

ASSESSING THE RELATIONSHIP BETWEEN LEADERSHIP AND CONFLICT MANAGEMENT STYLES IN THE BANKING SECTOR OF PAKISTAN

Humayun Zafar
Department of Management
College of Business Management, Karachi

Abstract

The purpose of this paper is to assess the relationship of Blake and Mouton's leadership grid with the conflict resolution strategies of the leaders. These strategies categorized by Bernardin and Alvares (1976) are: accommodating, avoiding, compromising, competing and collaborating.

The purpose of this article is to study the positive relationship of the Blake and Mouton (1964) leadership styles with these strategies in Pakistan. Three categories of executives in the banking industry were chosen, comprising of 19 employees in each category and the categories were those of managers, senior managers and top executives.

The results of the study show that a growing number of executives in all the three categories perceived themselves to be practicing the team management style, and the proportion of this was found to be highest in the category of top executives.

Keywords: SAMS (self assessment management skills) conflict resolution strategies, collaborating, accommodating, concern for production and concern for task

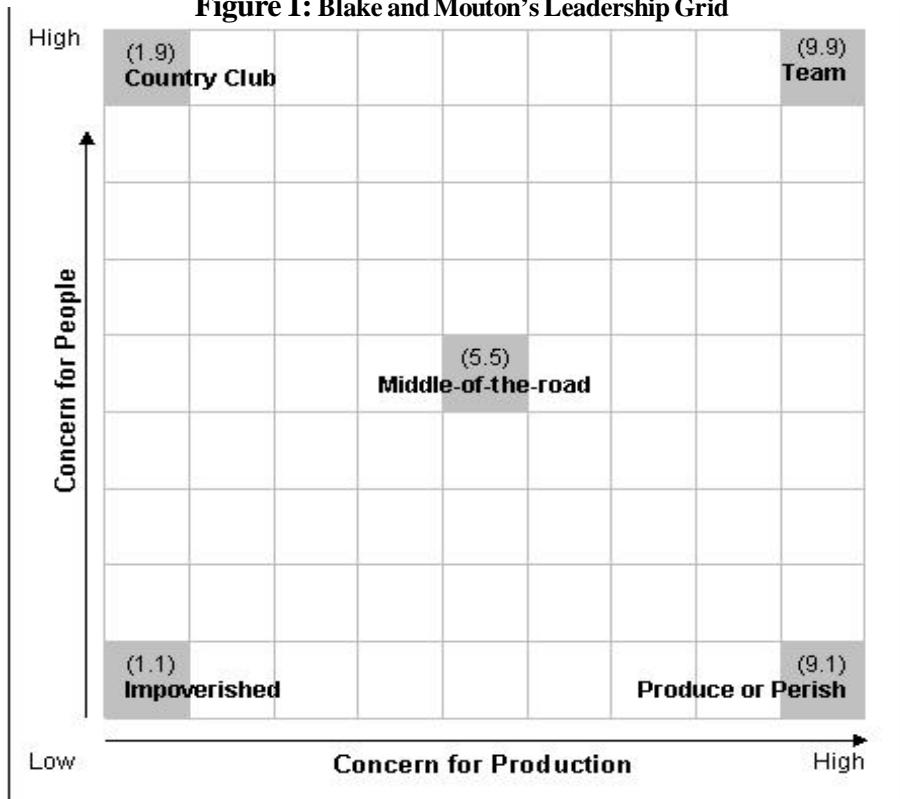
JEL Classification: M 1100

I. Introduction

Leadership style plays an important role in shaping the behaviour and attitudes of employees in an organization. In recent years the study of leadership has drawn attention due to its role in the failure or success of an organization. Several studies have focused on investigating the role of leadership in developed countries. However, relatively little is known about the prevailing leadership styles in developing countries. The next section attempts to enhance the understanding of different leadership styles as introduced by Blake and Mouton 1964.

II. Blake and Mouton’s Leadership Grid

Figure 1: Blake and Mouton’s Leadership Grid



Source Blake and Mouton (1964) The Managerial Grid, Houston Gulf Publishing

The Blake and Mouton leadership grid as shown in Figure 1 uses two axes:

Concern for people which is plotted on the X axis
Concern for production or task plotted along the Y axis

Both of these axes have a range from 0 to 9. The notion that just two dimensions can describe managerial behaviour has the attraction of simplicity.

Blake and Mouton came up with the following five leadership styles after studying the behaviour of those in managerial positions:

- a. Authoritarian or “Produce or Perish” (score 9 on production, and 1 on people scale).
- b. Team leader (9 on production, 9 on people scale)
- c. Country Club leader (1 on production, 9 on people scale)
- d. Impoverished leader (1 on production, 1 on people scale)
- e. Middle-of-the-road leader (5 on production, 5 on people scale)

Authoritarian Leader (high on task, low on relationship)

People who get this rating are mainly task oriented and are hard on their workers (autocratic). There is little or no allowance for cooperation or collaboration. Heavily task oriented leaders display these characteristics; they are head strong on schedules; they expect people to do what they are told without question or debate, when something goes wrong they tend to focus on who to blame rather than concentrate on exactly what is wrong and how to prevent it; they show intolerant behaviour, which is contrary to norms, and they do not like people who show dissent, so it is difficult for the subordinates to contribute or develop.

Team Leader (high on task, high on relationship)

This type of person leads by positive example and endeavors to foster a team environment in which all team

members can reach their highest potential, both as team members and as people. They encourage the team to reach team goals as effectively as possible, while also working tirelessly to strengthen the bonds among the various members. They normally form and lead some of the most productive teams.

Country Club leader (low on task, high on relationship)

As the name suggests, this person uses predominantly reward power to maintain discipline and to encourage the team to accomplish its goals. Conversely, they are almost incapable of employing punitive, coercive and legitimized powers. This inability results from the fear that using such powers could jeopardize relationships with the other team members, and thus would render them unpopular in their respective domains. This type of leader which was described by Lewin, Lippit and White in (1938) as a "Laissez-Faire" leadership style.

Impoverished leader (low on task, low on relationship)

This is a leader who uses a "delegate and disappear" management style. Since they are not committed to either task accomplishment or relationship maintenance; they essentially allow their team to do whatever it wishes and prefer to detach themselves from the team process by allowing the team to suffer from a series of power struggles and failures. Source: Bartol Kathryn Tien Margaret Mathews Graham Martin David 4th ed. Management: A Pacific Rim focus

Middle-of-the-road (equal concern for task, equal concern for people)

Such a leader is a compromiser, a politician who wants to maintain the status quo. B.J. Avolio, (2002) has identified this criteria of leadership as being that of a transactional leadership style, enforcing the notion that this type of leader perform up to the minimum expected level of performance, which is required in order to justify their stay or tenure in the organization.

Leadership styles depend upon conditions, which are typical of certain organizations. Furthermore, they also depend upon the situations in which people are performing in their respective organizations. These include working conditions, pay scales, fringe benefits, hygiene conditions, etc.

A survey was carried out by Blake & Mouton (1964) in the United States to identify leadership styles, in manufacturing industry and for that purpose a questionnaire was developed, which served as the research instrument for subsequent analysis.

A valid criticism of the Blake & Mouton model is that it is a weak indicator for judging managerial behaviour or style of leadership, because the results solely rest upon filling out a simple questionnaire without using other sophisticated research instruments, so anyone can deceive the researcher by filling out the questionnaire, citing all the examples and traits which point to the welfare of people, and project himself as a “people – oriented leader” Answers to the questionnaire, reflect only the self perception of the respondents and are not, therefore, an objective assessment of their managerial characteristics.

According to Blake & Mouton, although most managers admire and see themselves as operationalising a team management style, this style is not easily achievable in practice. There have been instances in the past, where leaders have attained the team management styles in their respective organizations, but were unable to sustain them over the long run.

Blake and Mouton’s Managerial Grid (1964) still serves as the basis for research in the areas of leadership studies because the pivotal point in leadership studies is the determination of leadership styles, and the focus is often on determining to what extent a leader adjusts his style to changing situations and circumstances.

The managerial grid is widely used to gauge leadership effectiveness and it has been adopted extensively by several major industrial organizations throughout the world in order to improve interpersonal effectiveness and develop leadership skills.

III The Bernardin – Alvares conflict resolution style characterization

John Bernardin and Kenneth M. Alvares (1976) argue that despite the claims made by Blake and Mouton the grid theory has been subjected to relatively limited empirical testing. However, the companies which adopted the grid methodology did report changes in their profits and productivity, whether the changes were in part due to the team management style practiced by their supervisors, or due to other factors remains questionable.

Bernardin and Alvares have placed strong emphasis on conflict resolution strategies, and their hypothesis testing is also accordingly based:

The following hypotheses have been generated by Bernardin and Alvares:

1. SAMS (self assessment management skills) as identified by Blake and Mouton's managerial grid should predict preferred conflict resolution strategies. The 9.9 team oriented supervisor should prefer the collaborating resolution strategy, the 5.5 middle of the road supervisor should prefer a compromise strategy and the 9.1 task oriented supervisor should prefer a forcing strategy. This hypothesis is tested by Bernardin and Alvares for two managerial levels. It is posited that the respondents exhibit the above predicted correlation between leadership and conflict management styles.
2. On the other hand, Blake and Mouton would predict a significant relationship between scores on the SAMS and effectiveness ratings from subordinates and superiors. More particularly, they predict that the team-oriented supervisor would be rated significantly higher in effectiveness than supervisors with other orientations.

One hundred twenty-nine employees of a large American Midwestern manufacturing company participated in the Alvares (1976) study on determining the relation between leadership and conflict resolution styles. The employees came from construction and maintenance departments of the firm. Participants had received no previous formal managerial training. The sample included all general foremen in the department, at least four first line supervisors in each section of the department, and at least one subordinate working under all supervisors. Of those receiving requests to participate, forty one out of fifty general foremen, forty six out of fifty five first line supervisors, and forty two out of seventy three subordinates returned usable questionnaires. All supervisors had to have occupied their present position for at least three months and all subordinates had to have worked under the same first line supervisor at least for three months.

Participants were asked to rank paragraphs of behavioral descriptions from most to least typical of themselves and then to select from groups of statements those that best describe their own behaviour. The conflict situation section consisted of various situations and this can be defined by using the following example:

“A job deadline is approaching that a foreman’s supervisor has emphasized to be met. The foreman, however, feels his men’s safety may be jeopardized if work is speeded up to assure meeting the deadline. What should the foreman do?” Following strategies are available to a supervisor:

1. Forcing —— he makes what he himself feels is the appropriate decision and emphasizes that the workers have no choice but to comply (Blake and Mouton’s) authoritarian style (9.1)
2. Compromise —— he looks for a compromise; he tries to find some sort of common ground and attempts to please everyone Blake and Mouton’s middle of the road style (5.5)

3. Confrontation — he organizes a meeting of all interested parties providing them with an opportunity to work out their differences. (Blake and Mouton's) team management style (9.9)

The effectiveness rating scale consisted of five behavioral statements and were rated on a scale from 0 to 6 and the respondents were asked to evaluate a supervisor or general foreman on the following criteria:

- a. He maintains a high working standard and performs all needed tasks.
- b. He is quick to spot changes which will improve his effectiveness.
- c. He does and says the right things at the right time.
- d. He is good in time management, using the right equipment, and the right people.
- e. He is needed very much if the job is to be done right.

According to the responses on the SAMS, participants were identified as task oriented (9.1), middle-of-road (5.5) or team oriented (9.9). According to the scoring procedure presented in Blake & Mouton (1964), 11, 9, and 17 first-line supervisors and 9, 6, and 13 general foremen were classified with the three orientations, respectively. Ratings on the three conflict resolution strategies were summed up across conflict management style for each group of supervisors.

As a final test of the predictability of conflict resolution strategy ratings from managerial orientation, responses on the SAMS behaviour statements were summed up. There were no significant correlations when the scores of the SAMS [Self Assessment Management Skills] were compared to conflict resolution strategies.

A summary leadership effectiveness rating was compiled for each first-line supervisor and general foreman by summing up across the five effectiveness statements, which are the original Blake & Mouton leadership styles. A number of tests which were carried out further failed to verify the hypothesis that there is a

relationship between managerial orientation as defined by the SAMS and leadership effectiveness ratings of first-line supervisors. Source: Bernardin John H and Alvares Kenneth M (1976) The Managerial Grid as a Conflict Resolution Method and Managerial Effectiveness Administrative Science Quarterly.

IV Research Methodology

The purpose of this study is to attempt to test the hypothesis that there is a relationship between Blake and Mouton's leadership styles and the conflict resolution styles as presented by Bernardin and Alvares (1976).

The sample consisted of 20 financial institutions; all situated in the city of Karachi, predominantly in the financial district. All were listed on the Karachi Stock Exchange and this number has been randomly selected.

From each financial institution, three executives have been selected who have completed at least five years of service with that organization, and are in managerial roles, having leadership as one of their main functions.

The justification for selecting the financial sector is the fact that this is a highly organized sector and attracts quite a number of qualified and well trained professionals.

Two set of questionnaires were submitted to these managers one of which is based on the survey carried out by Blake and Mouton (1964) and the other set is based on conflict resolution styles assessment as presented by John Bernardin and Kenneth Alvares (1976).

The purpose of the research is to correlate the Blake and Mouton leadership styles with those of the conflict resolution management styles of Bernardin and Alvares and to analyze the findings of both the questionnaires in order to determine the leadership and conflict resolution styles of the managers in the sample.

First of all, a matrix is developed to describe the theoretically posited relationship between Blake and Mouton's leadership styles match with the conflict resolution styles of Bernardin and Alvares (1976). Secondly, using the questionnaire of Blake and Mouton, questions are identified on the basis of the leadership styles that the respondents are applying, however, it will also show how different management styles are estimated from the questionnaire.

Table 1: Matrix showing hypothesized relationship between Leadership and Conflict Management Styles

Blake & Mouton's leadership styles	Conflict resolution strategies of Bernardin & Alvares (1976)
1. Impoverished (1.1)	Accommodating
2. Country Club (1.9)	Avoiding
3. Middle of the road (5.5)	Compromising
4. Task management (9.1)	Competing
5. Team management (9.9)	Collaborating

Questionnaire for assessing Blake and Mouton's Managerial Grid Rating scale

Never	sometimes			always	
0	1	2	3	4	5
1. _____	I encourage my team to participate when it comes to 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, 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 is 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 behaviour 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.

I now categorize the questions on the basis of people and task orientation the two dimensions of Blake and Mouton's management grid.

Questions pertaining to people orientation

Question 1, is about encouraging and motivating the subordinates so that they can take decisions.

Question 4 emphasizes the coaching and training aspect, as far as subordinates are concerned.

Question 6 is about inculcating creativity in jobs.

Question 9 is about developing reading habits, leadership traits, understanding human psychology and significance of training at the work place.

Question 10 emphasizes the significance of not only admitting mistakes, but also correcting them as well.

Question 12 emphasizes the importance of making complex tasks simple for the subordinates.

Question 14 emphasizes the importance of team work.
Question 16 stresses respecting privacy of subordinates.
Question 17 lays emphasis on counseling employees to improve not only behaviour at work place, but also their individual performance.

Questions pertaining to task orientation

Question 2 emphasizes completion of tasks.
Question 3 emphasizes strict meeting of deadlines.
Question 5 stresses the fact that tasks should be made more challenging and that subordinates should be in a position to enjoy accomplishing them.
Question 7 is about incorporating minute details in a complex task.
Question 8 is about the need for multi tasking complex jobs with ease.
Question 11 is about time management.
Question 13 emphasizes the need to develop work specialization and its related methods.
Question 15 stresses the need to develop analytical skills.
Question 18 emphasizes the need to enhance knowledge through reading and applying the same in discharging professional commitments.

The nine questions pertaining to task orientation are plotted on the X axis, whereas the nine questions pertaining to people orientation are plotted on Y axis of the leadership grid.

As in Blake and Mouton, the entire grid is divided into four major quadrants, namely the impoverished style (1.1) the country club style (1.9) the authoritarian (9.1) and the team management styles (9.9) on the basis of people and task orientation. The manager who scores (5.5) has a middle of the road style, the leader, who falls into this criteria attaches equal importance to work as well as to the welfare of his subordinates.

In all 57 respondents have been interviewed. The stratification is on a non-gender basis, involving three persons from each bank, (i) a senior top executive, drawing a salary equal to or in excess of Rs, 150,000 per month (ii) a senior manager,

drawing a salary between the range of Rs. 75,000-100,000 per month and (iii) a manager drawing a salary in the range of Rs.50,000 - 75,000 per month. In smaller financial institutions, if the senior executive is the CEO or the owner is the key person this has been taken into account in the survey. The respondents have filled out the above given questionnaire to indicate whether they see themselves as possessing one of the five mentioned leadership styles.

The respondents were required to answer 18 questions in the first questionnaire, regarding leadership styles. The 9 questions relating to the area of people consideration are multiplied by 0.2; similarly the remaining 9 questions relating to the task area have been multiplied by 0.2. In the original Blake and Mouton model, there are 5 probable leadership styles, and in order to make our participants fall into one single leadership style the probability is 1 over 5, hence the weight 0.2. is assigned to each question.

The second questionnaire consists of 15 questions which assess the conflict resolution style self perception of the managers. These styles are Competing, Avoiding, Compromising, Accommodating, Collaborating and Forcing strategies as specified by the Bernardin and Alvares study (1976).

The purpose of the second questionnaire is to identify the conflict resolution style of the managers.

The participants have been informed that the intended survey is being carried out to test the relationship between leadership styles and conflict management styles and preferences in this regard will in no way be taken into consideration as an adverse feature. All communication will be considered to be strictly confidential.

In the case of the conflict resolution questionnaire the respondents were required to answer 15 questions, which identify various conflict resolution styles, such as Competing, Avoiding, Compromising, Accommodating, Collaborating, and Forcing and each of these styles are assessed on the basis of a

specific set of questions. i.e. the questions answered fall into that particular conflict management style categories. In total there are 15 questions and all of them fall into one of the above mentioned categories.

The sum total of individual styles and their weightage is added. The highest score indicates the most preferred conflict resolution style of the respondent and similarly, the style with the lowest score determines the least preferred conflict resolution style

For example in this questionnaire, high scores on questions 4, 9 and 12 pertain to the competing resolution style. If a respondent scores highest on these questions as compared to the other resolution styles, then we can conclude that the respondent's preferred style is "Competing".

Exhibit 1 Questionnaire regarding Conflict Resolution Strategies

	True	Somewhat True	Somewhat False	False
1- I look at issues with others to find solutions that meet the needs of everyone.				
2- I try to negotiate and adopt a give-and-take approach to problem situations.				
3- I try meet the expectations of others				
4- I would argue my case and insist on the merits of my point of view.				
5- When there's disagreement, I get as much info as I can and keep communication open.				
6- When I find myself in an argument, I usually say very little and leave as soon as possible.				
7- I try to see conflicts from both sides: what I need and what the other person needs.				
8- I prefer to compromise when solving problems and just move on.				
9- I find conflicts challenging and exhilarating and enjoy the battle of wits that usually follows.				
10- Being at odds with other people makes me feel uncomfortable and anxious.				
11- I try to accommodate the wishes of my friends and family.				
12- I can figure out what needs to be done and I am usually right.				
13- To break and deadlocks, I am willing to meet people halfway.				
14- I avoid hard feelings by keeping my disagreements with others to myself.				
15- I may not get what I want, and it's a small price to pay for keeping the peace.				

The rating scale is given to each question which is indicated below:
(True=4 points; Somewhat true =3 points; Somewhat false=2 points; False=1 point)

Categorization of Questions by Conflict Resolution Strategies

Exhibit 2

	Question number	I scored this as:	Question number	I scored this as:	Question Number	I scored this as:	Row Total
Competing	4		9		12		
Avoiding	6		10		15		
Compromising	2		8		13		
Accommodating	3		11		14		
Collaborating	1		5		7		

The row with the highest score indicates the most preferred conflict resolution style.

Source: <http://www.nwlink.com/~docclark/leader/bm/model.html>

V. Results

The hypothesis tested states that the team management supervisor is expected to prefer a collaborating resolution strategy; middle of the road supervisor is expected to adopt a compromising strategy. The task oriented supervisor is expected to adopt a forcing strategy. We hypothesize that senior executives; senior managers and managers in the sample banks in Karachi demonstrate this relationship between conflict resolution and leadership style.

There were 57 respondents from the banking sector, 19 were at managerial levels, 19 were at senior managerial levels and the remaining 19 were at top managerial levels in their respective organizations, involving 3 persons (1 top, 1 senior and 1 junior manager) from each bank.

The overall responses of the participants can be seen from the following scatter diagram (Fig 2) and the predominant self perceived style seems to be the team management style and it is appropriate to say that there is a gradual and consistent shift away from the middle of the road style towards the team management style (9.9) 43 participants had shown themselves as falling into the team management quadrant.

There are three respondents who have categorized themselves in the impoverished style of leadership and similarly, there are four respondents who have categorized themselves in the country club leadership style. One of the respondents had categorized himself in the task management style and the remaining two respondents have classified themselves in the middle of the road style.

What seems to be surprising is the fact that only one respondent categorized himself in the task management (produce or perish) leadership management style.

It has been observed that most of the participants do not have complete knowledge about the impact of effective leadership styles and are not fully aware as to how to alter styles in changing situations and the questionnaires which were circulated to them only managed to extract sketchy information and one of the main reasons for this is that leadership and managerial styles are also culture bound, and as a result of that a majority of the respondents fail to align the questions to the accuracy of their respective styles and came up with responses which do not truly reflect their own individual styles. However, the positive aspect which emerged out of this survey was the fact that the 'optimum' leadership styles theorized by Blake and Mouton's i.e the Team Management style is perceived as ideal in the banking industry of Pakistan by most incumbent executives. (43 out of 57)

The total responses are 57, but four responses are similar, hence those responses are not registered separately and the scatter diagram shows only 53 responses.

Fig 2. Scatter Diagram: Leadership styles (Full Sample)

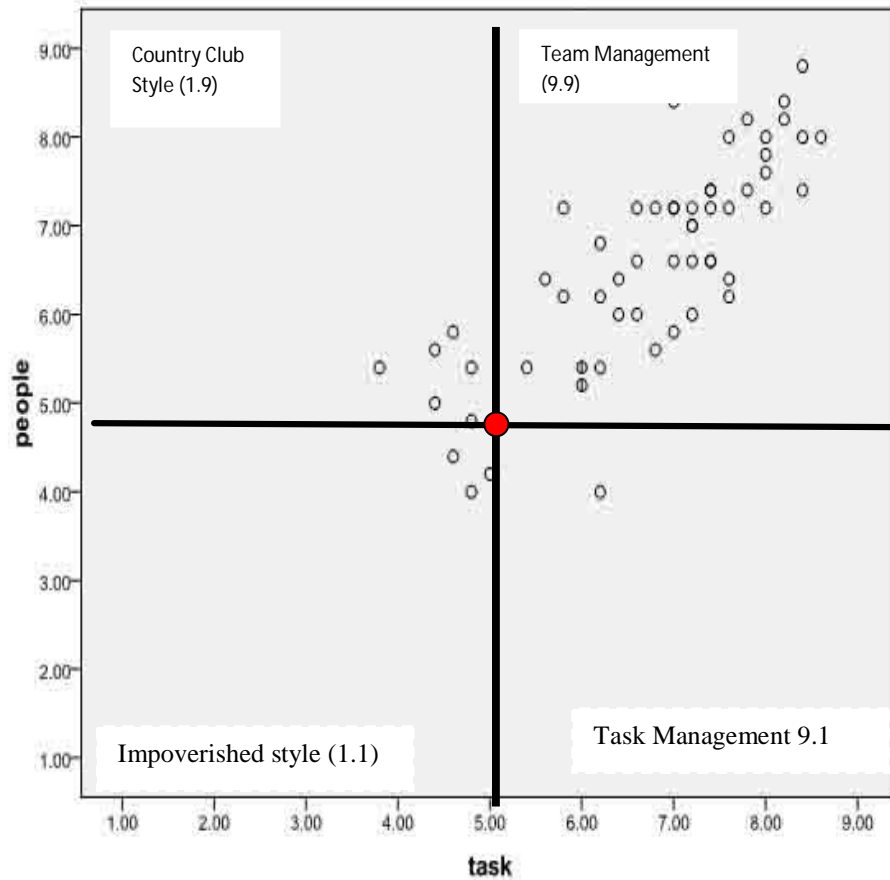


Fig 3 reflects the responses from the managers in the banking sector one of the responses which were received categorized himself in the impoverished style (1.1) two responses fell in the area of country club style (1.9) and the remaining fourteen considered themselves to be in the area of team management style (9.9) The two remaining responses fell into the area of middle of the road (5.5) style.

Fig 3 Scatter Diagram: Leadership style: Managers

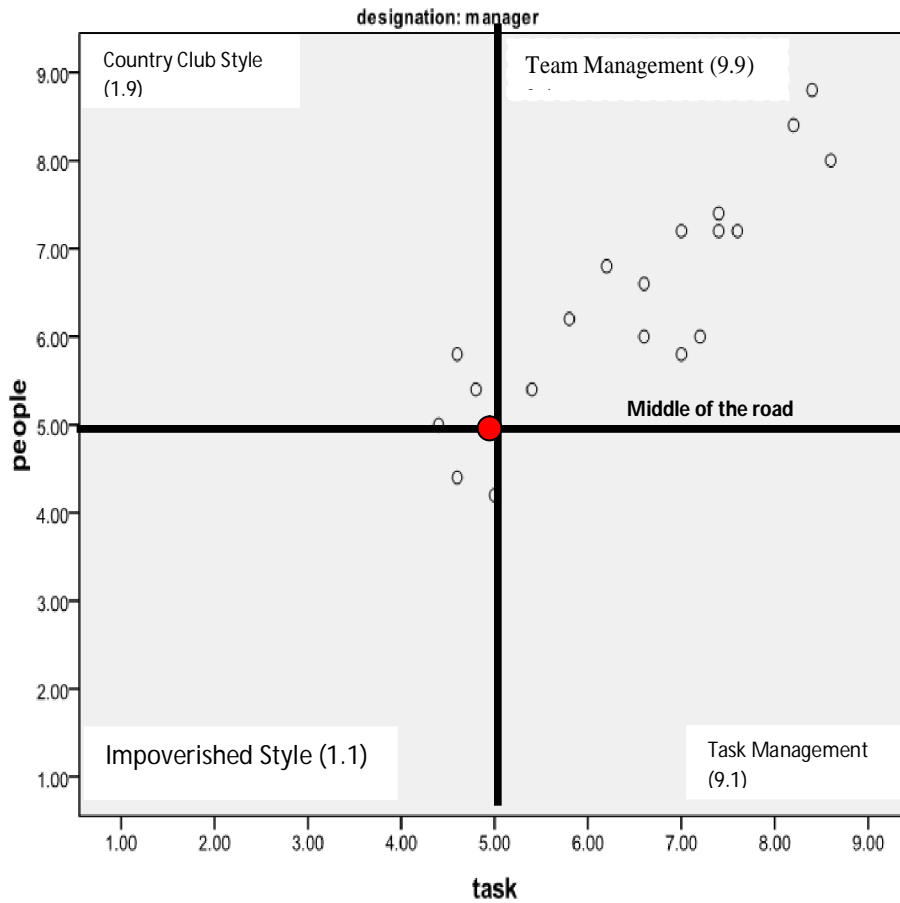
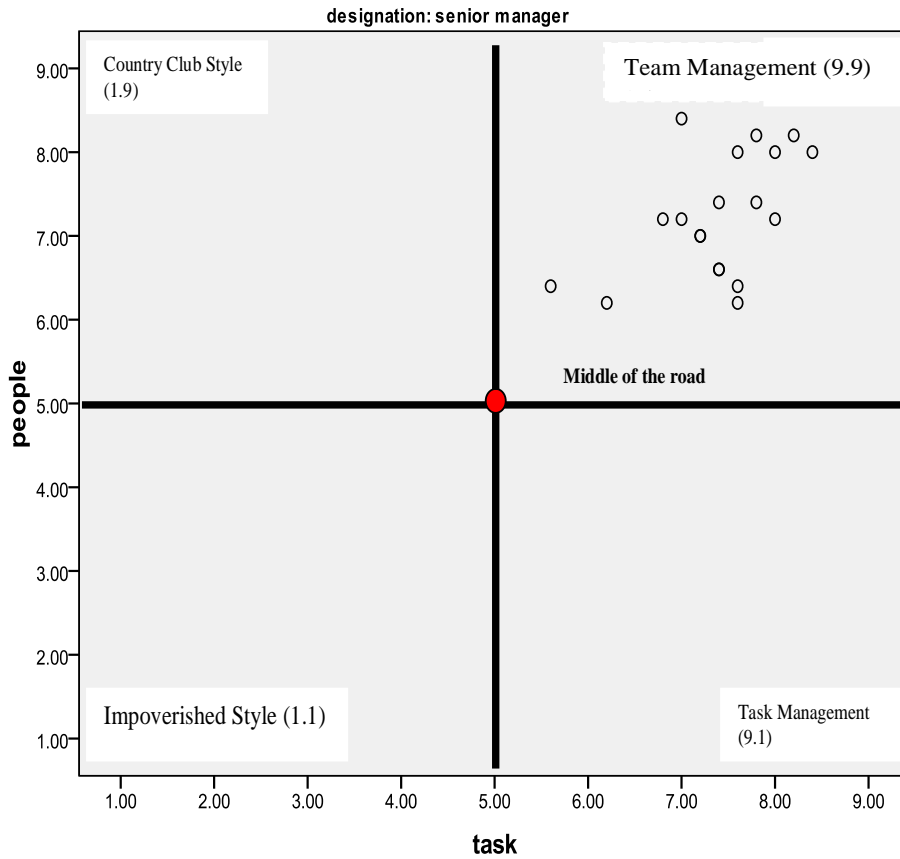


Fig 4 presents the responses from the senior managers in the banking sector. None of the responses received from senior managers classified themselves in the impoverished style (1.1) no responses fell in the area of the country club style (1.9) and 17 responses considered themselves to be in the area of team management style (9.9) The two remaining responses accounted for duplication of styles, not exhibited in the diagram.

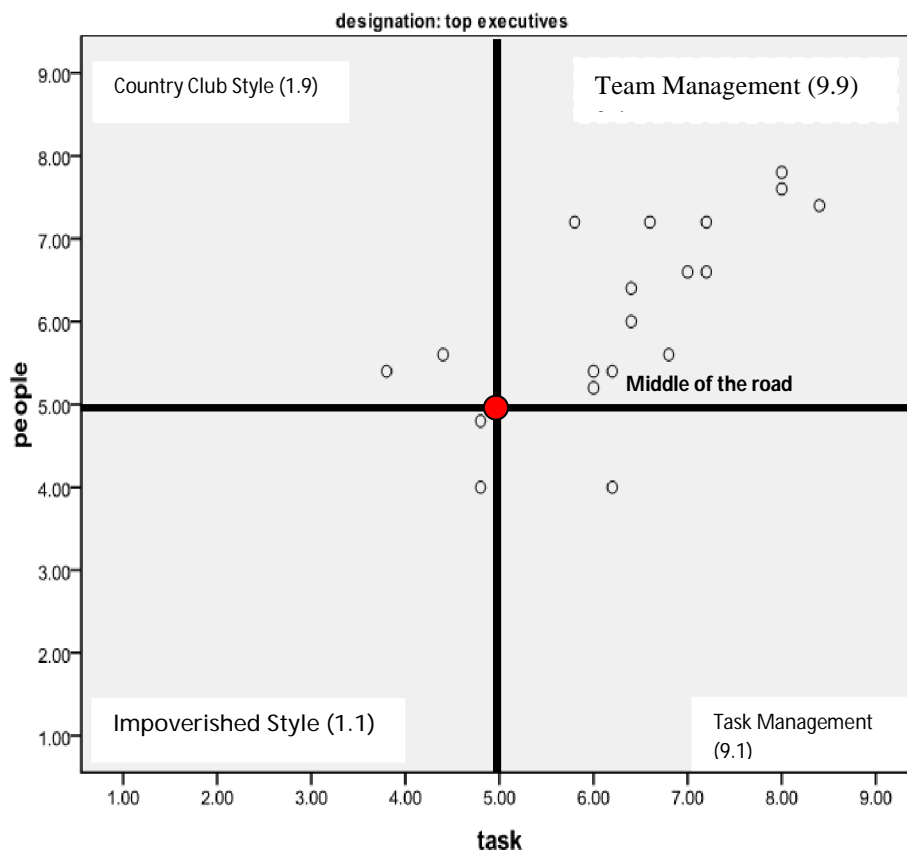
Fig 4 Scatter Diagram: Leadership style: Senior Managers



The final scatter diagram (Fig 5), reflects the results of the top executives working in the banking sector, and fourteen see themselves as following the team management style of leadership (9.9), whereas two of the top executives see themselves following the impoverished style (1.1) and two perceive themselves to be practicing the country club style of leadership (1.9). One executive consider himself to be practicing the task management style of leadership (9.1).

Most of the top level executives see themselves as having crossed the threshold of middle of the road approach with the exception of only five persons and out of them two rate poorly on the task structure and another two rate poorly on the people oriented grid as well as task leadership grid, whereas the remaining one sees himself as following the task management style, and this is evident from Figure 5.

Fig 5 Scatter Diagram: Leadership style: Top Executives



We now proceed to examine the relationship between leadership and conflict management styles. Table 2 shows the extent to which the theoretical expectations are realized on the basis of our empirical results.

Table2: Correlation of Blake & Mouton leadership styles with Bernardin & Alvares conflict resolution styles

Managers	Proportion of total sample showing this correspondence
1. Impoverished (1.1) → Accommodating	3 out of 19
2. Country Club (1.9) → Avoiding	0/19
3. Middle of the road (5.5) → Compromising	0/19
4. Task management (9.1) → Competing	2 out of 19
5. Team management (9.9) → Collaborating	14 out of 19
Senior Manager	Proportion of total sample showing this correspondence
1. Impoverished (1.1) → Accommodating	0 out of 19
2. Country Club (1.9) → Avoiding	0 out of 19
3. Middle of the road (5.5) → Compromising	0 out of 19
4. Task management (9.1) → Competing	0 out of 19
5. Team management (9.9) → Collaborating	19 / 19
Top Executives	Proportion of total sample showing this correspondence
1. Impoverished (1.1) → Accommodating	3 out of 19
2. Country Club (1.9) → Avoiding	1 out of 19
3. Middle of the road (5.5) → Compromising	0 out of 19
4. Task management (9.1) → Competing	1 out of 19
5. Team management (9.9) → Collaborating	14 out of 19

We find a close correspondence between perception of management and conflict resolution styles with respect to the Team Management style and the collaborative conflict management style. Of the total sample of 57 respondents 47 respondents see themselves as having a team management and a collaborative conflict management style. This close correspondence between the team management and the collaborative conflict management holds across all three sub samples — managers, senior managers and top executives. Thus our results contradict the Bernardin Alvares finding that there is no correspondence between management and conflict resolution style perception by managers at least as far as the team management leadership and collaborative conflict resolution style is concerned.

References

Keys E. Bernard (1977) Management of Learning Grid for Managerial Development, The Academy of Management Review, vol 2, No 2, pp289-292.

Blake Robert R and Mouton S. Jane (1964) The Managerial Grid, Houston Gulf Publishing.

Bartol Kathryn Tien Margaret Mathews Graham Martin David 4th Ed. Management A Pacific Rim Focus pp 407.

Bernardin John H and Alvares Kenneth M. (1976) The Managerial Grid as a Conflict.

Resolution Method and Managerial Effectiveness Administrative Science Quarterly, vol 21, No 1 pp 84-92.

Mckee Rachel The Grid Difference (2005) A Historical Perspective of Grid.

Methodology, grid User's Conference Belfast City, Northern Ireland.

Robbins P. Stephens, (2007) Organizational Behaviour 12th Ed. Prentice Hall, pp434-440.

Deluga, J. Ronald, (1988) The politics of leadership: The Relationship between Task-

People Leadership and Subordinate Influence: Journal of Organizational Behaviour, vol 9, No 4, pp359-366.

Schermerhorn R. John, Hunt G. James, Osborn N. Richard (2003) Organizational.

Behaviour 8th Ed. John Wiley and Sons pp 301-302.

<http://www.nwlink.com/~docclark/leader/bm/model.html>