2.9 : Represents the Low, Average and High Score Withdrawal Conflict Resolution Strategies among Automobile Sector Managers**

<b>Withdrawal Conflict Resolution Strategies</b>	Frequency	Percent	Valid Percent	Cumulative Percent
Low (Less than 9)	4	3.6	3.6	3.6
Average (9-15)	75	67.6	67.6	71.2
High (more than 15)	32	28.8	28.8	100.0
Total	111	100.0	100.0	

The table 4.2.9 shows the withdrawal Conflict Resolution Strategy among the managers of automobile sector. Withdrawal Conflict Resolution Strategy was divided into the three categories i.e. Low, Average and High. As per the scoring norms of Conflict Resolution Strategies **Pareek and Purohit (1997)** if the total scores of Withdrawal is less than 9 the respondents fallen in the low category, if the scores is in range of 9-15 it is in average and if the total scores lies more than 15 fallen in the high category. 32 managers respond high on Withdrawal Conflict Resolution Strategy. 75 managers respond average and 4 managers respond low on Withdrawal Conflict Resolution Strategy.

**Table 4.2.10: Represents the Low, Average and High Score Resignation Conflict Resolution Strategies among Automobile Sector Managers**

<b>Resignation Conflict Resolution Strategies</b>	Frequency	Percent	Valid Percent	Cumulative Percent
Low (Less than 9)	2	1.8	1.8	1.8
Average (9-15)	75	67.6	67.6	69.4
High (more than 15)	34	30.6	30.6	100.0
Total	111	100.0	100.0	

The table 4.2.10 shows the withdrawal Conflict Resolution Strategy among the managers of automobile sector. Resignation Conflict Resolution Strategy was divided into the three categories i.e. Low, Average and High. As per the scoring norms of Conflict Resolution Strategies **Pareek and Purohit (1997)**if the total

scores of Resignation is less than 9 the respondents fallen in the low category, if the scores is in range of 9-15 it is in average and if the total scores lies more than 15 fallen in the high category. 34 managers are high on Resignation Conflict Resolution Strategy. 75 managers respond average and 2 managers respond less on Resignation Conflict Resolution Strategy.

The obtained values of all the tables 4.2.1 to 4.2.10 reveals that the managers working in the Banking and Automobile sector in the NCR used to resolve the conflict from the organization Resignation and Withdrawal Conflict Resolution Strategies. In the Resignation and Withdrawal Strategy manager responds high, this portrays manager working in the NCR region used resignation from the conflict or ignore the conflict. It can take the form of denying the unpleasant situation in the hope that the conflict will get resolved by itself in due course. Managers also used withdrawal conflict resolution strategy i.e. withdrawal defines to attempt or to get away from the conflict may be because the out-group is seen as belligerent but still open to reason. Another way may be to withdraw from a conflict when it takes place and withdrawal may be from the situation or form the relationship with out-group (**Pareek and Purohit, 1997**). (Bernardin and Alvares 1975, 1976, Brewer *et al.*, 2002, Brahnam *et al.*, 2004, Pazos 2008, Vollmer 2012, Ordazet *et al.*, 2014, Yeung *et al.*, 2014) supported the above findings. In the study of Bernardin and Alvares 1975, 1976 study measures the effectiveness and conflict resolution strategies among superior, subordinates and first line supervisor. The study found that there is significant relationship between effectiveness rating and conflict resolution strategies.

The obtained values also shows that managers working in the banking and automobile sector in the NCR use to resolve the conflict in organization, resignation style and withdrawal conflict resolution strategies. **Brahnam et al. (2004)** conducted study and obtained most of the managers are most likely to avoid conflict. The present study also obtained the same results as Brahman and Yeung study found. In the study of Yeung et al. (2014) supported the above findings that younger employees also use avoid handling conflicts strategy with subordinates.



### 4.3 Managerial Effectiveness among Managers working in Banking and Automobile Sector.

The variable Managerial Effectiveness is to achieve the objective to measure the Managerial Effectiveness among Managers standardized questionnaire has been used developed by **Gupta (1996)**. It contains 45 items and measuring 16 dimensions of Managerial Effectiveness were given, viz., Confidence in Subordinates, Communication & Task Assignment, Networking, Colleagues Management, Discipline, Resource Utilization, Management of Market Environment, Conflict Resolution, Integrity & Communication, Client Management & Competence, Motivating, Delegation, Image Building, Welfare Management, Consultative, and Inspection & Innovation. The questionnaire was found to be reliable of Managerial Effectiveness among the managers in the Banking and Automobile sector as Cronbach's alpha was .897, which is above the acceptable limit of 0.60 (**Hair et al., 2009**).

#### **OBJECTIVE 3: To Measure the Managerial Effectiveness among Managers**

Managerial Effectiveness divided into the three categories viz. Less Effective, Averagely Effective and Highly Effective. If the total score lies in between 3, 4, 5 and 6 then the manager lies on the less effective. If the total score lies in between 7, 8, 9, 10 and 11 then the manager lies on the average effect. If the score lies in between 12, 13, 14 and 15 then the manager lies on the highly effective.

**Table 4.3.1: Shows Less Managerial Effectiveness among Banking Sector Managers**

Sr. No.	Factor	Effectiveness	Frequency	Percentage
1	Confidence in Subordinates	Less Effective	2	1.4
2	Communication and Task Assignment	Less Effective	19	13.3
3	Networking	Less Effective	1	0.7
4	Discipline	Less Effective	0	0
5	Informal Communication	Less Effective	46	32.2

6	Management of Market Environment	Less Effective	5	3.5
7	Conflict Resolution	Less Effective	35	24.5
8	Integrity and Communication	Less Effective	23	16.1
9	Client Management and Competence	Less Effective	131	91.6
10	Colleague Management	Less Effective	47	32.9
11	Motivating	Less Effective	8	5.6
12	Delegation	Less Effective	88	61.5
13	Image Building	Less Effective	17	11.9
14	Welfare Management	Less Effective	7	4.9
15	Consultative	Less Effective	25	17.5
16	Inspection and Innovation	Less Effective	4	2.8

The table 4.3.1 shows that the less effectiveness scores of the Managers working in the Banking sector of NCR. Factors are Confidence in Subordinates, Communication and Task Assignment, Discipline, Management of Market Environment, Conflict Resolution, Integrity and Communication, Client Management and Competences, Motivating, Delegation, Image Building, Consultative, Inspection and Innovation. The factor of client management and competence 131 managers are less effective and on the inspection and innovation 2, networking 1, management of market environment 5 and welfare management 7 managers shows less effective. On the discipline trait no manager is less effective.

The factor of delegation 88 managers; consultative 25 , communication and task assignment 19, conflict resolution 35, informal communication 46 motivating 8 and image building 17 , 23 integrity and communication, 47 colleague management and 4 managers respond less inspection and innovation.

**Table 4.3.2: Shows Average Managerial Effectiveness among Banking Sector Managers**

Sr. No.	Factor	Effectiveness	Frequency	Percentage
1	Confidence in Subordinates	Average Effective	61	42.7
2	Communication and Task Assignment	Average Effective	58	40.6
3	Networking	Average Effective	48	33.6
4	Discipline	Average Effective	11	7.7
5	Informal Communication	Average Effective	97	67.8
6	Management of Market Environment	Average Effective	61	42.7
7	Conflict Resolution	Average Effective	108	75.5
8	Integrity and Communication	Average Effective	120	83.9
9	Client Management and Competence	Average Effective	12	8.4
10	Colleague Management	Average Effective	96	67.1
11	Motivating	Average Effective	8	5.6
12	Delegation	Average Effective	55	38.5
13	Image Building	Average Effective	91	63.6
14	Welfare Management	Average Effective	29	20.3
15	Consultative	Average Effective	118	82.5
16	Inspection and Innovation	Average Effective	76	53.1

The above table 4.3.2 shows that the average effectiveness scores of the Managers working in the Banking sector of NCR. On the factor of conflict resolution 108, Integrity and Communication 120, Consultative 118, Informal Communication 97, Colleague Management 96 and on Image Building 91 managers was average effective. The factor of Inspection and Innovation 76, Management of Market Environment 61, Confidence in Subordinates 61, Communication and Task Assignment 58, Delegation 55 and on the factor of networking 48 managers were average effective.

On the factor of Welfare Management 29, Client Management and Competences 12, Discipline 11 and on the Motivating factor 8 managers were average effective.

**Table 4.3.3: Shows High Managerial Effectiveness among Banking Sector Managers**

Sr. No.	Factor	Effectiveness	Frequency	Percentage
1	Confidence in Subordinates	High Effective	80	55.9
2	Communication and Task Assignment	High Effective	66	46.1
3	Networking	High Effective	94	65.7
4	Discipline	High Effective	132	92.3
5	Management of Market Environment	High Effective	77	53.8
6	Motivating	High Effective	127	88.8
7	Image Building	High Effective	35	24.4
8	Welfare Management	High Effective	107	74.8
9	Inspection and Innovation	High Effective	63	44.0

The table 4.3.3 shows that the high effectiveness scores of the Managers working in the Banking sector of NCR. The factor Discipline 132 managers, Motivating 127

managers, Welfare Management 107 managers are High effective. The factors Networking 94, Confidence in Subordinate 80, Management of Market Environment 77 managers were high effective. On the delegation, consultative, integrity and communication, Conflict Resolution, and colleague management, informal communication, Client Management and Competences factor no managers are high effective. The factor Communication and Task Assignment 66, Inspection and Innovation 63 and on the Image Building 35 Managers are high effective.

**Table 4.3.4 Summery Table of Managerial Effectiveness among Banking Sector Managers**

Sr. No.	Factor	Less Effective	Average Effective	Highly Effective
1	Confidence in Subordinates	2	61	80
2	Communication and Task Assignment	19	58	66
3	Networking	1	48	94
4	Discipline	0	11	132
5	Informal Communication	46	97	0
6	Management of Market Environment	5	61	77
7	Conflict Resolution	35	108	0
8	Integrity and Communication	23	120	0
9	Client Management and Competence	131	12	0
10	Colleague Management	47	96	0
11	Motivating	8	8	127
12	Delegation	88	55	0
13	Image Building	17	91	35
14	Welfare Management	7	29	107
15	Consultative	25	118	0
16	Inspection and Innovation	4	76	63

So the 16 factors measures the obtained values given in the above table such as confidence in subordinates, communication and task assignment, discipline, management of market environment, conflict resolution, integrity and communication, client management and competences, motivating, delegation, image building, consultative, inspection and innovation. In the banking sector managers are high effective on consultative it reflects that an effective manager always consults the critical issues and any other problem faced by the managers working with the subordinates and other team members. To become an effective manager informal communication also plays an important role this shows that, in informal communication leader able to acquire scarce financial, human, technical resources in the organization (**Vries *et al.* 2010, Olson and Olson 2012**). In order to maintain the harmony of the organization leader always like to discuss the rumours, hearsay and the grapevine with the subordinates. The another factor of Managerial Effectiveness where manager are high effective that is conflict resolution, i.e. effective leader resolves the conflicts always on time because if the conflict arises for the long time that time the organization will not go for growth and overall production of the company reduced **Singh and Vats (1991)**. On the colleague management managers working in the banking sector were highly effective which depicts that leader understands the needs and goals of the colleague and effective leader always encourage the subordinate to achieve their objectives **Connell *et al.* (2003)**. The main roles of the leader devise proper control for monitoring and performance of the staff members. The another factor where the manager were highly effective i.e. image building in which leaders believe in resolving conflicts between the subordinates and self so that they make the organization satisfied and retain the employees for long term leader and always appreciate , provide reward the employees to foster a spirit of collaboration and team work in subordinates. **Olson and Olson (2012)**

**Table 4.3.5: Shows Less Managerial Effectiveness among Automobile Sector Managers**

Sr. No.	Factor	Effectiveness	Frequency	Percentage
1	Confidence in Subordinates	Less Effective	15	13.5
2	Communication and Task Assignment	Less Effective	2	1.8
3	Networking	Less Effective	15	13.5
4	Discipline	Less Effective	42	37.8
5	Informal Communication	Less Effective	14	12.6
6	Management of Market Environment	Less Effective	41	36.9
7	Conflict Resolution	Less Effective	39	35.1
8	Integrity and Communication	Less Effective	84	75.7
9	Client Management and Competence	Less Effective	55	49.5
10	Delegation	Less Effective	71	64.0
11	Image Building	Less Effective	15	13.5
12	Welfare Management	Less Effective	9	8.1
13	Consultative	Less Effective	48	43.2
14	Inspection and Innovation	Less Effective	11	9.9

The table 4.3.5 shows that the less effectiveness scores of the managers working in the Automobile Sector. On the Integrity and Communication 84 managers are less effective and on the confidence in subordinates 15, networking and image building 15 managers are less effective. On the delegation there are 71 managers, discipline 42 managers, client management and competence 55 managers, management of market environment 41 managers, consultative 48 and conflict resolution 39 managers are less effective. On the communication and task assignment, informal communication, welfare management and inspection and innovation less number of managers are less effective i.e. 2, 14, 9 and 7.

**Table 4.3.6: Shows Average Managerial Effectiveness among Automobile Sector Managers**

Sr. No.	Factor	Effectiveness	Frequency	Percentage
1	Confidence in Subordinates	Average Effective	75	67.6
2	Communication and Task Assignment	Average Effective	65	58.6
3	Networking	Average Effective	65	58.6
4	Colleague Management	Average Effective	19	17.1
5	Discipline	Average Effective	69	62.2
6	Informal Communication	Average Effective	75	67.6
7	Management of Market Environment	Average Effective	70	63.1
8	Conflict Resolution	Average Effective	72	64.9
9	Integrity and Communication	Average Effective	27	24.3
10	Client Management and Competence	Average Effective	56	50.5
11	Motivating	Average Effective	29	26.1
12	Delegation	Average Effective	40	36.0
13	Image Building	Average Effective	86	77.5
14	Welfare Management	Average Effective	71	64.0
15	Consultative	Average Effective	63	56.8
16	Inspection and Innovation	Average Effective	86	77.5

Table 4.3.6 shows that the Average Managerial Effectiveness scores of the managers working in the Automobile sector. On the inspection and innovation there are 86



managers, image building 86, confidence in subordinates 75, conflict resolution 72, welfare management 71, management of market environment 70, discipline 69, networking 65, communication and task assignment 65 and consultative 63 are scored more as averagely effective manager. On the informal communication 75, client management and competence 56 and delegation 40 managers are rated as averagely effective manager. On the integrity and communication 27 and motivating factor 29 managers are rated as averagely effective.

**Table 4.3.7: Shows High Managerial Effectiveness among Automobile Sector Managers**

Sr. No.	Factor	Effectiveness	Frequency	Percentage
1	Confidence in Subordinates	Highly Effective	21	18.9
2	Communication and Task Assignment	Highly Effective	44	39.6
3	Networking	Highly Effective	31	27.9
4	Colleague Management	Highly Effective	92	82.9
5	Informal Communication	Highly Effective	22	19.8
6	Motivating	Highly Effective	82	73.9
7	Image Building	Highly Effective	10	9.0
8	Welfare Management	Highly Effective	31	27.9
9	Inspection and Innovation	Highly Effective	14	12.6

The table 4.3.7 shows that the High effectiveness scores of the Managers working in the Automobile sector. On the colleague management 92 and motivating factor 82 managers are highly effective. On the communication and task assignment 44,

networking 31, welfare management 31, informal communication 22, confidence in subordinates 21 and Inspection and Innovation 14 managers are scored as highly effective. On the image building 10 managers are rated as highly effective.

**Table 4.3.8 Summery Table of Managerial Effectiveness among Automobile Sector Managers**

Sr. No.	Factor	Less Effective	Average Effective	Highly Effective
1	Confidence in Subordinates	15	75	21
2	Communication and Task Assignment	2	65	44
3	Networking	15	65	31
4	Discipline	42	69	0
5	Informal Communication	14	69	22
6	Management of Market Environment	41	75	0
7	Conflict Resolution	39	70	0
8	Integrity and Communication	84	72	0
9	Client Management and Competence	55	27	0
10	Colleague Management	0	56	0
11	Motivating	0	29	82
12	Delegation	71	40	0
13	Image Building	15	86	10
14	Welfare Management	9	71	31
15	Consultative	48	63	0
16	Inspection and Innovation	11	86	14

From the obtained values it shows that automobile sector managers are highly effective on motivation. Leaders always try to drive and encourage staff for outstanding performance **Olson and Olson 2012, Smutny et al. (2016)**. The primary

role of leader is to assign the task to the competent people or whose competency matches to the particular job. The leader can run smooth work and can access easily with the help of their subordinates **Jehn et al. (2014)**. The another factor of Managerial Effectiveness is welfare management it shows that an effective leader always believes in fair allocation of work to the subordinates, always tries to distribute work as per the effectiveness of the worker **Singh (2013)**. To become an effective leader a should have confidence in subordinates it means being an effective manager he/she should be trustful for the employees, and their employees or subordinates can depend upon him/her for support in any situation. **Gupta (1996)** supported that an effective leader require effective communication skills among managers. (**Joshi 1991, Vries et al., 2010, Bamel et al., 2011, Loveland et al., 2014, Chaunhan et al., 2016**) also support that colleague management, communication and task assignment skills required for an effective managers. In the study of Joshi (1991), Vries et al. (2010) explores the Managerial Effectiveness and support to present study that concern for people, sense of identification to be the most important indicator of managerial effectiveness. The obtained scores also show that manager communication and task plays an important role in the organization. **Bamel et al. (2011)** focused upon the employees' adaptability, flexibility and quality. The obtained values show that present study also focuses upon the welfare management of the employees. The highly effective managers are confident and the **Loveland et al. (2014)** supports that confidence, visionary leadership helps to become more effective manager in an organization. The study of **Chauhan et al. (2016)** also supports that to become a successful manager should have competencies such as team building, communication and constant learning.

#### 4.4 Relationship between Leadership Styles and Conflict resolution strategies

After studying the leadership style and conflict resolution strategies among the managers working in the banking and automobile sector in NCR, the study demand to examine the relationship between leadership style and conflict resolution strategies among managers. To study the relationship among them liner regression analysis was used.

**OBJECTIVE 4: To study the relationship between Leadership Style and Conflict Resolution Strategy among Managers.**

To study the relationship between Leadership Styles and conflict resolution strategies among managers a hypothesis has been framed.

**H0:** There is no significant relationship between leadership style and Conflict Resolution Strategy among the Managers.

**Table 4.4.1: Regression Analysis for Leadership Style and Conflict Resolution Strategy among Banking Sector Managers**

The model summary table represents the correlation value, and the variance explained by the dependent factor on an independent factor. In the below, table 4.4.1.1."R" value represents the coefficient of correlation and r square value shows the variance explained.

**Table 4.4.1.1 Table represents the Model Summary of Banking Sector Managers**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.375 <sup>a</sup>	.141	.135	.36949

The table 4.4.1 provides R and R<sup>2</sup> values. The R value represents the simple correlation and is .375 which indicates positive relationship between Leadership Styles and Conflict Resolution Strategy. The R<sup>2</sup> value (.141) suggests 14 % of the total variation in the dependent variable; the independent variable leadership style can explain conflict resolution strategies.

**Table 4.4.1.2 Table represents the Analysis of variance of Banking Sector Managers**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.151	1	3.151	23.083	.000
	Residual	19.250	141	.137		
	Total	22.401	142			

The table 4.4.1.2 is the ANOVA table, which shows the regression model and predicts the dependent variable as well. The ANOVA table represents the statistical significance of the regression model where the p-value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable, i.e. it is a good fit of the data.

**Table 4.4.1.3 Table represents the Unstandardized Coefficients of Banking sector Managers**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.120	.338		6.274	.000
	MGAV	.386	.080	.375	4.805	.000

a. Dependent Variable: CRSAV

The coefficient table 4.4.1.3 provides us with the necessary information to predict conflict resolution strategies from the leadership style, as well as determine whether Leadership Style contributes statically significantly to the model.

The table 4.4.1.3 indicates that the regression model predicts the Conflict Resolution Strategy significantly.

**Conflict Resolution Strategies= 2.120 + .386 (Leadership Style)**

Analysis depicts that, Leadership Styles have a significant impact on the conflict resolution strategies. It shows that it makes more strength the Leadership Styles and builds a strong relationship between employers and employees. On the basis of obtained data values which interprets the leadership style among managers which can resolve more conflict from the banking sector managers.

**H01: There is no significant relationship between leadership style and Conflict Resolution Strategy among the Managers.**

In order to achieve the hypothesis the ANOVA table 4.4.1.2 highlights significant value i.e. .000, which is less than p-value 0.05, it depicts that null hypothesis has not been supported i.e. there is no significant relationship between leadership style and Conflict Resolution Strategy among the Managers and, Alternate hypothesis accepted i.e. there is a significant relationship between leadership style and Conflict Resolution Strategy among the Managers.

In the banking sector, there is a positive correlation among leadership style and the conflict resolution strategies. This shows that a manager who is working in the banking sector resolves the conflict with the help of conflict resolution strategies.

**Automobile Sector**

**4.4.2: Regression Analysis for Leadership Style and Conflict Resolution Strategy among Automobile Sector Managers**

**Table 4.4.2.1 Table represents the Model Summary of Automobile Sector Managers**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.429 <sup>a</sup>	.184	.176	.34311

Table 4.4.2 shows R and R<sup>2</sup> values. The R value represents the simple correlation and is .375 which indicates positive correlation. The R<sup>2</sup> value (.184) indicates 18.4 % of the total variation in the dependent variable, and conflict resolution strategies can be explained by the independent variable leadership style.

**Table 4.4.2.2 Table Represents the Analysis of Variance of Automobile Sector Managers**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.888	1	2.888	24.532	.000 <sup>b</sup>
Residual	12.832	109	.118		
Total	15.720	110			

a. Dependent Variable: CRS AV

b. Predictors: (Constant), MGAV

The ANOVA table 4.4.2.2, which indicates the regression model and predicts the dependent variable as well. The ANOVA table represents the statistical significance of the regression where the p-value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable, i.e. it is a good fit of the data.

**Table 4.4.2.3 Table Represents the Unstandardized Coefficients of Automobile Sector Managers**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.135	.284		7.524	.000
MGAV	.369	.074	.429	4.953	.000

a. Dependent Variable: CRSAV

The coefficient table 4.4.2.3 provides us the necessary information to predict the conflict resolution strategies from the leadership style; as well as determine whether Leadership Style contributes statically significantly to the model.

The table 4.4.2.3 indicates that the regression model predicts the Conflict Resolution Strategy significantly. To determine the predictions, regression equation represents that

$$\text{Conflict Resolution Strategies} = 2.135 + .369 (\text{Leadership Style})$$

Analysis depicts that Leadership Styles have a significant impact on the conflict resolution strategies. It clearly shows that it makes stronger the Leadership Styles and builds a strong relationship between employers and employees. On the basis of obtained data values which interprets that with the strong foundation of leadership style among managers which can resolve more conflict from the automobile sector managers.

**H01: There is no significant relationship between leadership style and Conflict Resolution Strategy among the Managers.**

To achieve the hypothesis obtained values of ANOVA table 4.4.2.2 interprets that significant value is .000, which is less than p-value 0.05, it depicts proposed

hypothesis has not been supported, i.e. there is no significant relationship between leadership styles, and i.e. there is a significant relationship between leadership style and Conflict Resolution Strategy among the Managers.

The analysis represents that in the automobile sector managers, there is a positive correlation among leadership style and the conflict resolution strategies. It shows that a manager who is working in the automobile sector resolves the conflict with the help of conflict resolution strategies. (**Walter *et al.*, 1998, Creus *et al.*, 2012, Mukunden *et al.*, 2013, Loughry and Amason 2014**) also supported that managers working in the banking sector positively correlated with the conflict resolution strategies.

In the study of **Walter *et al.* (1998)** conducted a study with the variables of employees working in the organization and negotiation, and found there is positive relationship among them. The present study also found that the significant relationship between manager's leadership style and Conflict Resolution Strategy . **Creus *et al.*, 2012, Mukunden *et al.*, 2013**, also supports the present study and it shows Leadership Styles and conflict resolution strategies have relationship among them. Male prefers different strategies whereas female prefer different strategies.

The Study of **Bernardin and Alvares, 1975, 1976, Brewer *et al.*, 2002, Mishra *et al.*, 2015, 2016** supported that managers working in the service and manufacturing sector fallen in the team leadership style. In the year 1975 and 1976 Bernardin and Alvares conducted a study with US employees and measure the managerial grid effectiveness ratings and conflict resolution strategies. This study supports to the present study, because the present study also found the relationship between the managerial grid and conflict resolution strategies. In the years of 2015 and 2016 **Mishra et al.** conducted a study and identify the relationship among managerial grid and conflict resolution strategies among the managers working in the manufacturing firms and found the significant relationship among them.



**OBJECTIVE 5: To study the relationship between Leadership Styles and Managerial Effectiveness among Managers.**

The objective studies the relationship between Leadership Styles and Managerial Effectiveness among managers. To achieve the objective hypothesis has been framed.

**H02:** There is no significant relationship between leadership style and Managerial Effectiveness among Managers.

**4.5.1: Regression Analysis for Leadership Style and Managerial Effectiveness Banking Sector among Managers**

**Table 4.5.1.1 Represents the Model Summary of Banking Sector Managers**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.430 <sup>a</sup>	.185	.179	.35601

a. Predictors: (Constant), MGAV

Table 4.5.1 highlights R and R<sup>2</sup> values. The R value represents the simple correlation and is .430 which indicates a positive correlation among leadership style and Managerial Effectiveness among managers. The R<sup>2</sup> value (.185) indicates 18.5 % of the total variation in the dependent variable; the independent variable leadership style can explain managerial effectiveness.

**Table 4.5.1.2 Represents the Analysis of Variance of Banking Sector Managers**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.044	1	4.044	31.905	.000 <sup>b</sup>
Residual	17.870	141	.127		
Total	21.914	142			

a. Dependent Variable: MEAv

b. Predictors: (Constant), MGAV

The ANOVA table 4.5.1.2 indicates the regression model and predicts the dependent variable as well. The ANOVA table represents the statistical significance of the regression model where the p-value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable, i.e. it is a good fit of the data.

**Table 4.5.1.3 Represents the Unstandardized Coefficients of Banking Sector Managers**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.977	.326		6.071	.000
MGAV	.438	.077	.430	5.648	.000

a. Dependent Variable: MEAv

The coefficient table 4.5.1.3 provides the necessary information to predict the Managerial Effectiveness from the leadership style as well as determine whether Managerial Effectiveness contributes statically significantly to the model.

The table 4.5.1.3 indicates that the regression model predicts the Managerial Effectiveness significantly.

**Managerial Effectiveness = 1.977 + .438 (Leadership Style)**

Analysis depicts that leadership style has a significant positive impact on managerial effectiveness. On the basis of obtained data values which interpret that Leadership Styles make it stronger for managers to become more effective and efficient.

**H02: There is no significant relationship between leadership style and Managerial Effectiveness among the Managers.**

To achieve the hypothesis ANOVA table 4.5.1.2, highlights significant value is .000, which is less than p-value 0.05, it shows that the proposed hypothesis has not been supported i.e. there is no significant relationship between leadership style and Conflict Resolution Strategy among the Managers and Alternate hypothesis accepted, i.e. there is a significant relationship between leadership style and Managerial Effectiveness among the Managers.

The obtained score data interprets that in the banking sector managers, there is a positive correlation among leadership style and managerial effectiveness. It shows that a manager working in banking sector can enhance themselves with the help of Managerial Effectiveness factors.

#### 4.5.2: Regression Analysis Leadership Style and Managerial Effectiveness Automobile Sector among Managers

**Table 4.5.2.1 Represents the Model Summary of Automobile Sector Managers**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.162 <sup>a</sup>	.026	.017	.58490

a. Predictors: (Constant), MGAV

Table 4.5.2 shows R and R<sup>2</sup> values. The R value represents the simple correlation and is .162 which indicates a positive weak correlation among leadership style and Managerial Effectiveness among managers. The R<sup>2</sup> value (.026) suggests 2 % of the total variation in the dependent variable; Managerial Effectiveness can be explained by the independent variable leadership style.

**Table 4.5.2.2 Represents the Analysis of Variance of Automobile Sector Managers**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.005	1	1.005	2.936	.000 <sup>b</sup>
	Residual	37.290	109	.342		
	Total	38.295	110			

a. Dependent Variable: MEAV

c. Predictors: (Constant), MGAV

The table 4.5.2.2 is the ANOVA table, which shows the regression model and predicts the dependent variable. The ANOVA table represents the statistical significance of the regression model where the p-value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable, i.e. it is a good fit of the data.

**Table 4.5.2.3 Represents the Unstandardized Coefficients of Automobile Sector Managers**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.582	.484		5.338	.000
	MGAV	.218	.127	.162	1.714	.089

a. Dependent Variable: MEAV

The coefficient table 4.5.2.3 provides the necessary information to predict the Managerial Effectiveness from the leadership style as well as determine whether leadership style contributes statically significantly to the model.

The table 4.5.2.3 indicates that the regression model predicts the Managerial Effectiveness significantly.

**Managerial Effectiveness = 2.582 + .218 (Leadership Style)**

Analysis depicts that leadership style has a positive significant impact on managerial effectiveness. On the basis of obtained data values it interprets that Leadership Styles make stronger to managers to become more effective to take decisions related to the automobile sector.

**H02: There is no significant relationship between leadership style and Managerial Effectiveness among the Managers.**

In order to achieve the hypothesis ANOVA table 4.5.2.2 highlights the significant value is .000, which is less than p-value 0.05, it depicts the proposed hypothesis has not been supported i.e. there is no significant relationship between leadership style and Conflict Resolution Strategy among the Managers and Alternate hypothesis accepted, i.e. there is a significant relationship between leadership style and Managerial Effectiveness among the Managers.

The analysis represents that in the banking sector managers, there is a positive correlation among leadership style and managerial effectiveness. This shows that a manager who is working in banking sector can enhance themselves with the help of Managerial Effectiveness factors. (Balaraman 1989, Jain 1991, Joshi 1991, 1995, Gupta 1996, Analoui 1995, 1997, Powell *et al.*, 2009, Vries *et al.*, 2010, Connell *et al.*, 2003) Supported the above findings.

**Balaraman 1989** evaluate the relationship between the Leadership Style and the managerial effectiveness. The study found that there is positive relationship among the leadership style and the managerial effectiveness. The present study also found the positive relationship between the Leadership Styles and managerial effectiveness. In the study of **Jain and Joshi in 1991** measures the Managerial Effectiveness factors as functional, interpersonal concern for people, concern for sense of identification. It shows that Leadership Styles help to enhance the effectiveness of the manager. Trust, informal communication, competency building

factors help in leadership style, and Managerial Effectiveness and Leadership Styles are positively correlated with each other. (Yuvraj and Shrivastva 2007, McGurk 2009, Singh 2013) also supported the above findings.

**Objective 6: To study the relationship between Conflict Resolution Strategy and Managerial Effectiveness among Managers.**

The objective studies the relationship between **Conflict Resolution Strategy and Managerial Effectiveness** among managers. To achieve the objective hypothesis has been framed.

**H3:** There is a significant relationship between Conflict Resolution Strategy and Managerial Effectiveness among Managers.

**H03:** There is no significant relationship between Conflict Resolution Strategy and Managerial Effectiveness among Managers.

**4.6.1: Regression Analysis for Conflict Resolution Strategy and Managerial Effectiveness among Banking Sector Managers**

**Table 4.6.1.1 Represents the Model Summary of Banking Sector Managers**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 <sup>a</sup>	.411	.407	.30582

a. Predictors: (Constant), MEAv

The table 4.6.1.1 shows R and R<sup>2</sup> values. The R value represents the simple correlation and is .641 which indicates a positive correlation among conflict resolution strategies and managerial effectiveness. The R<sup>2</sup> value (.411) indicates 41 % of the total variation in the dependent variable; conflict resolution strategies can be explained by the independent variable managerial effectiveness.

**Table 4.6.1.2 Represents the Analysis of Variance of Banking Sector Managers**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.214	1	9.214	98.523	.000 <sup>b</sup>
	Residual	13.187	141	.094		
	Total	22.401	142			

a. Dependent Variable: CRSAV

b. Predictors: (Constant), MEAv

The ANOVA table 4.6.1.2 indicates the regression model and predicts the dependent variable as well. The ANOVA table represents the statistical significance of the regression model where the p-value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable, i.e. it is a good fit of the data.

**Table 4.6.1.3 Represents the Unstandardized Coefficients of Banking Sector Managers**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.268	.250		5.069	.000
MEAv	.648	.065	.641	9.926	.000

a. Dependent Variable: CRSAV

The coefficient table 4.6.1.3 predicts the conflict resolution strategies from the managerial effectiveness, as well as determine whether managerial effectiveness contributes statically significantly to the model

The table 4.6.1.3 indicates that the regression model predicts the Conflict Resolution Strategy significantly. Conflict Resolution Strategies= 2.120 + .386 (Managerial Effectiveness)

Analysis depicts that Managerial Effectiveness helps to resolve the conflict arise in the organization. On the basis of obtained data values which interpret that Managerial Effectiveness has the positively significant impact on conflict resolution strategies. This above result reveals that an effective manager resolves conflict from the organization successfully.

**H03: There is no significant relationship between Conflict Resolution Strategy and Managerial Effectiveness among Managers.**

To achieve the hypothesis the ANOVA table 4.6.1.2 highlights the significant value is .000, which is less than p-value 0.05, it depicts that null hypothesis rejected i.e. there is no significant relationship between Conflict Resolution Strategy and Managerial Effectiveness among the Managers and Alternate hypothesis accepted i.e. there is a significant relationship between Conflict Resolution Strategy and Managerial Effectiveness among the Managers.

The analysis represents that in the banking sector managers, there is a positive correlation among conflict resolution strategies and managerial effectiveness. This shows that an effective manager who is working in the banking sector resolves the conflict with the help of conflict resolution strategies.

#### 4.6.2: Regression Analysis for Conflict Resolution Strategy and Managerial Effectiveness among Automobile Sector Managers

**Table 4.6.2.1 Represents the Model Summary of Automobile Sector Managers**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464 <sup>a</sup>	.215	.208	.33648

a. Predictors: (Constant), MEAV

Table 4.6.2.1 shows R and R<sup>2</sup> values. The R value represents the simple correlation and is .464 which indicates a positive correlation among conflict resolution strategies and managerial effectiveness. The R<sup>2</sup> value (.215) indicates 21 % of the total variation in the dependent variable; conflict resolution strategies can be explained by the independent variable managerial effectiveness.

**Table 4.6.2.2 Represents the Analysis of Variance of Automobile Sector Managers**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.379	1	3.379	29.842	.000 <sup>b</sup>
	Residual	12.341	109	.113		
	Total	15.720	110			

a. Dependent Variable: CRS AV

b. Predictors: (Constant), MEAV

The ANOVA table 4.6.2.2 indicates the regression model and predicts the dependent variable as well. The ANOVA table represents the statistical significance of the regression model where the p-value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable, i.e. it is a good fit of the data.

**Table 4.6.2.3 Represents the Unstandardized Coefficients of Automobile Sector Managers**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.520	.188		13.410	.000
MEAV	.297	.054	.464	5.463	.000

a. Dependent Variable: CRSAV

The coefficient table 4.6.2.3 provides us the necessary information to predict the conflict resolution strategies from the managerial effectiveness, as well as determine whether Managerial Effectiveness contributes statically significantly to the model.

The table 4.6.2.3 indicates that the regression model predicts the Conflict Resolution Strategy significantly.

**Conflict Resolution Strategies= 2.520 + .297 (Managerial Effectiveness)**

Analysis depicts that Managerial Effectiveness helps to resolve the conflict arise in the organization. On the basis of obtained data values which interpret that Managerial Effectiveness has a positively significant impact on conflict resolution strategies. The obtained scores reveal that an effective manager resolves conflict from the organization successfully.

**H03: There is no significant relationship between Conflict Resolution Strategy and Managerial Effectiveness among Managers.**

In order to achieve the hypothesis the ANOVA table 4.6.2.2 highlights the significant value is .000, which is less than p-value 0.05, it depicts that null hypothesis rejected, i.e. there is no significant relationship between Conflict Resolution Strategy and Managerial Effectiveness among the Managers and Alternate hypothesis accepted, and i.e. there is a significant relationship between Conflict Resolution Strategy and Managerial Effectiveness among the Managers.

The obtained scores represents that in the automobile sector managers, there is a positive correlation among conflict resolution strategies and managerial effectiveness. It shows that an effective manager who is working in the automobile sector resolves the conflict with the help of conflict resolution strategies. (Singh and Vats 1991, Labbaf and Cuworth 1996, Pazos 2008, Qiao and Wang 2008, Ordaz *et al.*, 2014,



**Jiang *et al.*, 2014, Chauhan 2014)** supported the above findings. (**Knoll and Gill 2010, Wang 2010**) also supported that Managerial Effectiveness among the managers can enhance through various factors such as trust mutual understanding and relationship among employees and this leads to resolve the conflict among prospective employees.

The study of Singh and Vats 1991 shows how manager can beneficially manage conflict resolution strategies and found that favourable conflict resolution strategies helps to resolve the conflict in the organization. Labbaf and Cuworth 1996 tries to measure the Managerial Effectiveness among the senior manager and found that managerial skills like self-related and analytical, task and people to do work effectively. Both the studies explain the relevance of conflict and Managerial Effectiveness in the organization. So the present study also found the positive correlation among the Conflict Resolution Strategy and managerial effectiveness. Qiao and Wang 2008, Ordaz *et al.*, 2014, Jiang *et al.*, 2014, Chauhan 2014) also in favour of that effective manager can resolve the conflict from the organization.

## SUMMARY AND CONCLUSIONS

This chapter deals with the summary, major findings, conclusions of the study, managerial implications, social contribution, limitations and recommendations.

### 5.1 Summary

The study focuses on the concept of the managerial grid, conflict resolution strategy and managerial effectiveness among the managers of the banking and automobile sector. The first variable of the study is managerial grid defines the identification of Leadership styles viz. (Authoritarian Leaders, Team Leader, Country Club Leader, Impoverished Leader, Middle-of-the-road) of the Managers. The second variable of the study is conflict resolution strategy. The Conflict Resolution Strategies measure an Individual's mode of resolving the conflict. It contains five strategies such as confrontation, compromise, negotiation, withdrawal and resignation. The third variable of the study is managerial effectiveness. It has 16 dimensions of managerial effectiveness viz., confidence in subordinates, communication & task assignment, networking, colleagues management, discipline, resource utilization, management of market environment, conflict resolution, integrity & communication, client management & competence, motivating, delegation, image building, welfare management, consultative, and inspection & innovation. The present study also explores the relationship and factors associated with it and identify the measure for its enhancement.

Extensive literature has been done from 2000 to 2018 to conduct a comprehensive study of Leadership Styles, Conflict Resolution Strategies and Managerial Effectiveness among the managers working in Banking and Automobile Sector in NCR. Studies studied under the literature of review were related to Leadership styles, Conflict Resolution Strategies and the managerial effectiveness. **Locke and Kirkpatrick (1991)** found that leaders are different from the other people in certain key respect such as honesty and integrity, self- confidence, cognitive ability etc. In the year of 1965 **Blake and Mouton** found that leadership styles are different from the conflict resolution and managerial effectiveness. The instruments for measuring the managerial grid, Conflict Resolution Strategies and managerial effectiveness were

explored. Managerial Grid, being a multi-dimensional concept was found to be related with the behavioural phenomena. The other authors (**Jones and Goffee, 2000; Kotter, 2001; Torbert and Rooke, 2005**) investigates that leadership plays an important role in the organization. Studies conducted by them revealed that leaders can lead the followers successfully with the traits of self-confidence, Communication skills and others. The study conducted **Sherwood and Concetta 2005; Vries et al. 2010; Damirch et al., 2011; Willians et al., 2013; Gilvania et al., 2014** worked upon managerial grid model . But in all the above discuss studies were not studying the factors affecting to leadership styles, conflict resolution and the managerial effectiveness. The relationship of leadership styles with Conflict Resolution Strategies and the managerial effectiveness was found to be a subject of research gap and the researcher interest. Based on these previous researches three major variables were identified viz. managerial grid, Conflict Resolution Strategies and managerial effectiveness. Hence according to these identified variables the study was undertaken with the following objectives:

- 1) To prepare the Managerial grid and identification of Leadership styles on the basis of Managerial Grid among Managers.
- 2) To study the Conflict Resolution Strategy among Managers.
- 3) To measure the Managerial Effectiveness among Managers.
- 4) To study the relationship between leadership style and Conflict Resolution Strategy among Managers.
- 5) To study the relationship between Leadership styles and Managerial effectiveness among Managers.
- 6) To study the relationship between Conflict Resolution Strategy and Managerial effectiveness among Managers.

To achieve the above said objectives hypothesis were framed and discusses, population, research design, sampling technique, data collection, research instruments and statistical analysis approach was explained. Descriptive research was used and stratified sampling technique for drawing a number of managers from the banking and automobile sector. Banking and automobile sector were broadly considered for data collection. The respondents were drawn from the SBI, HDFC and the Automobile

sectors managers located in the NCR which comprises of the 23 districts. To achieve the objectives three scales as a research instruments have been used viz. **Blake and Mouton (1965)** Managerial grid model, **Pareek and Purohit (1997)** Conflict resolution inventory and **Seeta Gupta (1990)** Managerial effectiveness scale.

The obtained scores were interpreted and the data analysis related to the managerial grid which comprises of the five styles of leadership styles which are Authoritarian leadership style, Team leadership style, Country Club leadership style, impoverished leadership style and middle of the road leadership style. In further dealt with the Conflict Resolution Strategies and the Managerial effectiveness among the managers working in the banking sector as well as the Automobile sector. Conflict resolution questionnaire sub categories divided into five parts such as conformation, compromise, negotiation, withdrawal and resignation Conflict Resolution Strategies. The Managerial Effectiveness scale has been divided into the 16 factors which are named as Confidence in subordinates, Communication & Task Assignment, Networking, Colleague Management, Discipline, Informal Communication, Management of Market Environment, Conflict resolution, Integrity & communication, Client Management and Competence, Motivating, Delegation, Image building, Welfare management, Consultative and Inspection & Innovation. So in the study there are total three variables Managerial Grid, Conflict Resolution Strategy, and Managerial Effectiveness. In the study there are broadly six objectives which tell about variable and the relationship of one variable with the other variable.

The result reveals that managers working in the banking and automobile sector fallen in the team leadership style. The withdrawal and resignation conflict resolution strategy has been used to resolve the conflict in the organization. Motivating, welfare management, colleague management and communication & task assignment factors on managers are highly effective. The results revealed that key variables of the study viz. managerial grid, conflict resolution strategy and managerial effectiveness were positively correlated with each other.

## 5.2 Major Findings

Under the major finding, findings of the key variables and the sub variables were discussed.

### 5.2.1 Findings related to Managerial Grid Model

- ❖ In the banking sector managers were high on the task oriented (7.54) and relationship (7.51) orientation as per the mean value score. This interprets that managers who were working in the banking sector their obtained scores interpret that they have strong relation with subordinates and customers and also with the members who were directly and indirectly associated with them. (Mishra *et al.*, 2015, 2016 )
- ❖ In the automobile sector, managers were high on the task oriented (6.78) and relationship (6.84) orientation as per the mean value score. This interprets that the managers are strong on bonding and making relationship with others who helps to grow the industry. (Mishra *et al.*, 2015, 2016 )
- ❖ In the managerial grid model the most of the managers who were working in the banking sector fallen in the Team Leadership Style, obtained scores interprets that the managers comfortable in team working. The obtained scored explains managers were high on task i.e. they have high potential to complete task and were also high on the relationship. Some of the managers fallen in the middle of the road leadership style this shows that they are equally concern for the relationship as well as in task oriented leadership style. In the managerial grid model few managers fallen in the country club and authoritarian leadership style. This means they are either high on relationship or high on the task orientation leadership style.
- ❖ In the automobile sector, managers who were working in the automobile sector fallen in the team Leadership style. The obtained scores interpret that leader discuss the problems with the staff members and invites their ideas and provide them freedom to perform action and always encourage people directly and provide opportunity for decision making. In the managerial grid model

some of the employees fallen under the middle of the road, authoritarian and the impoverished leadership styles also.

- ❖ (Damirch *et al.*, 2011; Willians *et al.*, 2013; Gilvania *et al.*, 2014; Mishra *et al.*, 2015, 2016)also supported that managers working in Iran prosperous organization , manufacturing industry prefer team leadership style and prefer high task and relationship orientation.

### 5.2.2 Findings related to Conflict Resolution Inventory

- ❖ To achieve the objective banking sector managers' scores were interpreted and it is found that resignation conflict resolution strategy and then the withdrawal conflict resolution strategy preferred organization. Managers tried to withdraw from that situation which ultimately spoils the environment of the organization. The managers mostly avoid the conflict and try to get resolved by itself or with the help of experienced opinion to control the conflict. Managers try to compromise the situation to maintain the healthy working environment in the organization for their prospective employees. Managers always try to withdraw from that situation where the chances of the conflict arise and resign from the situation Pareek and Purohit, (1997).
- ❖ The study shows that in the automobile sector, managers preferred the resignation conflict resolution strategy to resolve the conflict in the organization. Managers always try to maintain the harmony in the organization because if the environment of the organization works smoothly then the can get good productive more from the prospective employees. The automobile sector managers' are very less effective on the confrontation and compromise Conflict Resolution Strategies . The findings of the study is in line with the findings of Bernardin and Alvares 1975, 1976; Brewer *et al.*, 2002; Brahnam *et al.*, 2004; Pazos 2008; Vollmer 2012; Ordazet *et al.*, 2014; Yeung *et al.*, 2014 supported the findings.

### 5.2.3 Managerial Effectiveness among the Managers

- ❖ In an organization leader always try to get cooperation and consensus between conflict parties. To become an effective manager informal communication

plays an important role this shows that, in informal communication leader able to acquire scarce financial, human, technical resources in the organization (**Vries et al. 2010, Olson and Olson 2012**). In order to maintain the harmony of the organization leader always like to discuss the rumours, hearsay and the grapevine with the subordinates. The another factor of managerial effectiveness where manager are high effective that is conflict resolution, i.e. effective leader resolves the conflicts always on time because if the conflict arises for the long time that time the organization will not go for growth and production of the company will reduced **Singh and Vats (1991)**. On the colleague management managers working in the banking sector were highly effective which depicts that leader understands the needs and goals of the colleague and effective leader always encourage the subordinate to achieve their objectives **Connell et al. (2003)**. The main roles of the leader devise proper control for monitoring and performance of the staff members. The another factor where the manager were highly effective i.e. image building in which leaders believe in resolving conflicts between the subordinates and self so that they make the organization satisfied and retain the employees for long term leader and always appreciate , provide reward the employees to foster a spirit of collaboration and team work in subordinates. **Olson and Olson (2012)**

- ❖ In automobile sector, automobile sector managers are highly effective on motivation. Leaders always try to drive and encourage staff for outstanding performance **Olson and Olson 2012, Smutny et al. (2016)**. The primary role of leader is to assign the task to the competent people or whose competency matches to the particular job. The leader can run smooth work and can access easily with the help of their subordinates **Jehn et al. (2014)**. The another factor of Managerial Effectiveness is welfare management it shows that an effective leader always believes in fair allocation of work to the subordinates, always tries to distribute work as per the effectiveness of the worker **Singh (2013)**. To become an effective leader a should have confidence in subordinates it means being an effective manager he/she should be trustful for the employees, and their employees or subordinates can depend upon him/her

for support in any situation. In the study of Joshi (1991), Vries et al. (2010) explores the Managerial Effectiveness and support to present study that concern for people, sense of identification to be the most important indicator of managerial effectiveness. The obtained scores also show that manager communication and task plays an important role in the organization The findings of the study is in line with the findings of Gupta (1996) supported that an effective leader require effective communication skills among managers. (Joshi 1991; Vries et al., 2010; Bamel et al., 2011; Loveland et al., 2014; Chaunhan et al., 2016) also support that colleague management, communication and task assignment skills required for an effective managers.

#### **5.2.4 Relationship between leadership styles and Conflict Resolution Strategies**

- ❖ The present study obtained the relationship between the leadership styles and Conflict Resolution Strategies among the managers working in the banking sector in NCR, with help of regression analysis. With the help of correlation study (.375) found that there is positive correlation among the leadership styles and the Conflict Resolution Strategies , this interprets that with the help of leadership styles a manager can resolve the conflict arises in the organization. The  $R^2$  value (.14) indicates 14 % of the total variation in the dependent variable, Conflict Resolution Strategies can be explained by the independent variable leadership style.
- ❖ From obtained ANOVA values, goodness of fit and the prediction of dependent variable has been checked. The p value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable and it shows that goodness of fit of the data. This information helps to predict Conflict Resolution Strategies from the Leadership Style, as well as determine whether Leadership Style contributes statically significantly to the model.

**H<sub>01</sub>: There is no significant relationship between leadership style and conflict resolution strategy among the Managers.**



- ❖ From the obtained ANOVA scores, the significant value is .000, which is less than p value 0.05, it depicts that null hypothesis rejected i.e. there is no significant relationship between leadership style and conflict resolution strategy among the Managers and alternate hypothesis accepted i.e. there is a significant relationship between leadership style and conflict resolution strategy among the Managers.
- ❖ The study also interprets that among banking sector managers, there is positive correlation among leadership style and the Conflict Resolution Strategies. This shows that a manager working in the banking sector resolves the conflict with help of Conflict Resolution Strategies.
- ❖ To study the relationship between the Leadership Styles and Conflict Resolution Strategies among the managers working in the automobile sector in NCR, regression analysis has been used. With the help of correlation, study found that there is positive correlation (.429) among the leadership styles and the Conflict Resolution Strategies, this shows that with the help of leadership styles a manager can resolve the conflict arises in the organization. The  $R^2$  value indicates 18.4 % of the total variation in the dependent variable, Conflict Resolution Strategies can be explained by the independent variable leadership style.
- ❖ The obtained score of ANOVA shows p value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable and it shows that goodness of fit of the data. This information helps to predict the conflict resolution strategies from the leadership style; as well as determine whether Leadership Style contributes statically significantly to the model.

**H<sub>01</sub>: There is no significant relationship between leadership style and conflict resolution strategy among the Managers.**

- ❖ The results suggest significant value is .000, which is less than p value 0.05, it depicts that null hypothesis rejected i.e. there is no significant relationship between leadership style and conflict resolution strategy among the Managers and alternate hypothesis accepted i.e. there is a significant relationship

between leadership style and conflict resolution strategy among the Managers.

- ❖ The result found that in the banking sector managers, there is positive correlation among leadership style and the Conflict Resolution Strategies. This shows that a manager who is working in the banking sector resolves the conflict with help of Conflict Resolution Strategies. The findings of the study is in line with the findings of (Walter *et al.*, 1998;Curseu *et al.*, 2012;Mukunden *et al.*, 2013; Loughry and Amason 2014) also supported that managers working in the banking sector positively correlated with the Conflict Resolution Strategies.
- ❖ (Bernardin and Alvares 1975,1976; Brewer *et al.*, 2002; Mishra *et al.*, 2015,2016) supported that managers working in service and manufacturing sector fallen in the team leadership style.

#### **5.2.5 Relationship between leadership styles and Managerial Effectiveness**

- ❖ To study the relationship between leadership styles and managerial effectiveness among the managers working in the banking sector in NCR, regression analysis has been used. With the help of correlation study found that there is positive correlation (.430) among leadership styles and managerial effectiveness, this shows that with the help of leadership styles helps to employee to become an effective manager in the organization. The  $R^2$  value (.185) indicates 18.5 % of the total variation in the dependent variable; managerial effectiveness can be explained by the independent variable managerial styles.
- ❖ The obtained score of ANOVA highlights the goodness of fit and the prediction of dependent variable has been checked. The p value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable and it shows that goodness of fit of the data. This information helps to predict the Managerial Effectiveness from the leadership style as well as determine whether Managerial Effectiveness contributes statically significantly to the model.

**H02: There is no significant relationship between leadership style and managerial effectiveness among the Managers.**

- ❖ From the obtained score of ANOVA, shows significant value is .000, which is less than p value 0.05, it depicts that null hypothesis rejected i.e. there is no significant relationship between leadership style and conflict resolution strategy among the Managers and Alternate hypothesis accepted i.e. there is a significant relationship between leadership style and managerial effectiveness among the Managers.
- ❖ The obtained analysis represents that in the banking sector managers, there is positive correlation among leadership style and managerial effectiveness. This shows that a manager who is working in the banking enhance themselves with the help of managerial effectiveness factors.
- ❖ To study the relationship between leadership styles and managerial effectiveness among the managers working in the automobile sector in NCR, regression analysis has been used. With the help of correlation study found that there is positive weak correlation (.162) among leadership styles and managerial effectiveness, this shows that there is positive correlation among leadership styles and managerial effectiveness but not average or moderate relationship among them. This shows that leadership will help to enhance leadership style, but not up to that extent due to less correlation value. The  $R^2$  value (.026) indicates 2 % of the total variation in the dependent variable; managerial effectiveness can be explained by the independent variable managerial styles. As the  $R^2$  value is only 2 percent so it is also clear that it affected very little extent.
- ❖ The obtained score of ANOVA shows that p value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable and it shows that goodness of fit of the data. This information helps to predict the Managerial Effectiveness from the leadership style as well as determine whether Managerial Effectiveness contributes statically significantly to the model.

**H02: There is no significant relationship between leadership style and managerial effectiveness among the Managers.**

- ❖ From the obtained score of ANOVA, study found that the significant value is .000, which is less than p value 0.05, it depicts that null hypothesis rejected i.e. there is no significant relationship between leadership style and conflict resolution strategy among the Managers and Alternate hypothesis accepted i.e. there is a significant relationship between leadership style and managerial effectiveness among the Managers.
- ❖ The obtained findings represents that in the automobile sector managers, there is positive correlation among leadership style and managerial effectiveness. This shows that a manager who is working in the banking enhance themselves with the help of managerial effectiveness factors.

The findings of the study is in line with the findings of (**Balaraman 1989; Jain 1991; Joshi 1991, 1995; Gupta 1996; Analoui 1995, 1997; Vries *et al.*, 2010; Powell *et al.*, 2009; Connell *et al.*, 2003**) supported that leadership style and managerial effectiveness were equally important for each other. Trust, informal commutation, competency building factors helps in leadership style and managerial effectiveness and leadership styles are positively correlated with each other. (**Yuvraj and Shrivastva 2007; Mc Gurk 2009; Singh (2013)**) also supported the above findings.

**5.2.6 Findings related to relationship between Conflict Resolution Strategy and Managerial Effectiveness**

- ❖ In order to study the relationship between Conflict Resolution Strategies and managerial effectiveness among the managers working in the banking sector in NCR, regression analysis has been used. With the help of correlation study found that there is positive correlation (.641) among Conflict Resolution Strategies and managerial effectiveness, this shows that with the help of Conflict Resolution Strategies can resolve the conflict arises in the organization. The  $R^2$  value indicates 41.1 % of the total variation in the

dependent variable; Conflict Resolution Strategies can be explained by the independent variable managerial effectiveness.

- ❖ The obtained values of ANOVA, goodness of fit and the prediction of dependent variable have checked. The p value is 0.00 which is less than 0.05, indicates the regression model is significantly predicts the outcome variable and it shows that goodness of fit of the data. This information helps to predict the Conflict Resolution Strategies from the managerial effectiveness; it predicts whether Conflict Resolution Strategies contribute to the model.

**H03: There is no significant relationship between Conflict Resolution Strategy and Managerial effectiveness among Managers.**

- ❖ From obtained score of ANOVA shows significant value is .000, which is less than p value 0.05, it depicts that null hypothesis rejected i.e. there is no significant relationship between leadership style and conflict resolution strategy among the Managers and Alternate hypothesis accepted i.e. there is a significant relationship between leadership style and conflict resolution strategy among the Managers.
- ❖ The obtained analysis represents that in the banking sector managers, there is positive correlation among leadership style and the Conflict Resolution Strategies. This shows that a manager who is working in the banking sector resolves the conflict with help of Conflict Resolution Strategies.
- ❖ In order to study the relationship between Conflict Resolution Strategies and managerial effectiveness among the managers working in the automobile sector in NCR, regression analysis has been used. With the help of correlation study found that there is positive correlation (.464) among Conflict Resolution Strategies and managerial effectiveness, this shows that with the help of Conflict Resolution Strategies can resolve the conflict arises in the organization. The  $R^2$  value indicates 21.5 % of the total variation in the dependent variable, Conflict Resolution Strategies can be explained by the independent variable managerial effectiveness.
- ❖ The obtained score of ANOVA suggested that goodness of fit and the prediction of dependent variable has been checked. The p value is 0.00 which

is less than 0.05, indicates the regression model is significantly predicts the outcome variable and it shows that goodness of fit of the data. This information helps predicts the conflict resolution strategies from the managerial effectiveness, as well as determine whether managerial effectiveness contributes statically significantly to the model

**H03: There is no significant relationship between Conflict Resolution Strategy and Managerial effectiveness among Managers.**

- ❖ The obtained score of ANOVA shows significant value is .000, which is less than p value 0.05, it depicts that null hypothesis rejected i.e. there is no significant relationship between conflict resolution strategy and managerial effectiveness among the Managers and Alternate hypothesis accepted i.e. there is a significant relationship between conflict resolution strategy and managerial effectiveness among the Managers.
- ❖ The obtained analysis represents that in the automobile sector managers, there is positive correlation among Conflict Resolution Strategies and managerial effectiveness. This shows that an effective manager who is working in the banking sector resolves the conflict with help of Conflict Resolution Strategies.
- ❖ The findings of the study is in line with the findings of (**Singh and Vats 1991, 2008; Qiao and Wang 2008; Ordaz et al., 2014; Jiang et al., 2014; Pazos Chauhan 2014**) supported the above findings. (**Labaf and Cuworth 1996; Wang 2010, Knoll and Gill 2010**) also supported that managerial effectiveness among the managers can enhance through various factors such as trust mutual understanding and relationship among employees and this leads to resolve the conflict among prospective employees.

### **5.3 Conclusion**

The present study measure the relationship between managerial grid, Conflict Resolution Strategies and managerial effectiveness. The study identifies the leadership style among the mangers working in the banking and automobile sector in NCR. The study found that the managers who are working in the banking and automobile sector were high on the task orientation and also high on the relationship

orientation. The study further found that the manager believes in strong relationship with subordinates. They have faith in building strong and healthy relationship with the members who were directly or indirectly associated with them. The study found that the managers have more potential to complete their task on time. It shows that they accept and face the challenges comes in a day to day life. Task and relationship orientation helps to industry to maintain the goodwill among the subordinates and help to maintain harmonious relations with the associated members. The study found that the manager in a group all are fallen in the Team leadership styles, this means that they are high on task and high on the human oriented leadership styles. As per the situation they change themselves as per the requirement of the organization. It represents leader discuss the problems with the staff members and invites their ideas and provide them freedom to perform action and always encourage people directly and provide opportunity for decision making. In the managerial grid model some of the employees fallen under the middle of the road, authoritarian and the impoverished leadership styles also.

To study the Conflict Resolution Strategies among the managers working in the Banking and Automobile sector of NCR. The study conclude that the managers who were working in a banking and automobile sector fallen in the resignation Conflict Resolution Strategies . This shows that they used to the resignation style to cope up with the conflict situation in the organization, and then the withdrawal conflict resolution strategy to maintain the decorum of the organization. They try to withdraw from that situation which ultimately spoils the environment of the organization. The managers mostly avoid the conflict and try to get resolved by itself and also with the help of experienced opinion so that the situation can be under control. They try to compromise the situation so that maintain the healthy working environment in the organization for their prospective employees. They always try to withdraw from that situation where the chances of the conflict arise and resign from the conflict. They always effort to maintain the harmonious relationship in the organization because if the environment of the organization works smoothly then the output they can generate more from the prospective employees **Pareek and Purohit, (1997)**

The study measures the managerial effectiveness among the managers who were working in the banking and automobile sector in the NCR. The study concludes that to become an effective manager informal communication also plays an important role in organization, this shows that in informal communication leader able to acquire scarce financial, human, technical resources in the organization. The another factor of managerial effectiveness where manager are high effective that is conflict resolution, i.e. effective leader resolves the conflicts always on time because if the conflict arises for the long time , during that durations organization will not go for growth and overall production of the company stops. On the colleague management managers working in the banking sector were highly effective which depicts that leader understands the needs and goals of the colleague and effective leader always encourage the subordinate to achieve their objectives. The major role of the leader devises proper control for monitoring and performance of the staff members. Image building in which leaders believe in resolving conflicts between the subordinates and self so that they make the organization satisfied and retain the employees for long term leader and always appreciate , provide reward the employees to foster a spirit of collaboration and team work in subordinates. This exercise is done by the leader for always contributes to building up the image of his/her area and the whole organisation.

In the automobile sector the study found that managers are highly effective on colleague management, motivation and communication & task assignment. In the automobile sector managers more focus upon the task assignment and communication; because they have to achieve the target on time and they motivates the employee to complete the task and they are capable and get success with their prospective employees. The managers of the manufacturing sector are averagely effective on inspection and innovation, Image building, confidence in subordinates, informal communication and conflict resolution. There are some factors of managerial effectiveness such as integrity and communication, delegation and Client management & competence. From these factor managers are able to know on which trait they are less effective and averagely effective so that they can enhance these traits to become a highly effective manager.



The study found that there is positive correlation among leadership style and Conflict Resolution Strategies among both the sectors i.e. banking and automobile sector. This shows that with good and effective leadership style conflict can easily resolve in the organization. A good leader resolves easily with strong relationship among the employees. The study also found that there is significant relationship among the leadership style and Conflict Resolution Strategies .

The relationship between the leadership styles and managerial effectiveness among the managers who were working in the banking and automobile sector in NCR, the study concludes that there is positive correlation among leadership styles and managerial effectiveness but not average or moderate relationship among them. This shows that leadership will help to enhance leadership style, but not up to that extent due to less correlation value. As the  $R^2$  value is only 2 percent so it is also clear that it affected very little extent i.e. managerial effectiveness explained by the managerial styles. The study further concludes that there is significant relation between managerial style and managerial effectiveness among the managers.

The study concludes that there is positive strong correlation among Conflict Resolution Strategies and managerial effectiveness. There is total 41 percent variation in the dependent variable, i.e. Conflict Resolution Strategies can be explained by the independent variable of managerial effectiveness. The study also concludes that there is significant relation between Conflict Resolution Strategies and the managerial effectiveness.

The study concludes that managers working in the banking and automobile sector were high on the relationship orientation and high on the task orientation. When all the managers fall in the group, used team leadership style. It indicates that they all have very high potential to complete task and build relationship with the members. The overall study concludes that managers prefer resignation and withdrawal Conflict Resolution Strategies to resolve the conflict from the organization. The banking sector managers were highly effective on informal communication, image building and colleague management in the managerial effectiveness factors. Whereas in the automobile sector managers were highly effective on task assignment and

communication, confidence in subordinates and informal communication in the managerial effectiveness scale. The study concludes that Conflict Resolution Strategies and managerial effectiveness among the managers working in the banking sector have high correlation among Conflict Resolution Strategies and managerial effectiveness. This shows that an effective manager with help of various factors such as communication, task assignment, image building can resolve the conflict and handle the entire situation very effectively.

#### 5.4 Discussion

Leaders play an eminent role in the success or failure of the organization. Leader motivates the employees to accomplish the organizational as well as the individual goals so that they can survive easily. Organization always demands those kinds of employees who can perform both the role in the organization. Effective leaders are different from other people in certain key respects such as honesty and integrity, self-confidence and cognitive abilities (**Locke and Kirkpatrick, 1991**). A good leader has ability to tackle hard problems and has to engage people in confronting challenges, adjusting their values, changing perspective and to teach new habits of doing work (**Lauri and Heifetz, 2001**). Leaders have potential and skills for planning and development. They can encourage the managers and other employees to participate in the business activities and reward them (**Kotter, 2001**). Extraordinary leaders are stronger, more confident and more committed towards their work (**Thomas and Bennis, 2002**). A good leader has several transformations such as opportunist, expert, achiever, strategist and transformer (**Tobert and Rooke, 2005**).

Researcher studied the managerial grid, conflict resolution strategy and the managerial effectiveness among the managers of the banking and automobile sector in NCR. The finding revealed that banking sector managers high for task and high for relationship orientation. The managers of both the banks were fallen under the team leadership style in the (**Roberson 2005; Blake and Mouton Managerial Grid Model, Veries et al., 2010; and Mishra et al., 2015**). In present scenario organization demands high productivity and high involvement of the employees in their prospective organizations. The present study also found that the managers working in the automobile sector were fallen under the team leadership style (9, 9) this showed that managers were high on the productivity and high on the building relationship with others (**Roberson 2005; Ather and Sobhani 2007; Einarsen et al., 2007; Ali et al., 2011; Mishra et al., 2015; Mishra et al., 2016**). In the organization members have to select and use appropriate styles of handling conflict so various situation can be effectively deal with (**Rahim, 2000**). The study further conducted a research on Conflict Resolution Strategies and managerial effectiveness among the managers in banking and automobie sector in NCR. The findings supports that banking sector managers and the automobile sector managers were highly used

resignation Conflict Resolution Strategies to resolve the conflict arise in the organization (**Brewer et al. 2002; Pazos 2008; Ordaz et al., 2014; Yang et al., 2015; Mishra et al., 2016**). An effective manager defined managerial effectiveness as ability of a manager to carry out the activities required of his/her position while achieving the results both current and developing further potential (**Gupta, 1996**). An effective leader has effective communication skills among the managers (**Balaraman, 1989**). Effective leaders perceived as dynamics and inspiring leadership, result orientation and has high concern for peoples and senses for identification with the company (**Joshi, 1991**). In the current era Indian executive's feels productivity and plays an important role in the effectiveness while following adaptability, quality and flexibility (**Bamel et al., 2011**). The study revealed that Banking sector and the automobile sector managers were highly effective on motivating, welfare management, colleague management and Communication and task assignment (**Veries et al., 2010; Loveland et al., 2014; Chaunhan et al., 2016**).

The present study indicates the relationship among leadership style and Conflict Resolution Strategies , Conflict Resolution Strategies and managerial effectiveness, and between managerial effectiveness and leadership styles among the managers working in the banking and automobile sector in NCR. Leadership style of the banking sector managers positively correlated with Conflict Resolution Strategies . In automobile sector managers' leadership style were also positively correlated with the Conflict Resolution Strategies . (**Walter et al., 1998; Curseu et al., 2012; Mukunden et al., 2013; Loughry and Amason 2014**). In automobile sector managers who were task and human oriented positively correlated Conflict Resolution Strategies (**Bernardin and Alvares 1975, 1976; Brewer et al., 2002; Mishra et al., 2015**). The conflict can be resolve from the organization and found new possible solutions with the idea of logic model, this model helps in analysing and generate possible solutions in field of conflict (**Lempp, 2014**). Teams are more actively involved in preventing and solving their conflicts experiences which ultimately leads to increase in the relationship among commitment to team goal and team performance (**Pazos, 2008**). Encouraging intragroup trust and value consensus among top management teams' members facilitates the integrated behaviour of the team (**Ordaz et al., 2014**). For the better performance benefits of task conflict trust need to

achieved among employees. If trust built among them then norms can be foster and task conflicts can be nurtured and able to trained employees in conflict management (**Loughry and Amason, 2014**). The present study found that banking sector manager and the automobile sector managers both the managers were found correlated between Conflict Resolution Strategies and managerial effectiveness. It was found that positive correlation among leadership styles and managerial effectiveness (**Qiao and Wang 2008; Rishipal 2012; Chauhan 2014; Loveland et al., 2014; Anzengruber et al., 2017**). Communication manager leads employees through the different phases of identification like targeting and appropriate media for innovation and culture. It was also found that positive correlation between Conflict Resolution Strategies and the managerial effectiveness. (**Connell et al., 2003; Kottke et al., 2011; Linke and Zerfass 2011; Mishra and Garg 2016**).

### **5.5 Managerial Implications**

In the study of **Gentry et al., (2016)** depicted that there are numerous challenges faced by the leaders everywhere in the country. The challenge faced by the Indian leader is “The ability to convince and influence other stakeholders to follow the regional and global direction”. Current era leader faced many difficulties to fulfil and achieve the objective of the organization. Effective leader is always a need for organization and the leader plays a vital role in the organization and as they prepare strategy for the organization which helps to retain the good employees, plan compensation for their employees, leads to their prospective employees in all situations and it also able to enhance the skills of the employees in effective manner. This research makes a contribution to India because it helps to identify the orientation and leadership styles of the managers. The present study also contributes to identify the conflict resolution styles of the managers which is always creates a problem everywhere in the organization. In today’s era the organization demands those managers or leaders who can work comfortably with the employees and make the environment pleasurable so that they can give their best output to the organization. The study further suggests that the managers who are working in a banking and automobile sector fallen in the team leader styles this shows that as per the demand of

the situation they can work it means they are very high on relationship and high on the task also and they are using Withdrawal conflict resolution strategy to resolve the conflict arise in the organization. In order to enhance the effectiveness of the managers they are highly effective on colleague management, motivation and welfare factor in the managerial effectiveness scale.

Furthermore it will be helpful for the organization because with the identification of leadership style they can take action as per the requirement, if the organization needs to build the relation with other they will be work with the relationship oriented leadership style managers and if they have to compete the task they will work with the task orientation leadership styles managers.

### **5.6 Social Contribution**

The present study reveals several contributions to understand the leadership style, Conflict Resolution Strategies and managerial effectiveness in the service and manufacturing sector. Specially, this research (1) identify the orientation style used by the manager; (2) identified the leadership style used by the manager; (3) identified the Conflict Resolution Strategies ; (4) measures the managerial effectiveness among the managers; (5) identified the relationship between leadership styles and Conflict Resolution Strategies ; (6) identified the relationship between the Conflict Resolution Strategies and managerial effectiveness and also study the relationship between the leadership styles and managerial effectiveness among the managers working the service and manufacturing sector in NCR. The study found that mangers working in the automobile and banking sector were high on the relationship and task orientation in the managerial grid model. The managers in the group fallen in the team leadership styles which show the high potential among employees to achieve the target with strong relationship building. Managers from both the sector adopt the resignation and withdrawal conflict resolution strategy to resolve the conflict from the employees.

The parameters of the effectiveness viz. informal communication, welfare management and the colleague management can help the leaders to become effective managers in the organization.

Leader helps to frame their own style, which is influenced by organization culture and create a standard of conduct for leaders to adopt in their daily work culture. In the

banking sector, leaders have ability to understand and work within time and can coordinate work within prescribed guidelines and rules. In the banking sector customer believes blindly and always approach for the financial needs and aid, it means plays an important role in the every sector. If the leader will be not aware to the peoples regarding the policy, profits and benefits then a customer will get benefit from them. Traditionally bank follows the customer base approach in the banking sector. If the managers applied autocratic leadership then it will be difficult to maintain the harmony and strong relationship with them. So the present study contributes to managers who were working in any sector, helpful in recruitment, work culture environment, work life balance, job satisfaction, training and development sector also. The study contributes to banking decision makers in crisis time because as per situation demands the skill of the managers can use by the organization. Effectiveness of managers and their relationship with the styles can be helpful for taking decision for long time sustainability in the crucial times for any organization.

### **5.7 Limitations and Future Research**

There can be any research without limitations. At the point when there are restrictions, there emerge gaps, and a need to satisfy these research gaps. In this manner inquire about impediments lead to future research, and information expansion. This investigation to be sure conveys certain confinements, which can be taken as reason for research holes and further examine.

The study was limited to banking and automobile sector in national capital region only, therefore results cannot be generalized to other sectors. Second, the study has taken only fourth, fifth and sixth grade manager working in the banking sector. In the banking sector first, second and third level manager were excluded from the study.

Further, study is based on the primary data collected from SBI, HDFC banks and the automobiles sectors. The managers who are working in the banking and automobile sector are engaged in completing the task and try to build relationship with the subordinates and other members who are associated with them. This study is limited to Managers only. Therefore, it would be worthwhile to explore how middle level and lower level managers affect decision of banking and automobile sector.

The study investigates the cyclical sensitivity of the styles and strategies used by them to take day to day life decisions in the organizations. In primary data possibility of biasness of respondents could not be ignored. Also respondents were not ready to disclose some truthful information due to high level of sensitivity in case of few items. Most of the managers did not disclose their income status due to personal reasons.

A longitudinal study on variables over an extended period of time, to identify more hidden relationships and explore difference with other banking and financial institutions, has not been carried out. The sample size might not ample to propose the strategies for the entire Service and Manufacturing Industries.

This study has taken three key variables viz. Leadership Styles, Conflict Resolution Strategies and Managerial Effectiveness as determinants, more variables can be studies such as job satisfaction, employee engagement, etc.

The present study focuses on the managerial grid model, Conflict Resolution Strategies and managerial effectiveness, and also studied the relationship between these variables. The study found that less relationship among the leadership styles and Conflict Resolution Strategies among the managers working in the banking and automobile sector. The study can consider more factors to increase the relationship among them.



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# ANNEXTURE-1

## RESEARCH INSTRUMENT (QUESTIONNAIRE)

### *Questionnaire Survey on*

#### **Leadership Style, Conflict Resolution Strategy and Managerial Effectiveness: A study of select Banking and Automobile Organizations**

Dear Respondents

This interesting questionnaire is a part of research work. Please provide responses to all the questions frankly and honestly. Your highly valuable responses will be kept confidential and used only for research purposes. Your contribution to my research will be highly appreciated and will be acknowledged at that time of submission. Kindly be Supportive.

#### **Part A: (Demographical Profile)**

Name of the respondent: \_\_\_\_\_

Name of the Organization: \_\_\_\_\_

Designation\_\_\_\_\_

Gender: Male  Female

Age: Below 25  25-35  Above 35

Marital Status: Single  Married

Qualification: Master's Degree  Bachelor's Degree  Diploma/Certificates

Years of working in current Organization Less than 1 year  1-3 years

3-5 years  More than 5 years

Salary (Per Month) Below 10,000  10,000-20,000  Above 20,000

**Part B: (Managerial Grid)**

		Never 0	1	Sometimes 2      3		4	Always 5	
Sr.No.	Statements							Responses
1	I encourage my team to participate when it comes decision-making time and I try to implement their ideas and suggestions.							
2	Nothing is more important than accomplishing a goal or task.							
3	I closely monitor the Schedule to ensure a task or project will be completed in time.							
4	I enjoy coaching people on new tasks and procedures.							
5	The more challenging a task is, the more I enjoy it.							
6	I encourage my employees to be creative about their job.							
7	When seeing a complex task through to completion, I ensure that every detail is accounted for.							
8	I find it easy to carry out several complicated tasks at the same time.							
9	I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.							
10	When correcting mistakes, I do not worry about jeopardizing relationships.							
11	I manage my time very efficiently.							
12	I enjoy explaining the intricacies and details of a complex task or project to my employees.							
13	Breaking large projects into small manageable tasks are second nature to me.							
14	Nothing is more important than building a great team.							
15	I enjoy analyzing problems.							
16	I honor other people's boundaries.							
17	Counseling my employees to improve their performance or behavior is second nature to me.							
18	I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.							

**Part C (Conflict Resolution Strategy)**

1	2	3	4	5	
rarely never	or occasionally	sometimes	often	almost or always	
Sr.No.	Statements				Responses

1	I confront the situation.	
2	I am fearful to break relationship.	
3	I try to find out alternative solutions.	
4	I keep quite in contradictory situations.	
5	I find time to be the best healer.	
6	I easily express my feelings.	
7	I easily agree to the proposed solution.	
8	I seek solutions from others.	
9	I believe that the best strategy is to avoid conflict.	
10	I wait for my emotions to subside.	
11	I believe in fight out the solutions.	
12	I believe in compromising.	
13	I take decisions after discussing with others.	
14	I don't enter into the conflict.	
15	I give my companions some time to think before initiating talks	
16	I explore the reason of conflict.	
17	I accept few demands of the opponent group to resolve conflicts	
18	I jointly go for the mutually acceptable solution.	
19	I want to be in comfort zone while dealing with relations.	
20	I tend to delay my efforts in findings solutions for my personal problems.	

**Part D: (Managerial Effectiveness)**

1	2	3	4	5	
Never	Sometimes	Undecided	Usually	Always	
Sr. No.	Statements				Responses
1.	I like to take challenges in assignment and ensure their successful completion.				
2.	I structure the work so that people can know what to expect.				
3.	My subordinates cannot work as team in my absence.				
4.	My subordinates are over dependent on me.				
5.	I keep my colleagues satisfied.				
6.	I am required to interact with outsiders (PR, customers, suppliers, vendors, external meetings and community service activities).				
7.	I am able to procure scarce financial, human, technical resources for my area/ organization.				
8.	While assigning tasks I do not care whether they match the competencies of my subordinates.				
9.	Smooth running of work does not necessarily require coordinating the activities of each subordinate.				
10.	I delegates responsibilities and authority.				
11.	I successfully resolve interpersonal conflicts between subordinates.				
12.	It is necessary to consult subordinates on critical issues.				
13.	I try to motivate and inspire staff for any excellent performance.				
14.	I try to communicate with all those outsiders who matter to the				

	organization.	
15.	I involve other people in order to finish a job	
16.	I devise proper controls for monitoring the performance of staff members.	
17.	I help subordinates with their personal development plans.	
18.	I do not believe in resolving conflicts between subordinates and self.	
19.	I share any important development/information to build up the subordinates' confidence in future.	
20.	I create conditions for the subjects so that they enjoy the work they do.	
21.	I do not believe in conveying appreciations, compliments, etc. openly.	
22.	I am action oriented.	
23.	I interact with my colleague and use tact to develop effective working relations with them	
24.	I like discussing rumors, hearsay and grapevine.	
25.	I communicate frankly with my immediate superiors.	
26.	I understand the nature of the organization's input and product markets, competition and technological environment.	
27.	Suggestions from "Clients" are not welcomed by me.	
28.	I contribute to building up the image of my area/ whole organization.	
29.	I am concerned about the welfare of my people.	
30.	I believe in providing support to subordinates.	
31.	I believe in fair allocation of work to my subordinates.	
32.	I encourage subordinates to decide on their own.	
33.	My subordinates trust me and depend on me for support.	
34.	I tolerate mistakes and use them as learning opportunities.	
35.	It is not important to be easily accessible.	
36.	I feel it is not very rewarding to foster a spirit of collaboration and team work in subordinates.	
37.	Persistent sloppy, incompetent, or unethical behavior of subordinates needs to be disciplined.	
38.	I hesitate to boost morale and satisfaction of workers.	
39.	I try to get cooperation and consensus between conflict parties.	
40.	Setting a personal example for integrity and conscientiousness is not needed.	
41.	I understand the needs and goals of colleagues and encourage them to achieve them.	
42.	I meet the expectation of my boss.	
43.	I am very keen about face-to-face communication.	
44.	I try to communicate with all those who are outside my organization but are important for the organization.	
45.	I develop good relations with relevant governmental and other regulatory agencies.	