

## **Chapter-II: Review of literature**

The researcher studied the reviews on leadership style and abilities. There are many reviews on the title “leadership style and abilities among adolescents”. But in these reviews no one reviews told about the leadership style and abilities among adolescents.

There is a study conducted on self awareness and leadership an exploratory by Vivekanda in this study he focused on Self Awareness and Leadership An Exploratory Study ”That study was focused on understanding self-awareness, transactional leadership, transformational leadership, servant leadership and transcendental leadership and the relationship between self-awareness and these four leadership styles. Such type of study the researcher has studied many studies an another is on “Emotional intelligence and leadership styles in Bharat heavy Electricals Ltd., Tiruchirapalli“ Leadership roles today are challenging particularly because we live in a knowledge economy and operate in the era of knowledge workers. Leadership success therefore depends largely on how the leader influences and mobilizes his people. The leader needs to touch hearts and channelize emotions to achieve extraordinary results. In the context of effective human resource management, Emotional Intelligence (EI) is very essential to be a successful leader in the corporate world. One another study is about Female Leadership Raises Aspirations and Educational Attainment for Girls: A Policy Experiment in India”. Exploiting a randomized natural experiment in India, we show that female leadership influences adolescent girls' career aspirations and educational attainment. A1993 law reserved leadership positions for women in randomly selected village councils. Using 8453 surveys of adolescents aged 11 to 15 and their parents in 495 villages, we found that, relative to villages in which such positions were never reserved, the gender gap in aspirations closed by 20% in parents and 32% in adolescents in villages assigned a female leader for two election cycles. On the basis of these reviews the researcher has found that there

is no study in Haryana mostly in mohindergarh district so the researcher has taken this topic for their research.

**Suri, V Vivekananda (2014)** a study conducted on “Self Awareness and Leadership An Exploratory Study ”The study is focused on understanding self-awareness, transactional leadership, transformational leadership, servant leadership and transcendental leadership and the relationship between self-awareness and these four leadership styles. The literature review discusses present understanding available in these areas and identifies newline gaps for the researcher to study further. Based on the gaps, identified the hypotheses and are used for empirical verification via statistical tools. A questionnaire is designed for the purpose of measuring self newline awareness, transactional leadership, transformational leadership, servant leadership, and transcendental leadership and to test the relationship between self-awareness and leadership styles. The questionnaire was piloted and the results were verified for reliability before embarking on final data collection. These questions were reviewed by experts in the software industry, academia in the newline leadership and psychology domains. The questionnaire was hosted on Internet and the responses were collected in a spreadsheet and used directly to upload into SPSS software for obtaining statistical results.

**Soosai Michael Raj, M (2012)** conducted study on “Emotional intelligence and leadership styles in Bharat heavy Electricals Ltd., Tiruchirapalli“ Leadership roles today are challenging particularly because we live in a knowledge economy and operate in the era of knowledge workers. Leadership success therefore depends largely on how the leader influences and mobilizes his people. The leader needs to touch hearts and channelize emotions to achieve extraordinary results. In the context of effective human resource management, Emotional Intelligence (EI) is very essential to be a successful leader in the corporate world. This is also emphasized by leading authors and literature (e.g.Goleman, 1998b; Cherniss,

2000). For the purpose of the study on 'EI and Leadership Styles' the researcher has selected Bharat Heavy Electricals Limited, Tiruchirapalli - one of India's leading Public Sector Engineering Organizations located in Southern part of India. The population for the research is executives (N=1056) of the Unit. The thirty percent of sample (n=317) was drawn from the population using simple random sampling. The study is descriptive in nature. While EQ Map Questionnaire (Cooper and Sawaf, 1997) is used to measure EI, Leadership Profile Indicator (Pareek, 2002) is used to measure Leadership Styles and effectiveness. The EI Factors of the participants are presented in four levels? Proficient, Optimum, Vulnerable and Caution. The dominant and backup leadership styles and leadership effectiveness is presented. The relationship between the various demographic and the study variables is also described in detail. The researcher has applied the statistical applications such as descriptive analysis, correlation, Chi-square, ANOVA, post-hoc and regression. Among the participants eighty one per cent are male and nineteen per cent are female. The mean age of respondents is 45.57 years. Almost half of the respondents' level of Total EI was at moderate level. Supportive and consulting are the dominant leadership styles of the participants. The mean newline Leadership Effectiveness Index is at 65.07.

**Beaman, Lori &Duflo, Esther (2012).**conducted a research on "Female Leadership Raises Aspirations and Educational Attainment for Girls: A Policy Experiment in India". Exploiting a randomized natural experiment in India, we show that female leadership influences adolescent girls' career aspirations and educational attainment. A1993 law reserved leadership positions for women in randomly selected village councils. Using 8453 surveys of adolescents aged 11 to 15 and their parents in 495 villages, we found that, relative to villages in which such positions were never reserved, the gender gap in aspirations closed by 20% in parents and 32% in adolescents in villages assigned a female leader for two

election cycles. The gender gap in adolescent educational attainment was erased, and girls spent less time on household chores. We found no evidence of changes in young women's labour market opportunities, which suggests that the impact of women leaders primarily reflects a role model effect.

**Sheldrick R. Christopher & Neger Emily N., et.al (2012).** Conducted a research on “Quality of life of adolescents with autism spectrum disorders: concordance among adolescents' self-reports, parents' reports, and parents' proxy reports”. Purpose To compare adolescent self-reports with two types of parent reports regarding the quality of life of adolescents with Autism Spectrum Disorders (ASDs): (1) standard parent reports, in which parents give their own perspective on their adolescent child's and (2) parent proxy reports, in which parents indicate how they believe their adolescent child would answer. Methods Thirty-nine adolescents with ASDs and their parents completed the Pediatric Quality of Life Inventory. Parents completed the form twice, once using standard parent report instructions and again using proxy instructions. Concordance among the three reports was evaluated via Pearson correlations. Differences in means were assessed via ANOVAs. Results Correlations were higher between parent proxy reports and adolescent self-reports than between standard parent reports and adolescent self-reports. In addition, average scores on the parent proxy reports were closer to adolescents' self-reports than were average scores on the standard parent reports. Conclusions These results demonstrate that parents of adolescents with ASDs have different opinions about their children's quality of life than their children do, and that they are aware of these differences. If the goal is to reduce discrepancy between the reports of parents and their adolescent children with ASDs, it may be advisable to ask parents to report on their child's as they believe their children would.

**Gupta, Jyotika (2011)** a study conducted on “A study of depression among adolescent girls in relation to their emotional intelligence and some selected personality variables “Adolescent depression has been recognized as important problem of mental health. The present study was undertaken to study depression among adolescent girls. The study attempted to investigate (i) depression at different levels of emotional intelligence, intelligence, extroversion, neuroticism and psychotics among adolescent girls (ii) depression between stable extraverts and stable introvert adolescent girls (iii) extent of relationship between emotional intelligence and intelligence (iv) prevalence of depression among adolescent girls and ten brief case studies of depressive adolescent girls. To achieve the objectives Personal Profile Survey( Surabhi Purohit,2003), Cattell Culture Fair Intelligence Test (Scale 2,Cattell and Cattell ,1973), Eysenck Personality Questionnaire(Junior) (Eysenck and Eysenck ,1975) and Beck Depression Inventory (Beck and Steer ,1993) were used. A sample of five hundred 9th class girls studying in Punjab Govt. schools located in five corporation cities i.e. Amritsar, Bathinda, Jalandhar, Ludhiana and Patiala was selected. An additional sample of 500 adolescent girl students studying in Govt. schools of Bathinda city were taken to study the prevalence of depression and to profile the case study of depressive adolescent girls. On the basis of the findings of the study it was concluded that and 61623; Significant difference exists on depression among adolescent girls from the low, average and high levels of intelligence and emotional intelligence. And 61623; On the dimensions of psychotics, extroversion and neuroticism the high, average and the low groups pertaining to each of the dimensions significantly differ on depression. And 61623; Stable extraverts and stable introverts significantly differ on depression. And 61623; Six percent students were identified as severely depressed, 12% as moderately depressed and 27% as mildly depressed. And 61623; The common causes of depression among adolescent girls are lack of wholesome and nurturing home environment, gender bias and ignorance which stems from illiteracy and poverty.

**Babuvimal (2011)**. A study conducted on “divergent leadership styles practiced by global managers in India” Studies have emphasised that expatriates' leadership style plays a pivotal role. It has been considered as a prime criterion to be successful and effective in the host country. This study has examined twenty-five Japanese and Twenty-three American expats in India focusing on their leadership styles. In order to determine the leadership styles of these managers from altogether different countries the study has investigated ten leadership components. Furthermore, these results were analysed to identify the differences and similarities. Statistical tests revealed that there were significant differences on four leadership components out of ten and the remaining six leadership components had non-significant differences. The study also sheds light on the implications for expatriates, with regard to leadership effectiveness.

A study was conducted on "a study of executive leadership style and problem solving behaviour “by **N. panchanatham, K rajendran, K. karuppiah (1993)** the study attempted to explore into the leadership and problem solving styles of executives of a public sector organisation. A stratified random sample of 150 middle level executives was administered a Creative Problem Solving inventory and a Managerial Styles Questionnaire. The results indicated that (a) the executives dominantly used democratic, authoritative and coaching styles of leadership, (b) there were no significant relationships between leadership styles and problem solving styles and(c) the field of specialisation of executives did not have any influence on their problem solving styles.

A study was conducted on “convergence in entrepreneurial leadership style: evidence from India(2010)” by **J. Daniel , McCarthy, M. Sheila , Puffer, V. Sergei Darda Entrepreneurial** leadership is crucial for economic growth in all countries, yet little is known about the leadership style of entrepreneurs in

transition economies such as the BRIC countries (Brazil, Russia, India, and China). There has been a need for research into cross-cultural similarities in entrepreneurial characteristics that would support an argument for convergence across cultures. This article investigates entrepreneurial leadership styles based on interviews with 130 exemplary Russian entrepreneurs over a recent five-year period. The results showed that a large majority of these entrepreneurs had adopted an open leadership style similar to U.S. entrepreneurs, adding support to a convergence theory of entrepreneurial leadership style.

**Martin John Levi (2009)** conducted a research on “Formation and Stabilization of Vertical Hierarchies among Adolescents: Towards a Quantitative Ethnology of Dominance among Humans” Social psychological investigations of hierarchy formation have been almost entirely confined to the case of task-oriented groups and hence have produced theories that turn on the existence of such a task. But other forms of vertical hierarchy may emerge in non-task groups. One form, orderings of dominance, has been studied among animals using system attic behavioural observations, but almost never among humans, despite many discussions of such structures existing among adolescent males. Using stochastic models, this paper exam Ines change in vertical orderings for data on dominance encounters among same-sex adolescent campers. There seem to be different paths for stabilization of vertical hierarchies for boys and girls, both of which involve the emergence of special roles, the top boy or the bot tom girl. Further, stabilization seems to be greatly facilitated (at least for boys) by members adopting Roger Gould’s theory of dominance encounters and turning their attention to those close in rank.

**Younseounmi (2009).** Conducted a research on “Determinants of Online Privacy Concern and Its Influence on Privacy Protection Behaviours among Young Adolescents”. With Rogers' protection motivation theory as the theoretical framework, this study identified determinants of young adolescents' level of

privacy concerns, which, in turn, affects their resultant coping behaviours to protect privacy. Survey data from 144 middle school students revealed that perceived risks of information disclosure increased privacy concerns, whereas perceived benefits offered by information exchange decreased privacy concerns. Subsequently, privacy concerns had an impact on risk-coping behaviours such as seeking out interpersonal advice or additional information (e.g., privacy statement) or refraining from using Web sites that ask for personal information. Counter to our expectation, privacy self-efficacy did not appear to be related to privacy concerns. Implications of privacy education to protect online privacy among young adolescents were discussed.

A study was conducted on “Leadership Style and Organizational Commitment: Mediating Effect of Role Stress” by **Dale Kathleen & Fox Marilyn L. (2008)**. In this study, we investigated the direct effects that two leadership styles, initiating structure and consideration, have on organizational commitment. In addition, we also examined a mediation model with role stress mediating the leadership style — organizational commitment relationship. The mediation model was significant, suggesting that leadership style affects organizational commitment because of the reduction in role stress. Implications for building and maintaining organizational commitment are discussed

A study was conducted on “Relationship between Perceived Organisational Values and Leadership Styles” by **Ghosh S.K. & Shejwal B.R. (2006)**. This study is an attempt to understand relationships between perceived organisational values and leadership styles with a backdrop of transport undertakings. The results of the analyses suggest that perceived organisational values and leadership styles are related. Employees tend to score high on 'participative' style of leadership if they perceive the organisation as being operated by 'human' values. If they perceive the organisation as being operated by 'vision' value, they score



high on 'nurturing task' leadership. The employees preferred 'authoritarian' style of leadership, if they scored high on 'adherence to convention' values

**Steinberg Blema S. (2005).** Conducted on “Indira Gandhi: The Relationship between Personality Profile and Leadership Style”. This article explores the relationship between Indira Gandhi's personality profile in the period before she became Prime Minister and her leadership style during the time she was Prime Minister. The instrument for assessing the personality profile was compiled and adapted from criteria for normal personality types and pathological variants. Gandhi emerges as a multifaceted individual with four of her personality scales—the Ambitious, the Reticent, the Contentious, and the Dominating—approaching the level of mildly dysfunctional. A psychodynamic explanation for these patterns was then offered. This study also developed an instrument for evaluating leadership styles in a cabinet system of government and postulated the theoretical links between personality patterns and leadership style profiles. Gandhi's leadership style was then examined and links between personality profile and leadership style explored: In eight of the 10 leadership categories, Indira Gandhi's leadership behaviour matched our expectations for the Ambitious, Dominant, and Contentious personality profiles but not the Reticent one. Further discussion focused on the two areas in which personality patterns fell short of predicting leadership style and the possible explanations for this result.

**Coley Rebekah Levine&Morris Jodi Eileen et.al (2004)** conducted a research on “Out-of-School Care and Problem Behaviour Trajectories among Low-Income Adolescents: Individual, Family, and Neighbourhood Characteristics as Added Risks” Using a developmental systems approach, this study considered longitudinal links between adolescents' out-of school care experiences and behavioural trajectories within a random sample of 819 adolescents ages 10 to 14 years at Wave 1 from low-income, urban families. Multiple aspects of context were considered, including the location, supervision, and structure of adolescents'

care arrangements, as well as parenting practices and perceived neighbourhood environments. Regression models indicated that out-of-home care, whether supervised or unsupervised, showed modest longitudinal relations with heightened rates of delinquency, drug and alcohol use, and school problems. Out-of-home care was linked with particularly deleterious outcomes for adolescents with high earlier rates of behaviour problems, low parental monitoring, and low perceived neighbourhood collective efficacy.

**Sabbagh Clara & Cohen Erik H. et.al (2003)** conducted a research on “Styles of Social Justice Judgments as Portrayed by Partial-Order Scalogram Analysis: A Cross-Cultural Example”. This study proposes a typology of adolescents' social justice judgments (SJJs) as assessed by their attribution of importance to various distribution rules representing two generic principles of justice (egalitarian and equitation). Four basic styles of SJJ are identified: I. Ecumenical (emphasis on both egalitarian and equitation justice); II. Pure Egalitarian (emphasis on egalitarian justice); III .Pure Equitation (emphasis on equity rules); and IV. Withdrawn (emphasis on neither). This proposed typology is empirically supported by POSAC( Partial-Order Scalogram Analysis with base Coordinates), which is used to analyse SJJs among adolescents in Israeli and East German samples. The typology is also found useful in discriminating between adolescents in these two countries: the proportion of the Ecumenical and Pure Egalitarian styles is higher among East Germans than among Israelis, while the proportion of the Pure Equestrian and Withdrawn styles is higher among Israelis.

**Mandell Barbara & Pherwani Shilpa (2003).** Conducted a research on “Relationship between Emotional Intelligence and Transformational Leadership Style: A Gender Comparison” .This study examined the predictive relationship between emotional intelligence and transformational leadership style. The researchers also wanted to determine gender differences in the relationship between emotional intelligence and transformational leadership style, as well as

the gender differences in the emotional intelligence scores and transformational leadership style of managers. A significant predictive relationship ( $p < .05$ ) was found between transformational leadership style and emotional intelligence. No significant interaction ( $p > .05$ ) was found between gender and emotional intelligence while predicting transformational leadership style. A significant difference ( $p < .05$ ) was found in the emotional intelligence of scores of male and female managers. Lastly, no significant difference ( $p > .05$ ) was found in the transformational leadership scores of male and female managers.

**C John.Smart, EthingtonCorinna A, et.al (2002).**Conducted a research on “Influences of Institutional Expenditure Patterns on the Development of Students' Leadership Competencies”. The central purpose of this study was to examine the relationship between the expenditure patterns of over 300 colleges and universities and changes in students' perceptions of their leadership abilities over a 4-year period. Our findings, unlike those of most earlier studies, suggest that institutional expenditure patterns do have a statistically significant, albeit modest, influence on the growth of students' leadership abilities. These atypical findings, in the context of prior studies, may be due to conceptual and methodological attributes of this study that sought to alleviate the deficiencies in previous research noted by Wenglinsky, namely, the use of path analytic procedures to examine the indirect and direct effects of institutional expenditure patterns and distinguishing among different types of expenditure categories. The implications of these findings for those who study the effects of college on students and those responsible for promoting student learning are discussed.

**R. Venkatapathy (1990)** "Perception of Top Management Leadership Styles and Climate: A Study of Public and Private Executives" The results of the present investigation lead to the following possible conclusions between public and private executives: There is no difference on benevolent style of leadership Significant differences exist on critical and developmental styles. Developmental

is the primary style followed by Benevolent and critical styles. Significant differences are evidenced on "dependent", "incompetent and dissatisfaction" and "self-confident" and "interdependent" climates. Perception of leadership styles show corresponding climate and is valid. The study shows, contrary to the belief that artiest few public organizations are functioning contrary to the common beliefs. This study highlights that a change may be taking place in functioning of some of the public organizations.

Leadership means different things to different people. There are numerous definitions. **Stodgill (1974)**, concluded that "there are almost as many definitions of leadership as there are persons who have attempted to define the concept."

The term "leadership" is often confusing because of imprecise terms used such as power, authority, management, administration, control and supervision to describe the same phenomena (Yukl, 1979). Most definitions of leadership reflect the assumption that it involves an influence process whereby intentional influence is exerted by the leader over followers. It is difficult to determine a single definition and depends on the objective and purpose of the researcher. The purpose of the assessment centre is to determine the leadership effectiveness and managerial skills of the participants.

**Stodgill (1974)** suggested eleven perspectives of leadership. Leadership may be defined as (a) personality or effectiveness of personality, (b) the art of inducing compliance, (c) the exercise of influence, (d) a function of group process, (e) a form of persuasion, (f) a set of acts or behaviour, (g) a power of relationship, (h) an instrument of goal achievement, (i) an effective interaction, (j) a differentiated role, and (k) the initiation of structure.

## **2.1 Research Gap**

The review of related literature for the present study through light on the research on the leadership style and abilities among adolescents. The review of related literature to the adolescents shows that not much research work has been done on

them as the leadership style and abilities. A number of studies have been done conducted to study the leadership style and abilities, but there is no one study which told about the leadership style and abilities among adolescent so the researcher took this topic of research.