

## ANALYZING LEADERSHIP STYLE OF MANAGERS THROUGH BLAKE AND MOUTON'S MANAGERIAL GRID

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**Abstract:** *In the present scenario the role of the manager perceived as high positive power, more participative and high in coercive power (Snell and Wexley). The manager is better contributor for the long term success of the organization and able to successfully respond to the changing demands of their jobs and today's competitive global work environment (Chevalier 2007). In this relation it is more challenging responsibilities which as manager one need to emphasis in current era. Managerial Grid A graphical plot of a leader's assessment of the importance of a task versus the importance of the employees which can be used to determine leadership style which helps to on manager to take everyday decisions. The managerial grid model originally identified five different leadership styles (Authoritarian, Team, Country club, Impoverished and middle of the road) based on the concern for people and the concern for production. This paper helps to identify the managerial skills of Manager towards his employees and critically assess their employed leadership style. The purpose of the study is to prepare the Managerial Grid by using Managerial Grid given by Robert Blake and Mouton on select manufacturing industry. 35 employees were those of managers, supervisors and top executives selected from the manufacturing industry were included in the study. For all 35 managers individual managerial Grid will be prepared to see their managerial decision path*

**Keywords:** Managerial Grid, Leadership Style, Managers

**JEL Classification:** M10, M12

### INTRODUCTION

Manager plays an important role in determining the attitude and performances of the employees in a society. In recent years the 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.

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Leadership style plays an important role in shaping the behavior and attitudes of the employees in an organization. (Zafar, 2011). Leadership plays a significant role in the success or failure of an organization. Managerial Grid A graphical plot of a leader's assessment of the importance of a task versus the importance of the employees which can be used to determine leadership style which helps to on manager to take everyday decisions. The managerial grid model originally identified five different leadership styles (Authoritarian, Team, Country club, Impoverished and middle of the road) based on the concern for people and the concern for production.

"Grid" was originally developed by Robert Blake and Jane Mouton between 1958 and 1960 and first published in 1964 (Blake and Mouton 1964). The model was particularly influenced by Fleishman's work on initiating structure and consideration (Blake, mouton and Bidwell 1969; Blake and Mouton 1982b). Fleishman posited that there were two underlying dimensions of leadership behavior which were called "consideration" and "initiating structure" (Fleishman 1957a, 1957b; Fleishman and Peters 192). Consideration denoted to behavior replicating respect for subordinates thoughts and consideration of their state of mind. Initiating structure stated to the amount to which a leader structured and defined his or her role and those of subordinates in order to accomplish official organizations goal. 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's Managerial Grid**

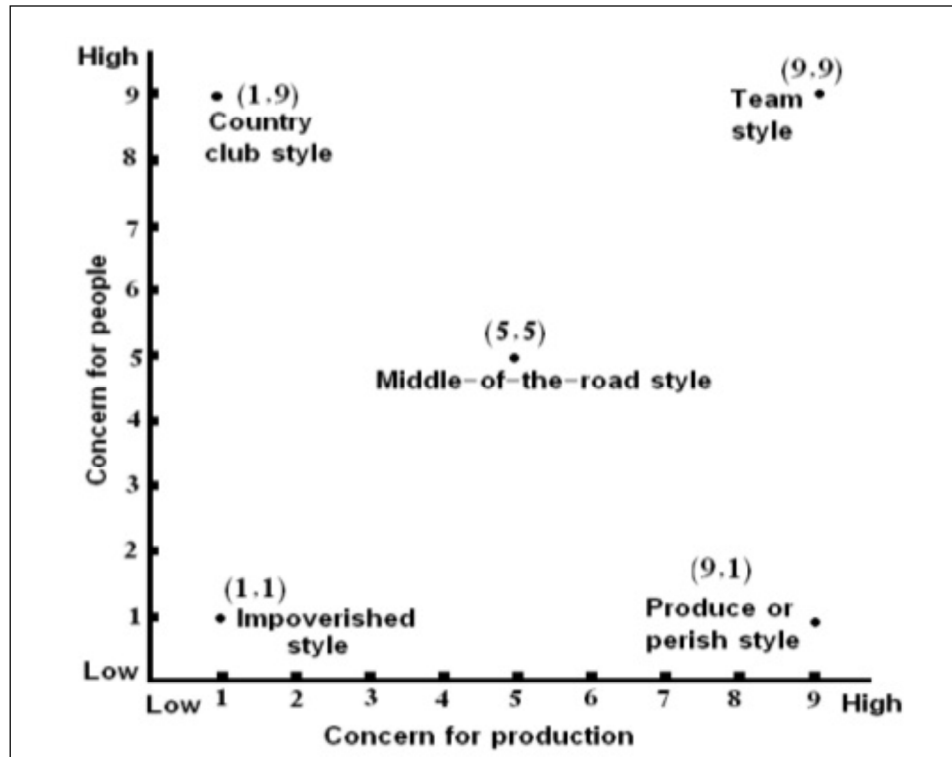
The Blake and Mouton leadership Grid as shown in Figure 1 uses two axes:

- (a) Concern for people which is planned on X-axis
- (b) Concern for production or task is planned on Y-axis.

X axis and Y axis both of these have range from 0 to 9. Blake and Mouton have consist of 5 leadership styles after studying the behavior of those in managerial position's

- (a) Authoritarian or "Production 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).

Figure 1: Blake and Mouton's Managerial Grid



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

### Authoritarian Leaders (High Task, Low Relationship)

People who get this rating are very much task oriented and are hard on their workers (autocratic). There is little or no allowance for cooperation or collaboration. Heavily task oriented people display these characteristics: they are very 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 is to blame rather than concentrate on exactly what is wrong and how to prevent it; they are intolerant of what they see as dissent (it may just be someone's creativity), so it is difficult for their subordinates to contribute or develop.

### Team Leader (High Task, High 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 task, High Relationship)**

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 the more punitive coercive and legitimate powers. This inability results from fear that using such powers could jeopardize relationships with the other team members. These type of leader also described by Lewin, Lippit and White in 1938 as a "Laissez-Faire" Leadership style.

#### **Impoverished Leader (Low Task, Low Relationship)**

A leader who uses a "delegate and disappear" management style. Since they are not committed to either task accomplishment or 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 failure.

#### **Middle-of-The-Road (Equal Concern for task, Equal concern for people)**

This is a leader who is balance and compromiser, a politician who wants to maintain the status quo. Leaders using this style they tried to balance between company goals and workers need. After giving some concern to both people and production, leaders who use this style courage to accomplish appropriate performance but doing so gives away a bit of each concern so that neither production nor people needs are met. (Mouton and Blake 1964).

Leadership styles influenced by the circumstances, which are representative of certain organizations and they are also depends upon the circumstances in which people are performing in their corresponding organizations.

### **REVIEW OF LITERATURE**

The managerial grid model originally identified five different leadership styles (Authoritarian, Team, Country club, Impoverished and middle of the road) based on the concern for people and the concern for production. There are various studies which have already been conducted on the Managerial Grid and leadership Styles. Oostenveld et.al (2009) 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 found that charimatic 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 behaviors, perceived

leader performance, satisfaction with the leader and subordinate's team commitment. In a study (Raza *et al.*, 2011) examined 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. The convenient sampling technique was used. The study found that there is a correlation between personality traits and leadership styles and high light 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 behavior and change.

Strong *et al.* (2013) examined the leadership style and self-directedness of undergraduate students of agricultural leadership courses .The data was collected from 93 students of 2 different leadership courses .The study found that there is strong correlation between people orientation leadership style and self-directedness. The study also found that majority of respondents had a country club leadership style. (Thomas *et al.*, 2013) conducted a study to examine and find out the relationship between the leadership style and self-directedness of undergraduate students enrolled in two separate agriculture leadership courses 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. 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.

Arleane and 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 relationship between level of existence and leadership styles. (Daneshfaed *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 behavior 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 behavior 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.

Nikezic *et al.* (2013) attempted to examine by using model of leadership Network Blake, Mouton and McCanse aspect the applications one of the five leadership style accompanied by two dimensional of local government. The data was collected

from municipality located in this territorial social economic community. The study found that majority of the respondents had fallen in the authoritarian leadership style and also found that there is no dominant leadership style, dimensionally, that is of leadership course participants are not committed for a single leadership style. (Yazicioglu *et al.*, 2013) conducted a leadership styles of the Turkish managers were examined in scope of Blake and Mouton's managerial Grid in term 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. The study found that some differences managers' 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, working years and to have professional education training positively affect managers' managerial behaviors.

## **MATERIALS AND METHODS**

### **Objectives**

1. To prepare the Managerial grid by using Managerial Grid given by Robert Blake and Mouton.
2. To study the Leadership styles on the basis of Managerial Grid

### **Hypothesis**

**H1:** Managers are focused on Team leadership.

**H2:** Managers are directed towards Country Club leadership.

**H3:** Managers are directed towards Authoritarian leadership.

**H4:** Managers are targeted to Impoverished leadership.

**H5:** Managers are focused on the "Middle of the Road" leadership.

## **RESEARCH DESIGN**

A descriptive research has been conducted To study the Leadership styles on the basis of Managerial Grid and To prepare the Managerial grid by using Managerial Grid given by Robert Blake and Mouton.

### **Sample Size**

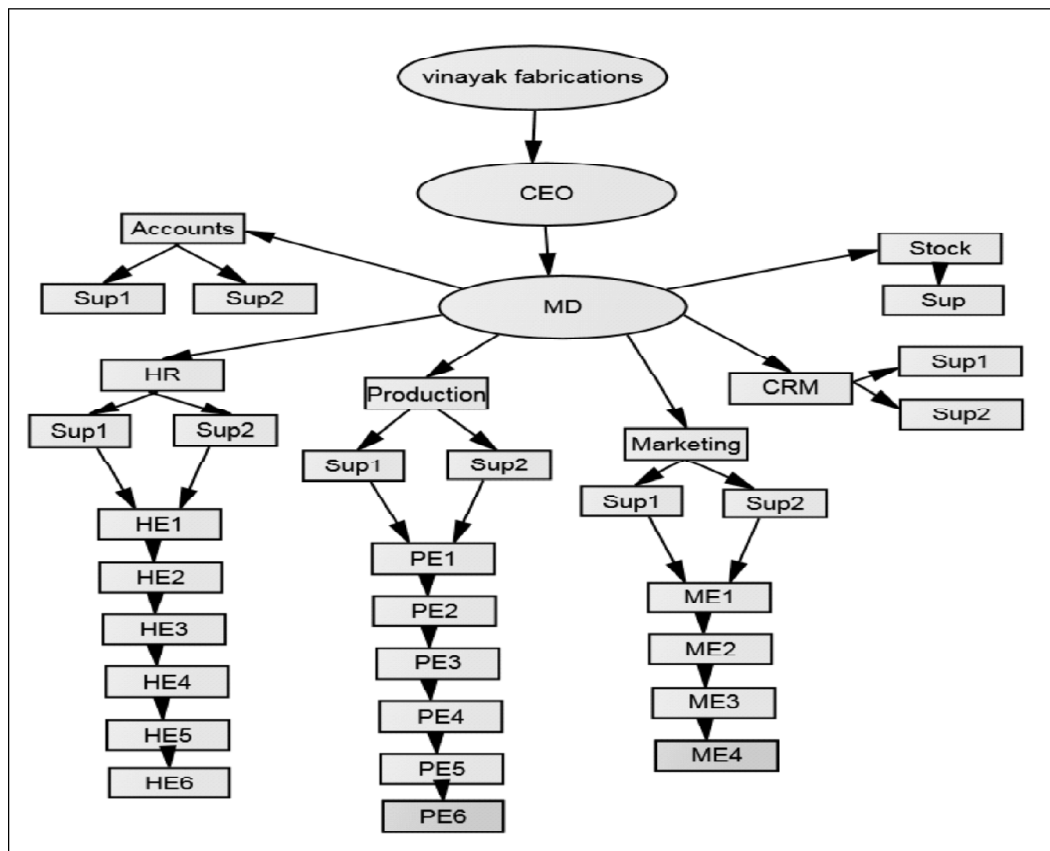
In order to attain the objective 35 employees were those of managers, supervisors and top executives selected from Vinayak fabrics, Ludhiana, and Punjab. The Fig 1.1 Shows the complete organization structure of Vinayak fabrics. The Name of the Followings Fig. 1.1 : The Organization Structure of Vinayak Fabrics

Table 1.1: Organization structure of Vinayak Fabrics

Designation	Name	Age	Experience	Designation	Name	Age	Experience	Designation	Name	Age	Experience
CEO	RAKESH VINAYAK	56	30	HE5	RAHUL	24	3	SUPI	RISHI SONI	27	4
MD	AKSHAY VINAYAK	26	5	HE6	HEMANT THAPPER	22	1	SUP2	ANURAG	28	3
A/CS	SHEELA SHARMA	48	9	PRO	PRAMOD	44	15	ME1	DEEPAK	22	2
SUPI	MANOJ TYAGI	35	6	SUPI	ABHAY	37	9	ME2	SURENDER	25	3
SUP2	VINOD TRIVEDI	38	7	SUP2	ANIL	36	12	ME3	JAGJEET SINGH	27	6
HR	RAJENDRA YADAV	38	5	PE1	LOVELISH	32	8	ME4	JOGINDER SINGH	30	10
SUPI	GOURAV UPPAL	28	4	PE2	JAGDEEP SINGH	40	10	CRM	OM PRAKESH	36	12
SUP2	SAGAR MEHRA	36	9	PE3	HARPREET	42	13	SUPI	ANMOL SHARMA	36	5
HE1	GURVINDER	28	3	PE4	MOHIT	26	4	SUP2	MANISH GHERA	39	4
HE2	KULDEEP	27	4	PE5	KULVINDER	35	10	STK	MUNISH TRIHAN	30	12
HE3	KUSHAL	31	5	PE6	DHRAMENDER	36	9	SUP	ABHINAV	21	1
HE4	MANISH SONI	23	2	MKT	AKSHIT	23	2				

The above Table represents the Designation, Name, Age and Experience of the employees who are working in the Vinayak Fabrics. It shows that 7 employees were working from last 10- 15 years whereas one of the employees working from last 15-20 years and it also represents that 12 employees working from last 5-10 years and in the organization 14 employees working from last -5 years. The table also shows that the CEO of the organization working from last 30 years.

Figure 1.1: Organization Structure



**Tools and Data Collection Procedure**

In order to attain the objective the standardized questionnaire was used developed by *The Blake and Mouton Managerial Model (1985)*. The data was collected from the Vinayak Fabrication, kakowal Ludhiana Punjab. The data was collected in the form of standardized questionnaire on the Likert 5 point rating scale. The employees were working as a managerial position (top executives managers, and supervisors) were taken. For the data collection the questionnaire was first administrate in front



of them then the employees are able to respond and the accuracy comes. The Following table represents the responses of the 35 employees were working as a managerial position (top executives managers, and supervisors) in the Vinayak fabrics Ludhiana Punjab, taking into account the shading of responses to achieve representation in the work with the application share of all 35 respondents.

**Table 1.2**  
**Represent the individual Scores of the Respondent on Blake and Mouton**  
**Managerial Grid Model**

<p><b>Respondent 1</b>                      People task                      12 2. 4                      4. 33. 4                      6. 3 5. 3                      9. 37. 4                      10 4 8. 3                      12. 411. 4                      14. 4 13. 4                      16. 4 15. 3                      17. 418. 4                      Total31 Total 33                      X0.2= 6.2 X0.2= 6.6</p>	<p><b>Respondent 2</b>                      People task                      13 2. 4                      4. 43. 4                      6. 1 5. 3                      9. 27. 3                      10 38. 3                      12. 311. 3                      14. 7 13. 4                      16. 215. 2                      17. 518. 2                      Total27 Total 28                      X0.2= 5.4 X0.2= 5.6</p>	<p><b>Respondent 3</b>                      People task                      1 4 2. 5                      4. 33. 2                      6. 2 5. 3                      9. 17. 4                      10 18. 1                      12. 411. 2                      14. 5 13. 3                      16. 3 15. 4                      17. 418. 5                      Total27 Total 29                      X0.2= 5.4 X0.2= 5.8</p>
<p><b>Respondent 4</b>                      People Task                      1 4 2. 5                      4. 3 3. 5                      6. 4 5. 3                      9. 2 7. 5                      10 3 8. 3                      12. 4 11. 3                      14. 5 13. 4                      16. 5 15. 4                      17 5 18. 2                      Total 35 Total 34                      X0.2= 7 X0.2= 6.8</p>	<p><b>Respondent 5</b>                      People Task                      1 4 2. 5                      4. 4 3. 5                      6. 3 5. 5                      9. 5 7. 5                      10 4 8. 3                      12. 4 11. 3                      14. 5 13. 5                      16. 5 15. 3                      17 4 18. 5                      Total 38 Total 39                      X0.2= 7.6 X0.2= 7.8</p>	<p><b>Respondent 6</b>                      People Task                      1 4 2. 5                      4. 3 3. 5                      6. 1 5. 2                      9. 3 7. 3                      10 3 8. 3                      12. 3 11. 4                      14. 5 13. 4                      16. 4 15. 2                      17 3 18. 4                      Total 29 Total 32                      X0.2= 5.8 X0.2= 6.4</p>
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<p><b>Respondent 10</b>                      People Task                      1 5 2. 2                      4. 1 3. 3                      6. 2 5. 4                      9. 4 7. 5                      10 3 8. 2                      12. 4 11. 5                      14. 3 13. 2                      16. 1 15. 4                      17. 3 18. 2                      Total 26 Total 29                      X0.2= 5.2 X0.2= 5.8</p>	<p><b>Respondent 11</b>                      People Task                      1 5 2. 3                      4. 2 3. 1                      6. 4 5. 3                      9. 2 7. 2                      10 1 8. 4                      12. 3 11. 5                      14. 4 13. 3                      16. 2 15. 5                      17. 1 18. 2                      Total 24 Total 28                      X0.2= 4.8 X0.2= 5.6</p>	<p><b>Respondent 12</b>                      People Task                      1 5 2. 4                      4. 5 3. 4                      6. 3 5. 2                      9. 2 7. 2                      10 1 8. 1                      12. 4 11. 5                      14. 3 13. 1                      16. 2 15. 3                      17. 4 18. 2                      Total 29 Total 24                      X0.2= 5.8 X0.2= 4.8</p>

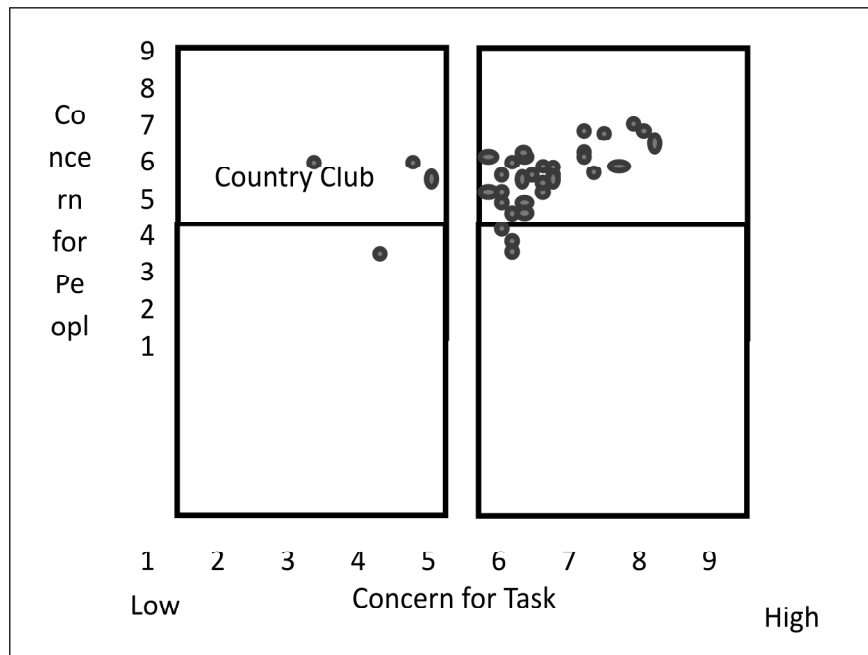
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Table 1.2 shows that the responses of all the 35 employees working in the Vinayak fabrics. Punjab. In the above table Yellow colour represents the Respondent number; the Green colour shows the “Concern for People” and the Blue colour show the “Concern for Task”

In Figure 1.1 are shown the values of items that were achieved after analysis of result defined in the questionnaire given by Blake and Mouton. Each point represents the leadership dimension and styles that are obtained from each respondent individually.

Figure 1.1: Managerial Grid



## CONCLUSION

Based upon the proposed model to prepare the Managerial grid by using Managerial Grid given by Robert Blake and Mouton of 35 employees were working as managerial position, as a representative sample of Vinayak fabrics, the followings are determined (fig. 1.1).

H1: Confirmed because 80% of the respondents used a team leadership style and that means they are high on task and also high on their relationship. They always encourage the team to reach team goal as efficiently as possible.

H2: not confirmed because only 8.57% of the respondents used Country club leadership as their personal leadership style, and they are focused on "Concern for People".

H3: not confirmed because only 8.57% of the respondents used Authoritarian leadership as their personal leadership style, and they are focused on "Concern for Task".

H4: not confirmed because very less respondents only 2.85% used Impoverished leadership as their personal leadership style.

H5: not confirmed no respondents used Middle of the Road leadership as their personal leadership style.

So from the above it is clear that in the Vinayak fabrics the Employees who were working as a managerial position fallen in Team leadership style and they all have very high potential to complete their task. The employees working in Vinayak fabrics are associated with them from very long period which shows the satisfaction of employees with their employers and the organization. On the other hand Vinayak Fabrics has long term relation with their customers which shows they are satisfied with them. So the individual grid represents the employees are high on task oriented as well as high on human oriented because they all have to achieve their targets on time with the help of their employees.

### **LIMITATIONS OF THE STUDY**

- 1) The sample size was limited.
- 2) Due to time constraints, only 35 employees response were taken through questionnaire. Hence, there may be need to cover more employees to have a realistic approach towards findings.

### **RECOMMENDATIONS**

The majority of the respondents fallen in the Team leadership styles so employees should increase their Country Club leadership style so that they can also focuses on the "Concern for People" that will help to motivate and satisfied the employees towards their work.

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