

# “IMPACT OF LEADERSHIP STYLE ON EMPLOYEE’S PERFORMANCE IN AN ORGANIZATION”

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## ABSTRACT

For any organization to achieve its set objectives and goals there must be a 'high relationship between the (management) leaders and employees. However, for productivity to be reality in an organization there should be high employee's performance which solely depends on leadership style. Human being joins organizations voluntarily under normal circumstances because of personal needs and aspiration, not necessarily because of organizational goal. So, a leader tries to motivate the worker to work higher in an organization while helping to realize their personal aspirations.

To enhance the performance of an employee, workers will depend on a large event of leadership style that is operational within an organizational setting. No leader uses any of the style exclusively. A leader may use an autocratic style when necessary to serve a particular purpose and the democratic style in vice-versa. All the- style develops the talent of the employees.

Employee performance includes executing defined duties, meeting deadlines, employee competency, and effectiveness and efficiency in doing work. Various organizations need strong leadership styles that stimulate the employee performance. Some organizations face the problems such as poor innovation, low productivity, inability to meet performance targets. This problem happens due to lack of strategic interventions of specific leadership styles to the particular situations was predicted as the problem at hand. This problem was continuously affecting employee performance. That's why study investigates the best one leadership style that stimulates performance of employees. It is believed that an effective organization rooted from the Propellers or on the business leaders. The employees also perceived that there is a need of a leader who should not only have to lead people but also be effective. So, they need an effective leader who can lead the people toward the changes and performance improvement.

Keywords: Authoritative Leadership Style , Delegative leadership Style , Participative Leadership Style, employee performance

## INTRODUCTION

Leadership is defined as personal quality of an individual that influence the behavior of followers. It is an important function of management. Leadership is an act of influencing people so that the followers follow the path of leader. The successful leader must lead to stimulate and inspire the followers to achieve organizational goals. In an organization the manager is a leader and other subordinates are followers. A manager cannot manage effectively unless he can lead his subordinates effectively. Hence a leader may or may not be a manager but a successful manager must be a leader.

Leadership is one of the most critical behavioral processes of all human activities, survival, development and continuity of civilization depending upon the qualities of leadership. It has drawn the scholarly attention, because of its universal and indispensable character. Leadership is inevitable for every society, as no society can be organized, continue, grow and develop without it. The leaders are „Great men „, who through their social vision and dynamic action can change the course of history. Political development, democratic growth and administrative capabilities of a nation greatly depend upon the qualities of its leadership. Leadership paves the way towards „social change” resulting in political modernization and development of a country. Leadership is crucial for emerging nations as they are attempting to build a social economic structure and a strong democratic edifice which needs men of vision, foresight and workmanships. Generally speaking leadership refers to the act of leading others in social situation. Like Democracy it may mean many things to many people. The term is used in two different senses if we look to the dictionary meaning of the verb “to lead “, in one sense it means “to excel, to be in advance, to be prominent „”, in another sense it means to guide others, to be the head of an organization to hold command. It may connote different notions when viewed in different prospective. For example , to call someone a leading doctor , a leading professor , a leader artist mean that he enjoy greater esteem and superior position compared with his fellow men in his profession or occupation ; but it also mean that he is capable of exercising influence on them and bring about desired change in their behavior and actions . Therefore, leadership may be perceived or viewed in diverse ways because there are different ways one individual may separate himself from others in social situations. Despite such different notion and lack of unanimity of definition on the concept of leadership, some important definition and views of scholar may be presented here so as to **REVIEW OF LITERATURE**

**According to Obisi (1996)**, organizations need qualified leaders; leaders who evolve to perform consistently within organizations must possess four key abilities to effect change. The important characteristics include applying leadership styles appropriately, communicating effectively, an aging performance regularly, and developing associates responsibilities. These keys, when applied skillfully, provide managers opportunities to unlock excellence in leadership.

**Maxwell (2002)** says that 21<sup>st</sup> century leader is one who empowers others to be leaders. Managers and supervisors must know the techniques, challenges and benefits of facilitative leadership. According to him, “the old world was composed of bosses who told you what to do and think and made all the decisions. In the new world, no manager can know everything or make every decision now to be successful; a manager has to work in partnership and in collaboration with everyone, in order to tap everyone’s ideas and intelligence. Managers now are coach, counselors and team builders.

**Osabiya Babatunde (2015)** Effective leadership and management are widely heralded as key priority for national and regional development, yet the process by which they are enhanced by training and development and how they impact upon performance remain poorly understood. There is lack of reliable data to link management and leadership development with leadership capability and individual and organizational performance and the evidence 'suggest a more complex relationship between them' than often assumed.

Leadership exists on many levels; throughout all aspects of the society. The common purpose that motivates leaders is the overall accomplishment of the organization or the system. After recognizing leadership as a system, it becomes clear that an understanding of the relationship between leaders and their constituents is essential.

In addition, developing and maintaining successful organizations require leaders to understand the culture of the organization to adapt to the challenges of the environment and to respect the constituents that make up the organization. The responsibility of leadership extends from the executive officers and beyond “the -local levels of the public. The possibilities and limitations of leaders must be understood so that the workers can intelligently strengthen and support “good” leadership. Many have described the skills and the tasks necessary to be a leader and it is likely that these skills are widely distributed throughout the society. An important question is how this reservoir can be tapped.

**Graver and Austin (1995)** states that a participative style will be unproductive in the short term. But in longer time period, this style is more productive for an organization. This productivity increases due to feeling of empowerment and more commitment to their work and departmental goals

**According to Heneman and Gresham (1999)** under the autocratic leadership style, all decision making powers are centralized and remains in the hand of leaders, as with dictators. These leaders not welcome any suggestion and initiative from the follower’s side. It has not been successful as it not provides strong motivation to the managers and employees.

**Nel et al. (2004)** define leadership as the process whereby one individual influences others to willingly and enthusiastically direct their efforts and abilities towards attaining defined group or organisational goals.

**Cole (2005)** defines Leadership as a dynamic process whereby one man influences other to contribute voluntarily to the realization and attainment of the goals objectives; aspiration of values of the group that is representing the essence of Leadership is to help a group or an Organisation to attain sustainable development and growth.

**Ram Reddy and Seshadri (1979)** found that leadership manifests itself in the total process of the rise of a leader, the influence he wields on his followers and the way by which he not only ensures that gathers powers around him and seeks to ascend still further on therungs of leadership ladder but also tries to perpetuate his achieved position. Thus, leadership is a process and not a person, involving leader, followers and their actuations.

**Khandwalla P.N (1977)** in his research on “Leadership in Management”, illustrated that majority of the leaders were above average in intelligence. He said that effective leaders tend to possess greater intelligence, supervisory ability, initiative, selfassurance, and individuality than leaders not perceived as effective. He also found that higher level managers tend to possess these traits to a greater extent than lower level managers. He suggested that subordinate-oriented supportive supervisors tend to be more effective than authoritarian, non supportive supervisors. He found that directive leadership was effective when the leader also happens to be a considerate person. When subordinates were performing simple or frustrating tasks, supportive, considerate leadership was effective. When task were ambiguous or urgent, directive leadership was effective, particularly when subordinates like to be told what to do and the leader was considerate. By implication when tasks were boring or frustrating, not being supportive amounts to ineffective leadership. An alternative to directive leadership was participatory leadership. He found in his research that when the tasks performed by group members were routine and highly structured, participatory leadership fails to increase either productivity or job satisfaction. But when the tasks performed were complex and/or non-routine, participatory leadership was quite effective. Also when the subordinates had a high need for autonomy or were highly capable or had specialized knowledge that the leader did not possess, then participatory leadership was found to be more effective.

**Selvadurai S (1977)** in his research “Leadership in the Co-operative” found that leaders were not made but evolve depending on various situations. This study also revealed that there was a positive correlation between the importance a person enjoyed in the society and his chances of emerging as a leader in a co-operative. The leadership theory was broadly classified into three categories, namely Trait theory said that leaders were born and not made. Second one was Behavioral theory holds that leadership comes from a certain set of behaviors that could be imparted to anyone through training. Third one was situational theory said that a leader was one who drives the maximum advantage from properly managing the situation-the finer he did it, the better the leader he was. A leader successful in one situation fails in another situation or vice versa. Keeping this

in view the author conducted a study of 40 leaders in the co-operative sector in Kerala. The three major questions posed to the leader were (a) whether leadership was a born quality (b) whether leadership can be acquired or developed (c) whether leadership was situational. It was concluded that 55% leader prefers situational leadership style as compare to other style. Another factor that emerged from the study was the identification of the support base for the leader's strength. The questions put to them were whether the attainment of their leadership position was due to (a) their family background (b) their political position (c) their social leadership position. This analysis revealed that the social background more than the political and family background, a person enjoyed primarily helps him to attain leadership position in co-operative.

**Tambe A & Venkat R.K (2000)** illustrated in his research “ Leadership in Decision- making”, that there exist a relationship between the leadership and the decision making styles of a boss and a subordinate's perception of the boss's effectiveness as well as the subordinate's own effort levels and satisfaction in the job. He took a sample of 98 managers of a large Indian manufacturing organization. He found that in today's complex business environment, where organizations were moving towards decentralization of decision making, it was essential that every individual's decision making process be treated as part of his or her relationship with subordinates. This was needed, as it leaves a significant impact on their perception of the boss's competence as a leader and manager.

**Sood S (2003)** in his research report on “Leadership Style and their effectiveness: A study of Women entrepreneurs and Executive in Ludhiana”, aimed to found out the leadership style of Women entrepreneurs and Executive and their effectiveness. It was found that most of the women entrepreneurs and executive follow democratic style as compare to autocratic style. He also founded that according to employees most of the women leader were effective in the areas like Interpersonal Relations, Ethical, Moral strength and adequacy of communication but they lack in areas like intellectual operations, behavioral and emotional stability.

**Bose S.K (2004)** focused on ethical issues of modern leaders: A managerial perspective. He discussed that leadership cannot really be taught. It can only be learned. The key element of successful business leader was emotional attitude. He suggested that quality of leadership was most important ingredient in the recipe for business success by inspiring other people to work together as a team. The ultimate nature and quality of that leadership comes out of the innate character and personality of the leader himself. He found that in modern corporate culture it was often noted that the leaders observe the individual preference rather than corporate preference and create a chain of unethical dilemmas while we were always advocating for the transparent dealing and to clear balance sheet for long-term corporate image and growth. It was often observed that such leaders get and hold success through short cut tactics. But it was sure that they were in peril of losing their position today or tomorrow. The leaders should be great visionaries with emotional commitments to the organization and society. The reflection of the character and personality was always important to a successful

business leader. In his view, “the management was not a collection of boxes with names and titles in the organization chart of the business but it was living force and the key element of successful business leader was emotional and the rest was mechanics.”

**Prentice W.C.H (2004)** concluded in his article that leadership means accomplishment of a goal through the direction of human assistants. The man who successfully marshals his human collaborators to achieve particular ends was a leader. Effective leaders took a personal interest in the long-term development of their employees, and they used tact and other social skills to encouraged employees to achieve their best. It wasn't about being “nice” or “understanding”- it's about tapping into individual motivations in the interest of furthering an organization wide goal. A leader may not possess or display power, force or the threat of harm may never enter into his dealings. His unique achievement was a human and social one which stems from his understanding of his fellow workers and the relationship of their individual goals to the group goal that he must carry out. He said that leader's job was to provide that recognition of roles and functions within the group that will permit each member to satisfy and fulfill some major motive or interest. A leader should deal employees with tact's like their growth and satisfaction was a part of his job. If they were right then they will get all the help from his side plus recognition they deserve.

**Rawal S &Saxena A.K (2004)** emergence of leadership in unpredictable times: an approach illustrates that in order to be a successful leader a manager needs to be an optimal user of resources, implementer of strategic policies and plans and an efficient executive for smooth running of an industrial enterprise. In present scenario a leader was not only entitled to lead by direction but various other allied roles were also associated with him viz. a good motivator, a perfect counselor communicator and career planner. A leader had to direct his follower in such a way that their concern on interest as well as organizational goals could be achieved on a long term basis. India had plenty of exemplary personalities in corporate world like Subrata Roy Sahara. A man who has proud of himself by building Rs 20,000 crores, empire out of Rs 2,000 only. He was one of the best examples of participative leaders. He proved the concept that leaders were born and their styles can be improved by training. He himself quoted, “Emotional involvement decides the degree of productivity without emotions you can never give or 86 achieve 100%. The author also distinguishes between leader and manager. The very first difference was leader had followers by managers do no. Secondly, managers possess the authority to by manage but such authority was not enjoyed by leaders. Leaders were expected to be charismatic people with great vision who can alter follower's mood whereas managers were expected to be rational decision makers and problem solves. But by one way or other both try to attain organizational goals and employee's personal needs.

**Jui-Chen Chen & Silverthorne C (2005)** in his research paper on Leadership effectiveness, leadership style and employee readiness aims to test the situational leadership theory of leadership effectiveness and the impact of the degree of match between leadership style and employee readiness on various measures like employee job satisfaction, job performance, job stress and turnover intention. Situational leadership theory said that an effective leader adopts a leadership style according to the ability and willingness of subordinates for a given task. The results did not support SLT that an appropriate match between leadership style and subordinate readiness results in higher levels of employee job satisfaction and performance and lower levels of job stress and intention to leave but the results partially supported SLT that the higher the leader's leadership score, the more effective was the leader's influence. The leadership score did not predict job performance. There was a positive correlation between ability and willingness, employee job satisfaction, and job performance. Employee willingness was positively correlated with job satisfaction and job performance and was negatively correlated with turnover intention.

**Mrudula E (2007)** discussed about Transformational Leadership. Transformational leaders focused on change, progress and transformation-the end results whereas transactional leaders focused on the means to achieve the results. Therefore, transformational leadership was the most dynamic, stimulating and justifiable leadership style which when applied practically will not only increase productivity but will also generate more employee satisfaction. He told that there were seven principles of transformational leadership i.e. Motivation, Simplification, Facilitation, Innovation, Mobilization, Preparation and Determination.

**Akhtar S (2012)** aimed to study the relationship of manager's leadership style with age, gender and Socio-economic status in the banking sector. This research focused on three types of leadership namely Transformational Leadership, Transactional Leadership and Charismatic Leadership (having extraordinary talents). The data was collected from bank managers. The results showed that male managers tend to adopt a transactional leadership style more often than female managers. Also, it was observed that female managers tend to be transformational leaders and the number of male managers preferring charismatic leadership style was higher than female ones. Managers working in an environment with low socio-economic status tend to adopt transactional style whereas managers having transformation leadership style were observed to work in environments with high socio-economic status. Moreover managers adopted charismatic leadership features more in high socio-economic environments than low ones. Based on age, Managers having an experience over 25 years tend to more transactional in their style than others. However, the more years a manager works, the less he prefers or performs transformational leadership features. Also, managers perform charismatic leader behaviors less as they had longer term of service in their profession.

## RESEARCH OBJECTIVES AND METHODOLOGY

### RESEARCH OBJECTIVES

1. To explore the leadership styles that contributes to employee performance in the organization.
2. To explain the relationship between the effective leadership styles and performance of employees.

The present research is of qualitative as well as quantitative in nature to address the research questions. Descriptive as well as exploratory research was used in present research. primary as well as secondary data was used to collect the data . The Statistics Package for Social Science software (SPSS) was used in the analysis of the survey. Inferential and descriptive statistical tools are employed to quantify and estimate the collected data, and to study their basic patterns. Cronbach's alpha is computed using SPSS Scale reliability programme for each set of constructs. The value of cronbach's alpha was found to be .746 which indicates that data is reliable enough to go for further test.

### HYPOTHESIS TESTING

(H0): There is no significant relationship among effective leadership styles and performance of employees.

(H1): There is a significant relationship among effective leadership styles and performance of employees.

To check this hypothesis, One Way ANOVA was carried out.

### MEAN OF THE FACTORS RELATED TO AUTHORITATIVE LEADERSHIP STYLE

**Mean of the factors related to Authoritative Leadership Style**

	Mean	Std. Deviation
My Manager believes employees need to be supervised closely they are not likely to do their work..	2.84	1.797
As a rule, my manager believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	3.16	1.506
My Manager is the chief judge of the achievements of employees.	3.07	1.603
My Manager gives orders and clarifies procedures	3.04	1.724
My Manager believes that most employees in the general population are lazy.	3.12	1.442
My manager pressurize me to attain results.	2.83	1.518
My Suggestions are not considered as my manager does not have time for them.	3.22	1.563
My manager always tells me what has to be done and how to do it.	2.95	1.664
New comers to project are not allowed to make any decisions unless it is approved by manager	3.37	1.413
Valid N (listwise)		



**Interpretation-** The above table shows the mean of factors related to Authoritative Leadership Style. From the table it is clear that the highest mean is 3.37 indicating that New comers to project are not allowed to make any decisions unless it is approved by manager. The second highest rated mean is 3.22 with S.D.=1.563 for the variable ,my suggestions are not considered as my manager does not have time for them. The lowest rated factor has 2.83 mean with S.D. =1.518 for the variable,my manager pressurize me to attain results.

### MEAN OF THE FACTORS RELATED TO DELEGATIVE LEADERSHIP STYLE

Mean of the factors related to Delegative Leadership Style

	Mean	Std. Deviation
In complex situations my Manager allows me to work my problems out on my own way.	2.08	1.539
My Manager stays out of the way as I do my work	2.37	1.394
As a rule, my Manager allows me to appraise my own work	2.34	1.410
My Manager gives me complete freedom to solve problems on my own.	2.32	1.507
In most situations I prefer little input from my manager	2.42	1.299
In general my manager feels it's best to leave subordinates alone	2.08	1.374
My manager allow me to determine what needs to be done and how to do it.	2.42	1.435
My manager like to share his leadership power with his subordinates.	2.29	1.422
My manager feels that his subordinates can lead themselves as well as he can	2.50	1.428
Valid N (listwise)		

**Interpretation-** The above table shows the mean of factors related to Delegative Leadership Style. From the table it is clear that the highest mean is 2.50 indicating that My manager feels that his subordinates can lead themselves as well as he can. The second highest rated mean is 2.42 for the variables ,In most situations I prefer little input from my manager and My manager allow me to determine what needs to be done and how to do it. The lowest rated factor has 2.08 mean with S.D. =1.539 for the variable,In general my manager feels it's best to leave subordinates alone and In complex situations my Manager allows me to work my problems out on my own way.

**MEAN OF THE FACTORS RELATED TO PARTICIPATIVE LEADERSHIP STYLE****Mean of the factors related to Participative Leadership Style**

	Mean	Std. Deviation
My manager feels that competent employees must be left alone.	3.11	1.873
My manager feels that his subordinates must be a part of decision making process.	3.01	1.510
My manager frequently meet his subordinates for feedback and discussions.	3.00	1.549
My Manager communicate frequently with his subordinates.	3.24	1.765
My manager ask for ideas and input on upcoming plans and projects	3.04	1.483
Valid N (listwise)		

**Interpretation-** The above table shows the mean of factors related to Participative Leadership Style. From the table it is clear that the highest mean is 3.24 indicating that My Manager communicates frequently with his subordinates. The lowest rated factor has 3.00 mean with S.D. =1.549 for the variable, my manager frequently meet his subordinates for feedback and discussions.

**ANOVA across Employee Performance****ANOVA across Employee Performance**

	Sum of Squares	df	Mean Square	F	Sig.	
Delegative	Between Groups	86.363	14	6.169	8.081	.000
	Within Groups	46.568	61	.763		
	Total	132.931	75			
Participative	Between Groups	134.455	14	9.604	11.747	.000
	Within Groups	49.871	61	.818		
	Total	184.326	75			
Authoritative	Between Groups	85.149	14	6.082	4.245	.000
	Within Groups	87.398	61	1.433		
	Total	172.548	75			

**Interpretation-**From the above table ,it is clear that value of significance is smaller than the .05 Therefore null hypothesis ( $H_0$ ) is rejected. This means that Leadership Styles has a great impact on employee Performance.

## REGRESSION ANALYSIS

## Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965 <sup>a</sup>	.932	.929	.34921

a. Predictors: (Constant), authoritative style,delegative style, participative style

**Interpretation-**The information presented in table 4.3.1 shows the R, R-Squared, Adjusted R Square and StdError.Rdenotes the correlation between observed and predicted values of the dependent variable. The value of R ranges from -1 and 1. Small values indicate that the model does not fit the data well. In this case, R= .965. The above table shows the model summary and overall fit statistics. We find that the adjusted R<sup>2</sup> of our model is .932with the R<sup>2</sup> = .932that means that the linear regression explains 93.2 percent of the variance in the data.

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	120.504	3	40.168	329.387	.000 <sup>b</sup>
	Residual	8.780	72	.122		
	Total	129.284	75			

a. Dependent Variable: employee performance

b. Predictors: (Constant), authoritative style,delegative style, participative style

**Interpretation-**The above table 4.3.2 shows the F-test .The F-test statistic is the regression mean square divided by theresidual mean square. The linear regression's F-test has the null hypothesis that there is no linear relationship between the two variables With F = 329.387 and 75 degrees of freedom the test is highly significant, thus we can assume that there is a linear relationship between the variables in our model.

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.682	.317		-5.301	.000
	Authoritativ e	.038	.040	.044	.963	.339
	Delegative	1.044	.056	1.058	18.584	.000
	Participative	.958	.036	1.144	26.760	.000

a. Dependent Variable: employee performance

**Interpretation-**

According to the Table 4.3.3 regression equation of Employee Performance is:

Employee Performance=  $-1.682 + 0.038(\text{Authoritative Leadership Style}) + 1.044 (\text{Delegative leadership Style}) + 0.958(\text{Participative Leadership Style})$

**CONCLUSION & RECOMMENDATION**

The main objective of this study was to investigate the effect of different leadership styles (Autocratic, Delegative and Participative leadership styles) on employees' performance of employees. A descriptive survey research strategy was adopted in which a sample of 76 employees sampled conveniently .it is found that leadership styles has direct relationship with employee output and that depending on the style exhibited by the leader in an organization, productivity is either enhanced or stalled . Whereas tasks are important for the day to-day survival of the organization, developing people and teams are important for the long-range performance of the organization. The style of leadership adopted is considered by some researchers (e.g. Nkata and Maicibi 2001) to be particularly important in achieving organizational goals, and in evoking performance among subordinates. Participative style of leadership has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their job and in making different decisions. And in autocratic style leaders only have the authority to take decisions in which employees' feels inferior in doing jobs and decisions. In democratic style employee have to some extent discretionary power to do work so their performance is better than in autocratic style.

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