A Study of Management Styles Prevalent in Select Public Sector Enterprises in India

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Abstract

Public sector Enterprises (PSEs) in India, particularly the central government owned ones were designated as temples of modern India by Pandit Jawaharlal Nehru, the first prime Minister of India. They were started with clear aim of providing employment, and supplying goods at affordable prices besides the larger goal of industrialization and balanced growth. It did serve the purpose till liberalization was initiated in 1990. The globalization and liberalization has brought about extreme pressure on hitherto protected industries to face competition national private and international firms. The leadership or management style of these PSE units has come under tremendous pressure to survive and excel in the face of national and international competition post liberalization. Researchers believe the management style or leadership style of executives involved in decision making is sometimes the differentiator of successes of companies. This papers in brief discusses the management styles empirically measured in select PSEs.

Keywords: Structural equation modeling, Management style, Leadership style

Introduction

This study explore the management style of executives in select PSEs in India and is part of a complex model developed to study various organizational variables towards doctoral research program. The model developed for testing using structural equation modeling involved organizational constructs – organization culture, decision making style, decision process models, eco-system and management/leadership style. However, in this paper only part of the proposed model with only construct- management style is discussed.

Table 1 : Model Variables

Dependent Variables	Independent Variables	Intervening Variables	Moderator Variables	
Defined variable of study				
Decision Making Style	Construct *Organization Culture*	*Management Style*	*Decision Model prevalent*	*Eco-System*
		Sub-Construct Latent variable		
		Directive Style Participative Style Delegating Style Coaching Style		

Types of Public Enterprises, their Product Profiles and Classification

Public sector units are those owned by central government and state governments. The size and mandate of central PSEs is larger and more strategic respectively. This study covers few of many centrally owned PSEs in India. The PSEs are generally classified as CPSEs (Central Public Sector Enterprises), where the direct holding of the Central Government or of other CPSEs in companies is 51% or more. The State Level Public Enterprises (SLPEs) are those where the direct holding of the State Government or other SLPEs in companies is 51% or more. In rare cases there are few public sector units that are jointly owned by central government and any state government within the dominion of India. However, trend towards such partnership is slowly increasing post liberalization and increased coordination between same political parties ruling at center and state governments. Study confines itself to study of select central public sector units.

There are as many as 277 CPSEs (excluding 7 insurance companies). These Public sector enterprises are involved in manufacture of products and services that include steel, heavy machinery, machine tools, instruments, heavy machine building equipment, heavy electrical equipment for thermal and hydro-electric stations, transportation equipment, telecommunication equipment, ships and sub-marines, fertilizers, drugs and pharmaceuticals, petrochemicals, cement, textile, Mining of coal and minerals, extraction and refining of crude oil, operation of air, sea, river and road transport, national and international trade, Consultancy, Contract and construction services, inland and overseas telecommunication services, financial services, consumer items such as newsprint, paper and contraceptives, Hotel and Tourism services.

Central Public Sector Enterprises (CPSEs) are categorized into four schedules namely 'A', 'B', 'C' and 'D', the norms for which have been laid down by the Department of Public Enterprises (DPE), government of India. Categorization is based on criteria such as quantitative factors like investment, capital employed, net sales, profit, number of employees, number of units, etc., and qualitative factors like their national importance, complexity of problems, level of technology, prospects for expansion and diversification of activities, competition from other sectors. Further they are also classified either as Maharatna or Navratna or Miniratna, akin to precocious gems with varying degree of financial powers to take decisions independent of government committees.

Management Style-review

The most often reiterated concept in organization is "management style". Too much and too often managers are advised to adapt their management style to suite situations as changing the management style would benefit the company. Managers perform numerous roles in an organization and how they handle various situations will depend on their style of management. A management style is considered as an overall method of leadership used by a

manager. It is a function of behavior associated with personality (McGuire, 2005). Literature in organizational studies tends to use leadership style and management style interchangeably. Different "styles" are also submitted with reference to the leadership style that a manager follows. The word adapt explains that the situations is related to 'contingency'. Only contingency theories of management / leadership style are reviewed owing to current dynamic environment which does not provide for any known stability even in relatively short term. "Styles of management have seen an evolution of sorts due to the dynamism of the corporate world as an entity" (Rashida Khilawala). There has been great deal of agreement on differences in Cross-Cultural Leadership Styles/management styles across countries and most of the studies have been generalized for western culture. According to K. Ng, L. Van Dyne, and S. Ang,2009; D. M. McDaniel, 2010; D. Simmonds and O. Tsui, 2010 "Learning to be a global leader requires gaining active experience in dealing with multiple cultures simultaneously". However, this study will measure management styles in PSEs which have only Indian nationals working and reflecting unique culture.

History and Evolution of Management Styles

Management styles are concepts, theories and research based propositions that have been forwarded to explain what influences the general work environment of an organization. Different management styles have evolved over time. Throughout history and evolution of management science, economists, social scientists, academic researchers, business gurus and OD consultants have adopted and further developed several management styles. These different management styles have origin in different schools of thoughts. However, objective of each style was invariably to conserve limited resources and improve performance. Types of Management Styles are; Scientific Management, given by F W Taylor (Taylorism), a management style where a certain task is performed in "One Best Way" using tools, training and incentives. His contemporary Henri Foyal (Fayolism) proposed Process Approach, an important aspect is 'unique direction' (top management) which is skilled and vigorous, takes actions in consultation and formulates decisions in a clear, clean, and precise way. As per Fayolism, a manager should have among seven qualities, general knowledge (culture), management capacity and skills in the function to be managed. This style is still practiced largely. In the 1930s and 1940s Elton Mayo and his colleagues conducted experiment at Hawthorne Effect. This management style resulted in observation of the concept "A happy worker is a good worker." Focus was on employee welfare and this experiment highlighted importance of human resources for any organization and their role in high productivity. Maslow on the other hand suggested 'Hierarchy of Needs' and suggested for management to be alive to employee needs, adopt management style to elicit the motives operating in them and satisfy their needs to achieve organization goals. These

theories were considered classical theories of management.

Modern theories include, the 'complex man' management style proposed by E H Schein in the 1960s and this is a critique of other management styles. It focuses on 'Safety Culture'. He believed that no single management style is best to improve the performance of all workers. Peter Drucker in 1954 popularized 'Management by Objectives' (MBO). Management by Coaching and Development (MBCD), this management style was developed by Barbara Taylor and Michael Anthony. Management by Consensus (MBC), management style is democratic one. Management by Decision Models (MBDM). Management by Exception (MBE), based on concept of delegation of authority. Management by Information Systems (MBIS), Management by Matrices (MBM), Management by Organizational Development (MBOD), Management by Performance (MBP), Management by Styles (MBS), this is one of the most flexible of all management styles. Management by Walking Around (MBWA) developed by Dave Packard, co-founder of Hewlett-Packard, believes in the process of the manager walking around the office and interacting with the employees and Management by Work Simplification (MBWS) are some generally discussed management styles.

Contingency Theories or Models of Management Style

The contingency theories or models of

management/leadership style review shows that the Fiedler contingency model proposes that effective group performance depends on the proper match between the leader's management style and the degree of leader's control over the situation. Fiedler assumes that an individual's style is fixed that is either task-oriented or relationship oriented. It means either the situation has to be modified or the leader has to be replaced to achieve optimal effectiveness. If applied in PSEs it may lead to unstable situation, as the decisions relate to several internal, external and cross functional areas and it difficult to continuously alter any element of situation or it is feasible to change leader. Even if leader is changed for a particular situation, the situation itself may change thereafter leading to unstable situation. Several studies testing the overall validity of the Fiedler model find considerable evidence to support substantial parts of it, if taken three categories rather than the original eight, ample evidence supports Fiedler's conclusions, the logic underlying the LPC questionnaire and respondents' scores are not stable and the contingency variables are also complex and difficult for practitioners to assess (Robbins 2013, Kabanoff, 1981; Rice, R. W. 1987). So this model may not be appropriate for PSEs. Further other researchers believe that a manager may have different management styles and they can become part of the manager's repertoire. Appropriate Management styles should be adapted to the demands of the situation, the challenges facing the organization, the ability of the people involved in task execution and specific requirements of the task.

According to Path–Goal Theory Developed by Robert House, a leader's style should be directive or supportive or should demonstrate behavior that depends on complex analysis of the situation (Robins 2013). This model is not without criticism. Some researchers calls it complex to be tested, that the proposition that removing obstacles is a component of effective leadership has both support and opposition. For example an ambiguous situations may welcome directive style but is redundant among employees with high ability or considerable experience or leaders who set goals that enable conscientious followers to achieve higher performance and may cause stress for workers who are low in conscientiousness (Robins, 2013; J. C. Wofford and L. Z. Liska, 1993; A. E. Colbert and L. A. Witt, 2009; S. J. Perry, L. A. Witt, L. M. Penney, and L. Atwater, 2010). Situational leadership theory (SLT) focuses on the followers readiness and its success depends on selecting the right leadership style contingent on the followers' readiness, or their preparedness and their willingness to accomplish task. It has intuitive appeal and is popular, however research studies have not been supportive, may be because of internal ambiguities and inconsistencies or flaws in research methodologies (C. L. Graeff, 1997). Victor Vroom and Phillip Yetton's leader-participation model relates leadership style and participation in decision making (V. H. Vroom and P. W. Yetton,1973).This famous contingency theory argues that the way the leader makes decisions is as important as what leader decides.

Management literature describes numerous management styles. Following table provides summary of few researchers' proposed styles.

Table 2. Reseachers and their proposed Management Styles

Likert (1967)	Burn and Stalker (1961)	Minzberg (1973)	Effere, 2005	McGuire (2005)	Blandchard (1994)	Khandwalla (1995b)	Harbison and Myers (1969)
participative, paternalistic, exploitative autocrative, consultative	organic mechanistic	entrepreneurial strategic planning	authoritarian, coercive, authoritative, democratic, affiliative, permissive, indifferent, coaching, pacesetting, visionary, bureaucratic and defensives	charismatic, persuasive, consultative, transactional, transformational and delegating	directing, supporting, coaching and delegating	conservative, participative, bureaucratic, paternalistic, authoritarian, organic, entrepreneurial, visionary, professional and altruistic	autocratic, paternalistic, participative and Laissez-faire

Likert (1967) classified four approaches of management that constitute a continuum of management style, Minzberg (1973) considered entrepreneurial and strategic planning as forms of management styles and McGuire (2005) had proposed different set of management style prevalent in pharmaceutical industry. Other researcher's classification may be noted from above table.

In recent studies many researchers have used different nomenclature for same underlying concepts. Some of the groupings of management styles are provided below. It is clearly evident that the classification of management styles is overlapping and homogenous with slight variety.

Table 3. General Grouping of Management Styles

Grouping of Management Styles							
Assertive Autocratic Coaching Country Club Delegating Laissez faire Participatory Team-based	Laissez Faire Participative Democratic Autocratic	Visionary Coaching Affiliative Democratic Pacesetting Commanding	Directive Authoritative Affiliative Participative Pacesetting Coaching	Autocratic Chaotic Consultative Democratic Laissez-faire Persuasive	Autocratic Paternalistic Democratic Laissez-Faire Servant Leadership	Directing, Discussing Delegating	Autocratic or Authoritarian Paternalistic Democratic Chaotic Laissez-faire

Researchers believe that Management styles are relatively stable that is the crux of management remains same in organization, however, it can at the most vary to some extent with any change in manager or leader.

Research Methodology

Data was collected through use of questionnaire designed and self-administered to selected sample of executives drawn randomly/on convenience basis, as the case, from select list of public sector units across India. Well established sampling frame enabled more than minimum responses required for undertaking structural equation modelling of collected data. For the construct under discussion that is Management Style, HAY's inventory of leadership styles (ILS) was used to elicit responses from selected respondents. Pilot test, test of validity and reliability of selected instrument was undertaken.

Sample unit profile: The respondents from the age group of 40 to 50 years constituted almost half (at 48.9%) of the sample. Those form the age groups of less than 40 years or less, and more than 50 years group constituted 27.7% and 23.4%, respectively. Samples were stratified into level VI and above with minimum 5 years of service tenure in the current organization to provide for acclimatization of culture and styles of organization under study.

Inventory of Management/Leadership Styles

The HAY's inventory of leadership styles (ILS)

is based on the seminal work of psychologists Litwin and Stringer at Harvard University involving decades of research benchmarked against tens of thousands of managers amongst top organizations worldwide was used in this empirical study. This inventory highlights six styles of leadership/ management, each with its own emphasis. Research in management or leadership style indicates that there is no one universal type of management style that works in all situations and in all organizations. Individual's management style is considered as an approach to leading others and decision making rather than a function of personality (trait). According to Daniel Goleman (2000) "managers are skilled at several styles, and have the flexibility to switch between styles as the circumstances".

Results of Analysis

Analysis of Management Styles

Literature review further suggests prevalence of different Managerial/Management Styles in organizations, the choice of words to define similar characteristics slightly differs from author to author. The instrument used for this research is designed to measures following latent constructs.

- Coercive: ensuring instantaneous compliance from employees/ gaining immediate compliance from employees

- Authoritative: providing long term vision and influence/ leadership

- Affiliative: building/ creating trust and harmony

- Democratic: working with consensus / reaching group consensus and generating new ideas

- Pacesetting: leading by example and realizing tasks effectively/ leading by example and accomplishing tasks to high standards

- Coaching: concentrating/ focusing on the professional development/ professional growth of employees.

Table 4. Management Style Sub-Construct -Coercive

Indicator Elements (N=235)	Mean	Std. Deviation
v25. My work area has crisis situations that require immediate attention.	3.37	1.01
v29. Work steps and procedures need to be followed exactly in my area.	3.59	1.05
v36. One mistake can have serious consequences for the work group.	3.38	0.98
v43. Due to the nature of the work and personnel, individuals require frequent, specific direction.	3.16	1.04
Coercive Min/Max 4/19	13.46	2.46

An analysis of the above table 4 highlights that the overall mean of 'Coercive' is 13.46. In its various constituents, 'Work steps and procedures need to be followed exactly in my area' achieved the highest mean score of 3.59. This was followed by 'One mistake can have serious consequences for the work group' and 'My work area has crisis situations that require

immediate attention' which achieved mean scores of 3.38 and 3.37 respectively. 'Due to the nature of the work and personnel, individuals require frequent, specific direction' achieved the least mean score of 3.16.

Table 5: Management Style Sub-Construct -Authoritative

Indicator Elements (N=235)	Mean	Std. Deviation
v27. Tasks in my work area require clear, specific and frequent direction about performance standards, expectations and responsibilities.	3.56	0.97
v33. My experience, authority, and/or expertise are significantly greater than that of my team members.	3.32	1.04
v39. Work completion requires that I get team members' cooperation and input.	3.71	1.01
v46. I use influence techniques, such as sharing the rationale behind decisions, to get buy in from team members.	3.57	0.94
Authoritative Min/Max 6/20	14.09	2.68

An analysis of the above table 5 brings out that the overall mean of 'Authoritative' is 14.09. In its various constituents, 'Work completion requires that I get team members' cooperation and input' achieved the highest mean score of 3.71. This was followed by ' I use influence techniques, such as sharing the rationale behind decisions, to get buy in from team members' and 'Tasks in my work area require clear, specific and frequent direction about performance standards, expectations and responsibilities' which achieved mean scores of 3.57 and 3.56 respectively. 'My experience, authority, and/or expertise are significantly greater than that of my team members' achieved the least mean score of 3.32.

Table 6: Management Style Sub-Construct- Affiliative

Indicator Elements (N=235)	Mean	Std. Deviation
v30. Interpersonal and/or group conflicts occur frequently in my work setting.	2.98	1.13
v31. Work completion relies more on mutual respect and loyalty than on specific standards and goals.	3.31	1.11
v42. Personal contacts and group integrity are important for getting work done in any setting.	3.45	1.05
v48. Work procedures in my setting require the integration of individuals with diverse personal characteristics.	3.51	0.98
Affiliative Min/Max 4/20	13.18	2.74

An analysis of the above table 6 brings out that the overall mean of 'Affiliative' is 13.18. In its various constituents, 'Work procedures in my setting require the integration of individuals with diverse personal characteristics' achieved the highest mean score of 3.51. This was followed by 'Personal contacts and group integrity are important for getting work done in any setting' and 'Work completion relies more on mutual respect and loyalty than on specific

standards and goals' which achieved mean scores of 3.45 and 3.31, respectively. 'Interpersonal and/or group conflicts occur frequently in my work setting' achieved the least mean score of 2.98.

Table 7: Management Style Sub-Construct-Democratic

Indicator Elements (N=235)	Mean	Std. Deviation
v28. I must establish trust with - and delegate tasks to - team members who have much more expertise than I do.	3.65	0.98
v34. Tasks and goals are decided through group discussion and consensus.	3.37	1.06
v40. Tracking work and implementing plans requires frequent group meetings.	3.34	1.05
v44. Team members only require intermittent, informal personal feedback.	3.28	0.99
Democratic Min/Max 4/20	13.62	2.75

An analysis of the above table 7 shows that the overall mean of 'Democratic' is 13.62. In its various constituents, 'I must establish trust with - and delegate tasks to - team members who have much more expertise than I do' achieved the highest mean score of 3.65. This was followed by 'Tasks and goals are decided through group discussion and consensus' and 'Tracking work and implementing   plans requires frequent group meetings' which achieved mean scores of 3.37 and 3.34 respectively. 'Team members only require intermittent, informal personal feedback' achieved the least mean score of 3.28.

Table 8: Management Style Sub-Construct -Pacesetting

Indicator Elements (N=235)	Mean	Std. Deviation
v32. Specifying and demonstrating high performance standards is a key way of shaping team members' behaviour.	3.59	1.02
v37. The work context requires that team members take the initiative to get the job done.	3.60	0.95
v38. The work setting requires that I frequently take charge or perform tasks to solve problems.	3.28	1.06
v47. My expertise is frequently required to complete processes or products.	3.30	0.98
Pacesetting Min/Max 6/20	13.73	2.76

An analysis of the above table 8 brings out that the overall mean of 'Pacesetting' is 13.73. In its various constituents, 'The work context requires that team members take the initiative to get the job done' achieved the highest mean score of 3.60. This was followed by 'Specifying and demonstrating   high performance standards is a key way of shaping team members' behavior' and 'My expertise is frequently required to complete processes or products' which achieved mean scores of 3.59 and 3.30, respectively. 'The work setting requires that I frequently take charge or perform tasks to solve problems' achieved the least mean score of 3.28.

Table 9: Management Style Sub-Construct - Coaching

Indicator Elements (N=235)	Mean	Std. Deviation
v26. Team members need explicit performance standards but only general direction and support to complete tasks and goals.	3.54	0.92
v35. The work setting allows for team members to experiment, learn from mistakes and develop.	3.44	1.03
v41. Team members can set their own goals and solve their own problems with limited guidance from me.	3.17	1.03
v45. One of my primary roles with team members is to help them develop and change.	3.60	1.03
Coaching Min/Max 4/20	13.70	2.87

An analysis of the above table 9 highlights out that the overall mean of 'Coaching' is 13.70. In its various constituents, 'One of my primary roles with team members is to help them develop and change' achieved the highest mean score of 3.60. This was followed by 'Team members need explicit performance standards but only general direction and support to complete tasks and goals' and 'The work setting allows for team members to experiment, learn from mistakes and develop' which achieved mean scores of 3.54 and 3.44, respectively. 'Team members can set their own goals and solve their own problems with limited guidance from me' achieved the least mean score of 3.17.

Table 10: Management Style

Descriptive Statistics					
Latent Constructs	N	Minimum	Maximum	Mean	Std. Deviation
MSS1 Coercive	235	4.00	19.00	13.46	2.46
MSS2 Authoritative	235	6.00	20.00	14.09	2.68
MSS3 Affiliative	235	4.00	20.00	13.18	2.74
MSS4 Democratic	235	4.00	20.00	13.62	2.75
MSS5 Pacesetting	235	6.00	20.00	13.73	2.76
MSS6 Coaching	235	4.00	20.00	13.70	2.87
Management style	235	5.00	19.50	13.78	2.22

An analysis of the above table 10 brings out that Management Style achieved a mean score of 13.78. Of the various analyzed components, Authoritative achieved the highest mean score of 14.09. This was followed by Pacesetting and Coaching which achieved mean scores of 13.73 and 13.70 respectively. Democratic and Coercive achieved mean scores of 13.62 and 13.46, respectively. Affiliative achieved the least mean score of 13.18.

Exploratory Factor Analysis - Management Style

The construct Management style (MS) played vital role in testing the theoretical model of the whole thesis, careful application of statistics is followed, the initial CFA outcome structure has wide level of discrepancy with original structure of the scale, so statistically this scale need some kind of revision, so researcher followed the EFA, CFA and subsequently used MS constructs in testing the theoretical model with help of SEM.

The outcome of the EFA, 4 factors with Eigen value more than 1 were derived; keeping factor loadings of minimum .4, communalities above .45, the TVE for 4 extracted factors is above 55%. Indicates high indicator and constructs reliability; and validity. The factors are named as fac. 1: MSS1-Directing, which has 6 elements and the rest have 4 elements each.fac2:MSS2-Participating, fac3:MSS3-Delegating and fac4:MSS4-Coaching in order to confirm these explored structures of the construct, further CFA was undertaken.

Table 11. Regression Weight - Structural Model Relationships

Construct	Relation	Construct	Estimate	S.E.	C. R.	P
MSS4	<---	Mgmt style	0.711	0.087	8.21	***
MSS3	<---	Mgmt style	0.784	0.089	8.83	***
MSS2	<---	Mgmt style	0.811	0.088	9.17	***

*<.05 ** <.01 ***<.001 ns non significant

However, the MS model underwent CFA model to test the statistical rigor, in first attempt, the model showed lot of discrepancy between the standard instrument and CFA output, so the researcher undertook EFA to explore the model with reference to Indian PSEs. The detailed analysis of variables and discussion with PSE experts is dealt in final dissertation. Accordingly the indicator variables to measure these management styles were rearranged and EFA was undertaken. Refer the EFA model output (Diagram 1) for MS construct. The outcome of EFA revealed prevalence of only 4 sub-constructs. Accordingly the six dimensions of original instrument was reduced to 4 factors

(sub-constructs); MSS1: Directing, MSS2: Participating, MSS3: Delegating and MSS4: Coaching. So study has undergone CFA to confirm the outcome of the EFA. The above diagram 4.4 shows the output of MS CFA model. MS has 4 latent variables, and MS1 has 5 items and rest 3 constructs have 4 items respectively. Factor loading between latent and manifested ranged from 0.40 to 0.79, which is quiet high. The relation among the latent established have very good correlation coefficients, which are, MSS2<-->MSS1 is 0788.749, MSS3<-->MSS1is 0.547, MSS4<-->MSS1 is 0.58, MSS3<-->MSS2 is 0.751, MSS4<-->MSS2 is 0.759 and MSS3<->MSS4

is 0.717. Table 11 testing of hypothesis showed all the latent constructs and manifested variables are highly related, since CR value is more than 1.96 and P value is <0.001, the model is statistically robust.

Table 12: MS – Correlation Coefficient

MSS1: Directing, MSS2: Participating, MSS3: Delegating and MSS4: Coaching.

Constructs	Relation	Constructs	Estimate	S.E.	C.R.	P value
MSS2	<-->	MSS1	0.749	0.045	5.134	***
MSS3	<-->	MSS1	0.547	0.034	4.213	***
MSS4	<-->	MSS1	0.58	0.04	4.237	***
MSS3	<-->	MSS2	0.751	0.044	4.901	***
MSS4	<-->	MSS2	0.759	0.05	4.847	***
MSS3	<-->	MSS4	0.717	0.044	4.393	***

The tables below shows beside acceptable Regression coefficients and SMC (not detailed separately here) and selected indices of MS output respectively. SMC ranged between 0.14 to 0.63, in selected indices, CMIN is 1.97 which is quiet good, Following traditional conventions for model fit evaluation, an acceptable fit is indicated by 0.90 and above for CFI, and GFI (Bentler and Bonnett 1980). For SRMR, a good fit is indicated by 0.08 and below (Hu and Bentler 1998). For RMSEA, a good fit is indicated by 0.05 and below, while an acceptable fit is indicated by values between 0.05 and 0.08 (Browne and Cudeck 1993). GFI values of constructs higher than threshold value indicates that the items of each scale converged strongly implying that items representing a construct discriminate themselves from other items representing other constructs, evidencing of existence of discriminant validity. Discriminant validity means that a latent variable is able to account for more variance in the observed variables associated with it than (a) measurement error or similar external, unmeasured influences; or (b) other constructs within the conceptual framework. Same rule applies for other models' discriminant validity estimated and explained.
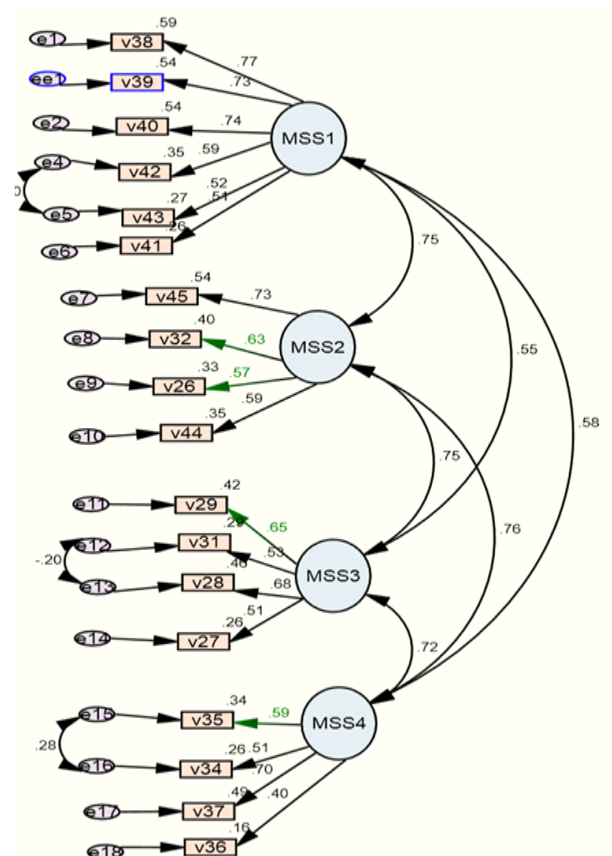
Model: Managmenet Style

Diagram 1. CFA Management Style

Table 13: MS Standardized Regression and SMC

Parameter	Observed Value	Recommended Value
CMIN/DF	2.28	<5 or recommended maximum of 3.00 (Carmines & McIver, 1981).
GFI	0.907	> 0.9 (Hooper et al, 2008)
CFI	0.91	> 0.9 (Hooper et al, 2008)
TLI	.90	> 0.9 (Hooper et al, 2008)
RMSEA	0.06	<.08 (MacCallum et al, 1996)
RMR	0.059	<.08 (MacCallum et al 1997)
SRMR	.061	<.08 (MacCallum et al 1997)
Chi Square (d.f)	287.37 (126)	

Based on the above discussion on MS, CFA model, it is understood that MS model is statistically plausible. GFI values of constructs higher than threshold value indicates that the items of each scale converged strongly implying that items representing a construct discriminate themselves from other items representing other constructs, evidencing of existence of discriminant validity.

Conclusion

Study did reveal existence of all management style from data collected. The dominant style from mean value is "Authoritative" analogous to behaviours resulting from hierarchy in public sector organization, However, SEM testing showed discrepancy. From detailed analysis of variables and discussion with PSE experts, it was found that in Indian PSEs set up there is nothing like "Pace setting,(even though it recorded second highest mean value) "Coercive and Authoritative" are same as directing, where authority implicit in hierarchical positions, is

used. " Affiliative is "participating and helping", where leaders focus more on the relationship and less on direction. The leader works with the team, and shares decision-making responsibilities. In a way it is a team Oriented approach. Coaching is same as coaching. "Democratic" is akin to "delegating". Though there is distinction between management and leadership. However, PSE executives by virtue of their position and responsibility bestowed ensures order and uniformity through participating in formal plan development, implementation of plans and monitoring results against the plans. While obtaining compliance executives also influences subordinates toward the goals attainment within designed rigid organization structures. The behavioral approach's to define leadership in organization has narrowed it down to management styles.

PSE culture does not appear to develop any one style that could be found to be effective in all

situations leaving in a way executive behavior rather controlled by policy and procedures. PSE Executives do develop coterie like in-group and outgroup akin to the leader-member exchange (LMX) theory that argues that because of time pressures, leaders establish a special relationship with a small group of their followers. Executives chooses who falls into each category is generally based sometimes on social criteria on performance.

Strangely Indian PSE executives are masters in displaying multiple styles to suite different situations and different follower types. Most of them show autocratic or directive style when dealing with subordinates.

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