A STUDY OF LEADERSHIP STYLES AT DELHI DEVELOPMENT AUTHORITY (DDA)

Abstract

The paper brings out the leadership styles at Delhi Development Authority (DDA). The study reveals that the dominant style of leadership in DDA is Transactional Leadership, and the staff and managers hold significantly different view on the existence of leadership, wherein managers believe in existence of leadership whereas the staff does not feel so. The close supervision by managers is not accepted by staff and may negatively relate to their effectiveness and satisfaction. Any practice taken up by leaders of rewarding contingently may evoke negative outcomes such as lowered down motivation and very less or no cooperation in conflicting situations. Staff of DDA feels more motivated and is cooperative when there are no close checks on them.

Key Words: Leadership, Transactional Style, Supervision

Introduction

The Haryana Administrative Reforms Commission (HARC) recently made recommendations for more use of information technology in the Government departments in order to improve the work efficiency. The Commission also made suggestions for making changes in the organizational structure and methods of operation of the various government departments to improve their efficiency and effectiveness. Some other suggestions relate to decentralization of powers towards promoting efficiency, transparency and responsiveness in the overall dealing of services, creating a friendly environment where government functionaries are courteous to the public, incorporating ethics in governance and honesty in public dealings, besides measures for effective monitoring and evaluation systems relating to both personnel and programmes, whereby suggesting ways of e-governance in all state government departments. This is one of the many examples of how state governments have felt the need to improve their services especially in public-dealing. More and more public sector undertakings and statutory bodies are adopting the path of corporate governance and ethics. However, this

alone will not be sufficient to improve their effectiveness. What is required is the presence of leaders in these government departments and corporations who inspire excellence and consistency and lead them by vision. Leadership is a process of giving purpose or meaningful direction to collective effort, and causing willing effort to be expended to achieve purpose (Jacobs & Jaques, 1990).

The term leadership means different things to different people. Although no ultimate definition of leadership exists (Yukl, 2002), the majority of definitions of leadership reflect some basic elements, including group influence and goal (Bryman, 1992). Leadership is the process of influencing others towards achieving some kind of desired outcome. Leadership research has taken different perspectives, leader traits, behaviours, and the influence of situational characteristics on leader effectiveness, for example, have all been studied. In the past 20 years, transformational and charismatic leadership approaches have gained in popularity (Den Hartog and Koopman, 2001). No matter what leaders set out to do - whether it is creating strategy or mobilizing teams to action, their success depends on how they do it (Goleman, 2002, p.3). Leadership has been described as the process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task (Chemers 2002). A definition more inclusive of followers comes from Alan Keith of Genentech who said leadership is ultimately about creating a way for people to contribute to making something extraordinary happen (Kouzes & Posner 2007).

We are thriving in times when people interaction and customer service is an integral part of every service organization, across all industries be it banking, insurance, hospitality, tourism, real estate, financial or IT enabled services. It is here that the *moments of truth* that make the difference. For employees to provide excellent services, the role of leadership is a critical factor for the success of the organization. Through continuous training, encouragement and delegation, leaders are able to motivate their employees to strive to give their best. As a leader or manager, one is responsible for clearly defining the staff's job responsibilities, authority and decision-making boundaries and it must be clearly outlined in their job descriptions. One can further clarify boundaries through

informal discussions, team building, negotiation and mediation. The present study is aimed at identifying the leadership styles at Delhi Development Authority (DDA), one of the five Statutory & Autonomous Bodies under the control of Ministry of Urban Development in India.

The DDA organization

Delhi Development Authority (DDA) was created in 1957 under the provisions of the Delhi Development Act to promote and secure the development of Delhi. DDA has played a vital role in the orderly-yet-rapid development of Delhi. The city has become the residence of choice for more than 11 million people and this number continues to increase. On 30th December, 1957, Delhi Development Authority acquired its present name and its role as the 9th builder of the grand city of Delhi. Currently, the DDA is involved in the construction work and preparations for the 2010 Commonwealth Games in Delhi. The main functions of DDA include Planning, Housing, Lands, Urban Heritage, Sports and Green.

Planned development of Delhi is the main function of DDA under Sections 7 - 11A of the DD Act of 1957. Planning Department of DDA is one the largest team of the town planners in any Development Authority in the country. This Department prepares plans, policies and proposals for guiding Delhi's planned development through the process of Master Plan, Zonal Plans, Action Area Plans and Urban Extension Projects etc. The plans normally include city level plans, sub-city level plans, comprehensive traffic and transportation plan, circulation network plans, traffic management schemes, environment management schemes etc. The sanctioning of building plans in the areas under DDA's jurisdiction is also dealt in Planning Department. DDA commenced its housing activities in 1967 and has played a crucial role in providing more than a million houses to the people of Delhi, housing about half the population of the national capital. DDA has been constructing houses in Delhi according to the requirements and purchasing capacity of different strata of society. DDA, from time to time, has been announcing schemes through newspapers and advertisements for various categories of flats. Till Jan 2007, DDA has allotted a total of 3,67,724 flats (including the re-allotment of surrendered and

cancelled flats). About half the allotments are to weaker sections of society and to those belonging to low income groups. Flats allotted by the DDA are provided with essential services like electricity, water and sewage disposal, besides other infrastructural facilities required to make them habitable. Till Jan 2007, DDA has announced 42 housing registration schemes for the benefit of the people and allotment of houses has been made to registrants of all 42 schemes. Delhi Development Authority acquires land for the planned development of Delhi. It develops these lands and properties in implementation of the Master Plan and Zonal Plans. DDA also disposes land and properties for residential, commercial, industrial and institutional uses.

DDA has widened its role to not only meet the challenges of development, but to also preserve and protect the different facets of the city's personality. In order to protect the Urban Heritage of Delhi, DDA started a search for hitherto unknown areas of historical importance. Then, in December 1993, DDA instituted the Urban Heritage Awards to encourage Delhites to appreciate, preserve, and take pride in the historically rich traditions and unique buildings of the city of Delhi. A jury comprising of eminent citizens of Delhi, Administrators, Town Planners, and Conservationists decides them. DDA has so far awarded / commended 17 buildings which reflect their architectural images, social values, and traditions of their time, and are well maintained. DDA is playing a vital role not just in creating a huge network of sports facilities in Delhi, it is also actively identifying and training (schemes) budding sports talent in the city. The Sports Complexes, Play-Fields, Multi-Gyms, fitness trails and Golf Courses that DDA has created all over the city have given to professional sportsmen and to amateurs the right infrastructure to hone their sporting talents. The total area of Delhi State is 1,48,639 hectare, with 4,777 hectare under urban cover. Even as the green areas in Delhi are managed by different agencies, DDA has the largest role to play with over 5050 hectare under its jurisdiction. The green cover area in Delhi is 19 percent of the total area, which is much larger than in other cities and makes Delhi one of the greenest cities. DDA has done exemplary work in protecting Delhi's natural environment on the ridge and on the Yamuna River Front. It has maintained the green gardens around historic monuments. It has created a network of innumerable parks and playfields that purify the environment

and give joy to the city of Delhi. Above all, DDA has turned wastelands into beautiful manicured parks, reclaiming for Delhi the title of "City of Gardens". DDA has taken the initiative to secure a greener and cleaner Delhi and is balancing the inexorable expansion of the city by tree plantation and the laying of parks and gardens. DDA spends about Rs. 40 crore (link to budget) every year for developing new green areas and for maintaining the already developed greens. No taxes or grants are received for this.

DDA's Vision-2021 is to make Delhi a global metropolis and a world-class city, where all the people would be engaged in productive work with a better quality of life, living in a sustainable environment. This will, amongst other things, necessitate planning and action to meet the challenge of population growth and in- migration into Delhi; provision of adequate housing, particularly for the weaker sections of the society; addressing the problems of small enterprises, particularly in the unorganized informal sector; dealing with the issue of slums, up-gradation of old and dilapidated areas of the city; provision of adequate infrastructure services; conservation of the environment; preservation of Delhi's heritage and blending it with the new and complex modern patterns of development; and doing all this within a framework of sustainable development, public-private and community participation and a spirit of ownership and a sense of belonging among its citizens.

Figure1 Organization Structure of DDA
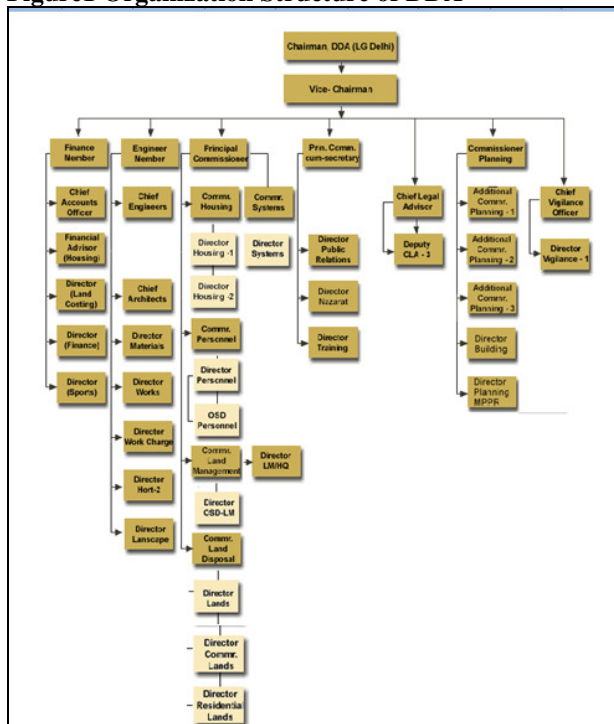
Literature review

The effective management of an organization demands the integration of providers who may vary enormously in scale and influence, who may possess contrasting cultures, and who may be dominated by professionals coming from different disciplines based upon conflicting paradigms (Bryant 2003). There is a constant interplay between culture and leadership. The presence of personal and emotional tensions – conflicts – in the organization is one dimension of organizational culture. How leaders react to problems, resolve crises, reward and punish followers is all relevant to an organization's culture. Leaders who are concerned about organizational renewal will seek to foster organizational cultures that are hospitable and conductive to creativity, problem solving, risk taking and experimentation. Their perspectives on power tend to influence their strategies in conflict and enhance people to work together effectively. It seems logical that the employee/relations orientation of the leader has a positive correlation with trust and a negative correlation with conflicts (Bass & Avolio 1994, Ekvall 1996). The role of

group leadership in intergroup conflict is an important element. The leader influences and directs individuals and groups, and requires many qualities and skills in order to effectively handle conflicts. A facilitative leader has the capacity to help the antagonistic groups work together towards their shared goals. He/she also provides encouragement and support, releases tensions, harmonizes misunderstanding and deals with disruptive or aggressive behaviour (Fisher & Bibo, 2002). Tichy & Cohen (1997) point out that the scarcest resource in the world today is the leadership talent capable of continuously transforming organizations to win in tomorrow's world. The individuals and organizations that build Leadership Engines and invest in leaders developing other leaders have a sustainable competitive advantage.

Leadership Style

Students of leadership have produced theories involving traits (Kirkpatrick & Locke, 1991), situational interaction, function, behavior, power, vision and values (Richards & Engle 1986), charisma, and intelligence among others. The practitioners and academic circles agree that leadership is really an important subject in the field of organizational behavior. Leadership is one with the most dynamic effects during individual and organizational interaction. In other words, whether a management is able to execute collaborated effort depends on leadership capability. An excellent leader not only inspires subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. Stogdill (1957) defined leadership as the individual behavior to guide a group to achieve the common target. In latter days, Richards & Engle (1986) defined leadership as about establishment of vision, value and creation of environment so that the objective can be accomplished.

Definitions on leadership as defined by selected authors were summarized into table 1.

Table1: Definition of Leadership

Year	Author	Definition of Leadership
1957	Hemphill & Coons	Leadership is the individual behavior to guide a group to achieve the common target.
1957	Stogdill	Leadership is an influential activity to others or organization to achieve the target set by the leader.
1969	Bower	Leadership is an activity process of interpersonal relationship; other's behavior is influenced through this process to achieve the set target.

1977	Davis	Leadership means persuasion on others to enthusiastically chase for certain target.
1982	Morphet, Johns & Reller	Leadership means, in the social system, the individual action, behavior, faith and target are influenced by the others under volunteer cooperation.
1986	Richards & Engle	Leadership is about establishment of vision, value and creation of environment so that the objective can be accomplished.
1990	Sergiovanni	Leadership means the leader satisfies the staff's demand by use of consultation, negotiation and compromise so that the staff trades his work for rewards.
1990	Jacobs & Jaques	Leadership helps others to strive and to enhance aspiration to achieve the target.
1993	Robbins	Leadership is the ability to influence the group to achieve the target.
1994	Yukl	Leadership is the process of influence on the subordinate, in which the subordinate is inspired to achieve the target, the group is maintained in cooperation, and the established mission is accomplished, and the support from external group is obtained.
2001	Northouse	Leadership is exchanged relationship between leader and subordinate.
2003	Fry	Leadership means use of leading strategy to offer inspiring motive and to enhance the staff's potential for growth and development.

After reviewing studies on leadership theory conducted in the past, it is generally divided into four periods:

1. Traits theory in 1930s that focuses on the innate leadership qualities and competence. These innate qualities are not found in others. The so-called quality can be divided into physiological and mental aspects. The physiological aspect includes: height, weight, looks, and vigor while the mental aspect includes intelligence, confidence, and aggressiveness etc. Stogdill (1974) proposed twelve leadership related studies and was considered as a representative of this period.

2. Behavioral theory from late 1940s to late 1960s believes that a leader will be able to achieve ideal organizational efficiency if he demonstrates effective leadership behaviors. These leadership behaviors may be trained or learned through experience. Actual behavior or leadership styles are emphasized. Representative research is conducted in Ohio State University which proposed consideration and initiating structure of leadership behaviors. Consideration is a behavior that focuses on strengthening relationship with subordinates based on their needs and perceptions, while initiating structure is a behavior

that focuses on subordinate performance in goal accomplishment.

3. Contingency theory in late 1960s which states that there is no set of optimum leadership model in this world and that it depends on the situation encountered. Situational leadership theory began its development subsequently. It states that leaders need to adopt the most optimum leadership style based on different organizational situations. Among this, Fiedler's contingency theory (1967) is most well-known.

4. Contemporary leadership theory since 1970s which is of the viewpoint of contemporary leadership theory states that leadership is a type of interactive process with the environment. Bass & Avolio (1990) proposed transactional leadership and transformation leadership. Transactional leadership encourages subordinates through incentive establishment. In other words, incentive elicits work performance. Transactional leadership is the basis for most leadership theories. It focuses on the exchange relationship between the leader and the subordinate (Fry, 2003; Northouse, 2001). Transformation leadership is to enhance staff's trust and respect for leader by altering intrinsic work value and faith of staff at the same time in order to elicit work capabilities. Transformational leadership is used to help the subordinates aware that rewards need making efforts. Proper encouragement and consideration are required to raise the eager for future vision and accomplishment of mutual goal. Since charisma is viewed as an essential element, transformation leader provides incentives for subordinates, enhance subordinate potential and development. (Fry, 2003); and the Charismatic leadership theory refers to the follower's perception toward certain behaviors of the leader as being heroic or extraordinary.

Bass (1985) applied the concepts of transactional and transformational leadership to business organizations. He identified a range of nine components representing transformational, transactional and laissez-faire leadership. The five transformational leadership components are Charisma (the leader admired), Idealized Influence (followers emulate their leader), Inspirational Motivation (provides meaning and challenge to the work), Intellectual Stimulation (questions assumptions) and Individual consideration (individually mentor staff based on their needs). Transactional leadership has three components: Contingent reward (rewards staff for desired work), Active management by

exception (monitors work performance and corrects it as needed), and Passive management by exception (waits until problems occur and then deals with the issue).

An additional component is the non-leadership component – laissez-faire. These components of transformational and transactional leadership should predict organizational outcomes, followers' satisfaction and leader performance. Bass (1985) observed that a leader will exhibit both styles, generally with one being more predominant. In an attempt to identify the behaviours underling these leadership styles, he developed the Multi-factor Leadership Questionnaire (MLQ). The MLQ dimensions include Transformational Leadership which includes Idealized (Attributes), Idealized (Behaviors), Inspirational Motivation, Intellectual Stimulation and Individualized Consideration; Transactional Leadership which involves Contingent Rewards, Management-by-exception(Active) and Management-by-exception (Passive); Non-Transactional Leadership which includes Laissez-Faire; and Outcomes of Leadership (Effort, Effectiveness and Satisfaction). Bass and Avolio (1993) have tested their model over years. The model incorporates essential constructs from theories of leadership, which have dominated leadership research for more than 40 years. The model has been generalized across a wide variety of organizations, cultures, levels of management within organizations, including health organizations (Bass & Avolio 1993). The MLQ measures, explains and demonstrates to individuals the key factors that set truly exceptional leaders apart from marginal ones. It also differentiates effective and ineffective leaders at all organizational levels, assesses the effectiveness of an entire organization's leadership, and is valid across cultures and types of organizations.

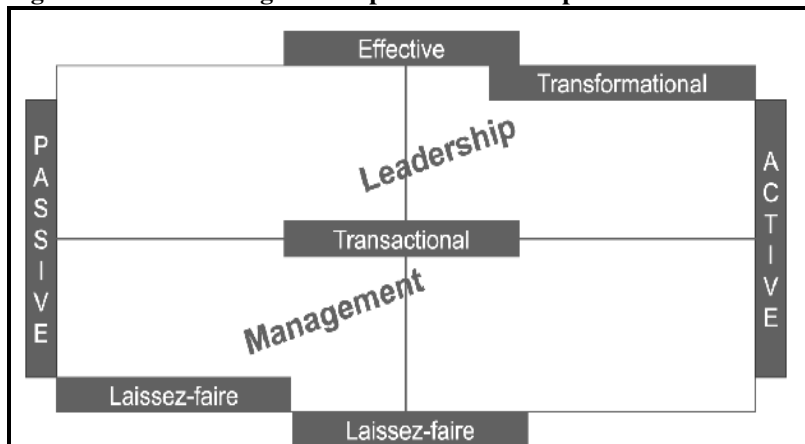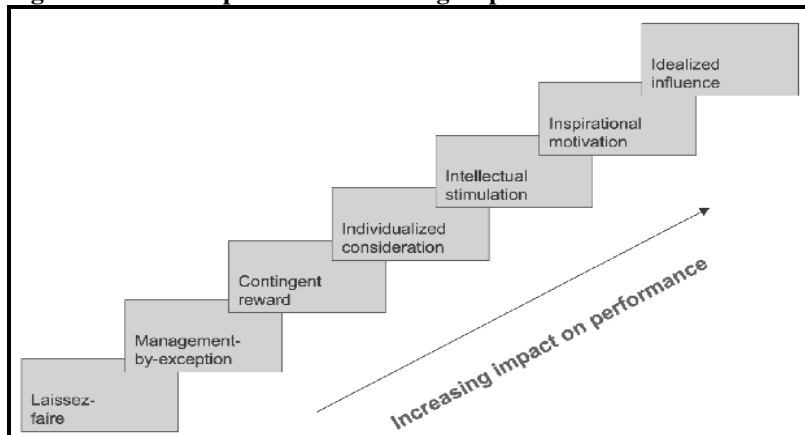**Figure2. The Full Range Development Leadership Model**

Figure3. Leadership Model illustrating Impact on Performance

Objectives

· To ascertain the leadership styles in DDA adopted by the managers.

· To compare the perception of staff and managers regarding the leadership styles.

Hypothesis

There is a significant difference between the self-perception of managers and staff regarding the leadership styles of managers at DDA.

Methodology

Research was carried out by conducting a sample survey of DDA employees. The total sample consisted of 70 employees of DDA, working in their Sports and Housing departments located at the head office in Delhi, who were asked to participate in the survey. The sample was selected through convenience sampling. Out of 70, a total of 51

usable responses were obtained, with return rate of 72%. The employees were distinguished as staff and managers based on the reporting structure rather than the designations and salary scales. A questionnaire was used for data collection, on the basis of the literature survey consisting of-

- Socio-demographic data concerning name, designation, age, gender, no. of years in this job, total experience in the industry, income per month, marital status, spouse details, Living in joint family, and city of origin.

- Leadership style was measured by the MLQ, Form 5X-Short (MLQ 5X) (Bass & Avolio 1995). This version is widely used. The questionnaire is consisted of 45 items. The items describe managerial leadership behaviours. Respondents were asked to rank their perceived frequency of using each of the described behaviours on a 5-point Likert scale (0 Not at all; 4 Frequently, if not always).

Proper permission was sought to conduct the study from the authorities of DDA. Participation in the study was voluntary. The purpose of the study was clearly communicated to all the subjects and they were assured that all data would be treated as confidential and only the researchers would have access to the data collected. The instructions to complete the questionnaires were provided and the completed forms were then collected.

Results

Descriptive analysis included summery measures such as mean, mode, quartiles, percentages and standard deviations. A leadership style profile of each respondent was determined and frequency count for each style was also ascertained. SPSS was used for the purpose of analysis. t-tests were performed to find the significant difference between the responses of self-ratees and rater responses for leadership.

Leadership Profile in DDA

The table of scores and figure of leadership profile (Table2; Figure4) shows that the dominant style of leadership in DDA is transactional leadership. Such leaders pay a very close attention to any problems or deviations and have extensive and accurate monitoring and control systems to provide early warnings of such problems. Followers subject to this style often learn to avoid mistakes by "burying" them. This style of leadership is

negatively related to innovation and creativity in the organization. Even when done well this style only tends to produce performance of a moderate standard. Key indicators of this style - Arranges to know if something has gone wrong; attends mostly to mistakes and deviations; remains alert for infractions of the rules; and teaches followers how to correct mistakes; recognizes what needs to be accomplished; provides support in exchange for required effort; gives recognition to followers when they perform and meet agreed-upon objectives; follows up to make sure that the agreement is satisfactorily met; and arranges to provide the resources needed by followers to accomplish their objectives.

Table2 Showing the scores of DDA employees on Leadership

Idealized Influence (Attributed)	Idealized Influence (behavior)	Inspirational Motivation	Intellectual Stimulation	Individual Consideration	Contingent Reward	Mgt by Exception (Active)	Mgt by Exception (Passive)	Laissez-faire Leadership
2.86	2.95	3.24	2.74	2.59	3.25	3.17	0.94	0.51

Figure4 Showing Leadership Profile of DDA

Perceptual Difference of Staff and Managers on Leadership Style

The table of t-test (Table 3) shows that there is a significant difference in the perception of staff and managers on leadership style that is followed in the organization. The managers have scored higher on all the three styles of leadership, while the staff has

scored lower on all the three styles of leadership. The results clearly indicate that managers believe in the existence of any particular style of leadership (transactional as is evident from the results of leadership profile) but the staff in the organization carries significantly different perception from this. The staff does not feel the strength of any style of leadership. The reason for this could be that DDA is a public sector organization with a gift of job security to everyone. The managers here are not accountable for the performance of the staff, and the promotions and salary increments are also not based on performance and also even not under the scrutiny of the managers. So either a proper leadership style is not practiced in such organizations or even if practiced it is not taken seriously by the staff. *The hypothesis that "There is no significant difference between the self-perception of managers and perception of staff regarding the leadership styles of managers at DDA" is rejected.*

Table3 Significant Difference in the Mean Scores of Staff and Managers of DDA on different Leadership Styles

Leadership Style	Mean Scores of Staff (N=15)	Mean Scores of Managers (N= 36)	df	t	Sig
Transformational	2.48	3.04	49	4.31	.000
Transactional	2.06	2.62	49	7.22	.000
Laissez Faire	0.13	0.67	49	2.35	.01

Limitations

No work is accomplished without precincts, because margins open the way for further growth. So this study also engrosses certain limitations. The sampling that the study had to adopt was convenient sampling because of time constraint and lack of support from employees in the organization. So the researcher had to confine to the voluntary participation within the limits of the study. Size of sample was a constraint as it could have been bigger if support was received from employees. Loss of sample also took place because of the incomplete questionnaires. The researcher could not get ample amount of subjects under each leader due to which the study focused on general leadership.

Conclusion

Managers at the DDA do not consciously practice any leadership styles, and hence there is a difference between the perception of their subordinates and their self-perception about themselves in DDA. The staff in DDA does not want to be governed by their superiors and is happier without any leader. Future studies can be conducted to see the effect of leadership style of each leader on conflict handling style and outcome variables of his followers/subordinates. The studies can also be conducted to see the effect of conflict resolution style of individual leader on conflict handling style and outcome variables of his followers/subordinates.

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