

# **To devise a model to predict the change in ‘The dominant’ Leadership style among business managers in Greater Mumbai in view of India’s Leadership at the G20 Summit 2023**

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## **ABSTRACT**

*Blake and Mouton’s Managerial Grid Model used in this research, was one of the most influential management models in the 1960s; it also provided a foundation for even more complex contingency approaches to leadership.*

*On December 1, 2022, India took over the Presidency of the G20 (formally known as the Group of 20) for the first time since it was founded in 1999 after the Asian Financial Crisis. India’s leadership of the G20 comes at a crucial juncture, given the ongoing effects of the Ukraine-Russia war, a deepening global energy crisis, economic slowdown, a resurging COVID risk, and the rapidly increasing consequences of global warming. India has exhibited a ‘Team Management’ style of leadership.*

*Business managers, discussed in this study, are sampled to determine, the changing leadership style emerging in the coming years. Thus, what is done in the research; “To devise a model to predict the change in ‘The dominant’ Leadership style among business managers in Greater Mumbai given India’s Leadership at the G20 Summit 2023”, is in the full paper. The work explains dominant leadership style depending on parameters, may be computed to hire fresh talent at ideal levels for the future era, better equipped to steer the country ahead.*

**Keywords:** *Indian service sector, Business Management, G20 Summit 2023, Leadership Grid, Indian Leadership*

## **INTRODUCTION**

Robert R. Blake lectured for various universities around the world including Harvard and Oxford, provided consulting services to private industry and governmental organizations, and authored over 30 books. He received his bachelor’s degree in psychology from Berea College in 1940. One year later, he graduated with a master’s degree in psychology from the University of Virginia. He went on to earn his doctorate degree in psychology from the University of Texas at Austin in 1947. Blake is best known for his work in developing the Managerial Grid. He was also the cofounder and

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president of Scientific Methods, Inc. located in Austin, Texas. Jane S. Mouton obtained both her bachelor's degree in mathematics and doctorate degree in psychology from the University of Texas at Austin in 1950 and 1957. She completed her master's degree in psychology at Florida State University in 1951. She worked closely with Blake, refining the concepts of the Managerial Grid. She was also vice president and cofounder of Scientific Methods, Inc. In addition, Mouton taught for the University of Texas at Austin, provided consulting services to large American companies, and published over 10 books including *The Marriage Grid* and *Instrumented Team Learning* (Roberson, 2005).

The 18th Heads of State and Government Summit of the Group of 20 (G20) will take place in September 2023 in New Delhi, India. Under the Indian Presidency, the G20 in 2023 will focus on the theme, 'One Earth, One Family, One Future'. The theme affirms the value of human, animal, plant, and microorganisms and their interconnectedness on planet Earth and in the wider universe. The Leaders' Summit is the climax of the G20 process and the work carried out over the year through Ministerial Meetings, Working Groups, and Engagement Groups. The Indian Presidency will also spotlight Lifestyle for Environment (LiFE), with an emphasis on environmentally sustainable and responsible choices at both the individual lifestyle and the national development level, with the aim of achieving a cleaner, greener, and bluer future. The Working Groups will focus on the following tracks: agriculture, anti-corruption, culture, digital economy, disaster risk reduction, development, education, employment, environment and climate sustainability, energy transitions, health, trade and investment, and tourism (International Institute for Sustainable Development, 2023).

A model to determine the dominant of Leadership styles among young business managers during this brief period is helpful in answering the research question for this research to predict the dominant leadership style that has boomed in the G20 Summit 2023 era. Further psycho-social research to be conducted for future years ahead will help predict the future dominant Leadership style required among young business managers.

## **REVIEW OF LITERATURE**

Blake and Mouton's, 1964 research enabled them to identify the skills and abilities they believed a person should possess in order to be an effective manager. According to Blake and Mouton, 1964, a manager who has both a high concern for employees

and a high concern for the task will be the most effective manager. From their research, the Styles of Leadership Survey, Blake & Mouton, 1964; was developed. This instrument rates a person's level of concern for people and production, and the result is plotted on a matrix called the Managerial Grid of Blake & Mouton, 1964. (Roberson, 2005)

The Group of Twenty (G20) comprises 19 countries (Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Republic of Korea, Mexico, Russia, Saudi Arabia, South Africa, Türkiye, United Kingdom and United States) and the European Union. The G20 members represent around 85% of the global GDP, over 75% of the global trade, and about two-thirds of the world population. The G20 Presidency steers the G20 agenda for one year and hosts the Summit. The G20 consists of two parallel tracks: the Finance Track and the Sherpa Track. Finance Ministers and Central Bank Governors lead the Finance Track while Sherpas lead the Sherpa Track after Finance Track. The G20 process from the Sherpa side is coordinated by the Sherpas of member countries, who are personal emissaries of the Leaders. Finance Track is led by Finance Ministers and Central Bank Governors of the member countries. Within the two tracks, there are thematically oriented working groups in which representatives from the relevant ministries of the members as well as from invited/guest countries and various international organisations participate. The Finance Track is mainly led by the Ministry of Finance. These working groups meet regularly throughout the term of each Presidency. The Sherpas oversee negotiations over the year, discussing agenda items for the Summit and coordinating the substantive work of the G20. In addition, there are Engagement Groups that bring together civil societies, parliamentarians, think tanks, women, youth, labour, businesses, and researchers of the G20 countries. The Group does not have a permanent secretariat. The Presidency is supported by the Troika – previous, current, and incoming Presidency. During India's Presidency, the troika will comprise Indonesia, India, and Brazil, respectively (India Presidency at G20 2023, 2023).

A young business manager works under the supervision of other senior managers and executives in organizations. Their goal is to acquire all essential knowledge to become future senior managers, often in particular fields, such as general management or pharmaceutical management. The current study focussed on the changing Leadership styles of such young business managers. (Workable Software Limited, 2012)

A research study on Leadership styles, as defined by the hospital CEOs and their associates, analysed relative to the hospital's size and setting as well as the CEO's self-defined values, their age, gender, years of experience, and recent leadership training.

It contributed to an understanding of the status of current leadership relative to the leadership needed to meet the health care challenges of the future (Janssen, 2004).

An earlier study explored the following question; if there a correlation between a person's level of existence as defined by Graves in 1970, and leadership style as defined by Blake and Mouton in 1964 (Roberson, 2005).

Yet, another research was to advance knowledge by investigating leadership styles and change styles in order to examine the underlying leadership behaviours and personal characteristics that may influence how leaders implement change in high quality programs. This research involved an investigation of production leaders in an automobile manufacturing organization recognized for the successful transformation from low-quality performance levels to high-quality performance levels using a TQM-oriented quality system (Norris, 2005).

However, limited study was found to validate the construct for dominant leadership style and the researcher has found none done in Greater Mumbai, India. Therefore, the purpose of this research is to extend the research gamut to include change in dominant Leadership styles among young business managers during the G20 Summit 2023 in Greater Mumbai, India. The present study is to predict future changing leadership styles using a regression formula construct of a suitable model summary.

## **RESEARCH METHODOLOGY**

The problem statement will outline the appropriate professional inference part. The findings of one study helps better define any gaps that exist between the State's current hospital leadership and that needed to meet the needs of the State's health care organizations (Janssen, 2004). Moving forward, in the next research cited, in addressing the 66% failure rate of TQM programs in the United States, authors of quality management literature contended the major problem was a lack of leadership commitment as stated by Beer, in 2003; Marsh, Berman, & Flynn, in 2000; and Yen et al., in 2002. Deming proposed that leaders must transform prevailing managerial styles to improve their effectiveness in implementation of the extensive changes needed to optimize quality performance. In examining change management programs, Hiatt and Creasey in 2003 identified the major problem as a failure to manage the *people side* of change management (Norris, 2005). In the similar research work, using Blake and Mouton's in 1964 constructed Styles of Leadership Survey was a useful tool for selecting the candidates to fill management positions. Hiring officials will be able to

pinpoint a person's management style according to the Managerial Grid. The question becomes: does this test relate to and reinforce each other as an assessment tool, which is validated in the present research as a true reinforcer (Roberson, 2005).

The G20 Summit 2023 expected to adopt a Leaders' Declaration at the conclusion of the Summit that states Leaders' commitment towards the priorities discussed and agreed upon during the Ministerial and Working Group Meetings. The current young business managers need to be groomed professionally to take on such tasks of responsibility in the near future (International Institute for Sustainable Development, 2023).

The following research questions will be answered: 1) Does dominant leadership style exist among Young business managers in Greater Mumbai, 2) Could one compare the various factors affecting personality determinants like age and specialization of work? 3) Could one make a dominant Leadership style criterion formula to compute how suitable leadership styles may be computed? The existence of dominant Leadership style, its comparison among various factors, and the devising of a model to calculate dominant personality have to be done circumspectly. The need of this study contributes to the *people-side* success factor in devising a full-proof change management transformation in young business managers in the era of the G20 Summit 2023 with India as the host. The area under analysis is chosen as young business managers because of them being the future generation to grasp peak levels of skill. The objectives of the study are thus interpreted as follows: 1) To study the dominant Leadership styles, if present among young business managers, 2) To compare the various factors dependent on dominant Leadership Style, 3) To find the main factors as the cause of dominant Leadership styles by devising a model to determine dominant Leadership styles. The following three hypotheses may be devised: ***H<sub>01</sub>***: There is no dominant Leadership styles among young business managers in Greater Mumbai. ***H<sub>02</sub>***: Dominant Leadership styles of young business managers are independent of their work specializations and gender. ***H<sub>03</sub>***: Dominant personality types used by business managers independent of their work specializations and gender may be computed. The first two hypotheses examine the existence and dependence of dominant Leadership styles among business managers in Greater Mumbai. The third hypotheses will be examining the relation between dominant personality types and the profile factors of business managers and also will construct a model to determine Leadership styles. Rejection of the three hypotheses will affirm the dependence of dominant personality type on the various parameters and will later on indicate the need to devise a model to strengthen the dominant personality type. Then a model will be formed based on the evidences gathered till then. The data collection plan involved direct verbal

correspondence with the 94 business manager participants studied. 94 business managers were given questionnaires that were filled under personal supervision in the year 2020, 2021, 2022 and 2023. The research tool used is SPSS 16.0. The literature review was exhaustively taken from online sources, ProQuest and Ebsco databases, Harvard Business Review articles, online working papers/ theses, and numerous e-articles. The insights from this vast literature helped to fragment down to basic levels of arriving at a business decision. The sample size taken was by snowball method of convenience sampling to ensure randomness. Hence out of numerous business management population of dominant leadership styles, 94 business managers were interviewed. The results were collated and represented in the sections that follow.

## DATA INTERPRETATION/ANALYSIS

Hence, from the table below around half of the total dominant leadership style (45.7%~43 out of 94 cases) in percentages have one dominant leadership style of paternalistic management. Hence, we interpret that dominant leadership styles exist among young business managers in Greater Mumbai. We thus reject Ho1, and analyze that there exists a relation between dominant leadership style as in Table 1: Type of management \* Dominant leadership style Cross-tabulation with Chi-Square tests.

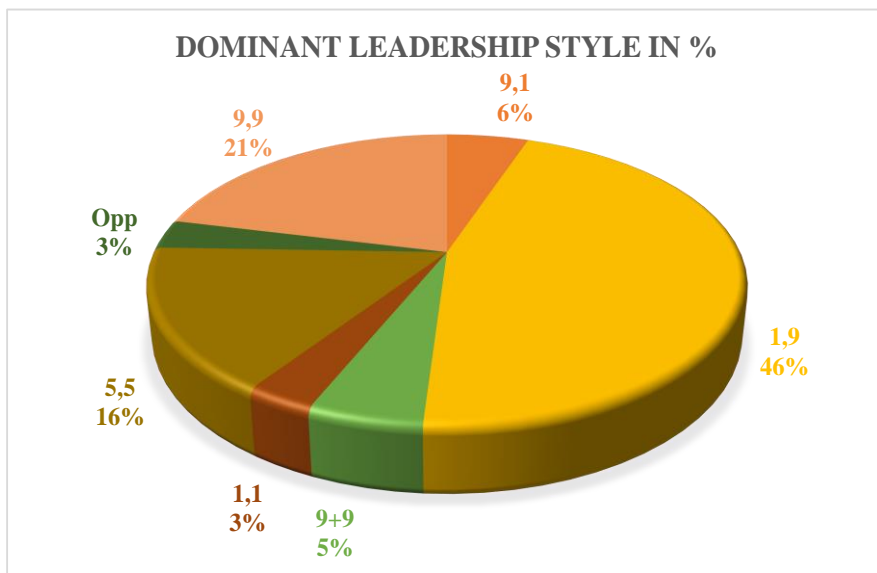
**Table 1: Type of management \* Dominant leadership style Cross-tabulation with Chi-Square tests**

<b>Dominant_1 * Management_Type_Cross_tabulation</b>					
			<b>Management Type</b>		<b>Total</b>
			<b>General management</b>	<b>Pharmaceutical Management</b>	
Dominant_1	Task_mgt	Count	2	3	5
		% within Dominant_1	40.0%	60.0%	100.0%
		% within Management_Type	4.1%	6.7%	5.3%
		% of Total	2.1%	3.2%	5.3%
	CountryClub_mgt	Count	18	25	43
		% within Dominant_1	41.9%	58.1%	100.0%
		% within Management_Type	36.7%	55.6%	45.7%
		% of Total	19.1%	26.6%	45.7%

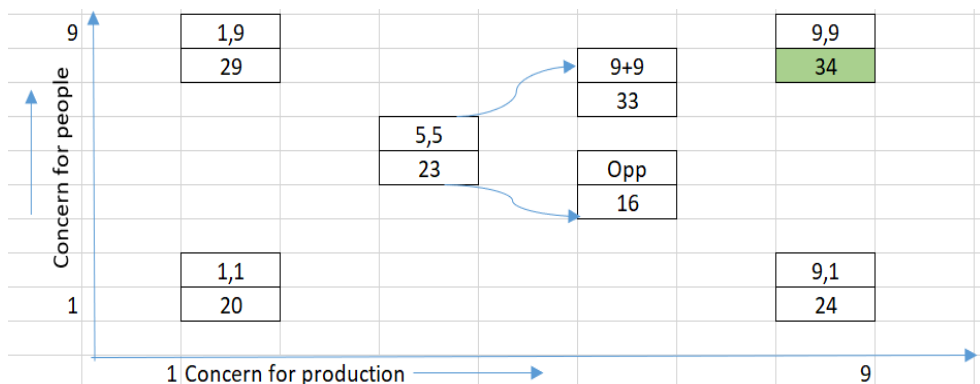
			Management Type		Total
			General management	Pharmaceutical Management	
	Paternalistic_mgt	Count	3	2	5
		% within Dominant_1	60.0%	40.0%	100.0%
		% within Management_Type	6.1%	4.4%	5.3%
		% of Total	3.2%	2.1%	5.3%
	Impoverished_mgt	Count	1	2	3
		% within Dominant_1	33.3%	66.7%	100.0%
		% within Management_Type	2.0%	4.4%	3.2%
		% of Total	1.1%	2.1%	3.2%
	MiddleOfRoad_mgt	Count	7	8	15
		% within Dominant_1	46.7%	53.3%	100.0%
		% within Management_Type	14.3%	17.8%	16.0%
		% of Total	7.4%	8.5%	16.0%
	Opportunistic_mgt	Count	2	1	3
		% within Dominant_1	66.7%	33.3%	100.0%
		% within Management_Type	4.1%	2.2%	3.2%
		% of Total	2.1%	1.1%	3.2%
	Team_mgt	Count	16	4	20
		% within Dominant_1	80.0%	20.0%	100.0%
		% within Management_Type	32.7%	8.9%	21.3%
		% of Total	17.0%	4.3%	21.3%
Total		Count	49	45	94
		% within Dominant_1	52.1%	47.9%	100.0%
		% within Management_Type	100.0%	100.0%	100.0%
		% of Total	52.1%	47.9%	100.0%

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.320 <sup>a</sup>	6	.156
Likelihood Ratio	9.833	6	.132
Linear-by-Linear Association	6.859	1	.009
N of Valid Cases	94		
a. 8 cells (57.1%) have expected count less than 5. The minimum expected count is 1.44.			

### Dominant Leadership style of Paternalistic management 1,9



### Ideal Leadership style of Team management 9,9





If R-square value is of 70% or more, then model is stronger for prediction. Here, since it is greater than 70%, we accept the model as in

Table 2: Model **Summary**. Also, P value is lesser than 0.05, so we reject Ho, that model is significant.

**Table 2: Model Summary**

<b>Model Summary<sup>b</sup></b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.290 <sup>a</sup>	.084	.053	2.073	.084	2.749	3	90	.047
a. Predictors: (Constant), Year, Gender, Management_Type									
b. Dependent Variable: Dominant_1									

**Table 3 : Coefficients**

<b>Coefficients<sup>a</sup></b>									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	B	Std. Error
1	(Constant)	680.628	743.192		.916	.362			
	Management_Type	-1.088	.438	-.256	2.485	.015	-.272	-.253	-.251
	Gender	-.135	.450	-.031	-.301	.764	-.021	-.032	-.030
	Year	-.334	.368	-.094	-.908	.366	-.145	-.095	-.092
a. Dependent Variable: Dominant_1									

The devised model from the above table, that is, Table 3 : Coefficients, may be written as:

$$\text{Dominant Leadership Style} = 680.628 - 1.088 \times (\text{Management\_Type}) - 0.135 \times (\text{Gender}) - 0.334 \times (\text{Year})$$

## FINDINGS & CONCLUSION

The findings of the result claim that there exist dominant personality types among young business managers in Greater Mumbai. A model, which is not as significant or strong enough, is developed to compute the stress level, which is as under.

Dominant Leadership Style =  $680.628 - 1.088 \times (\text{Management\_Type}) - 0.135 \times (\text{Gender}) - 0.334 \times (\text{Year})$ . For instance, if Management\_Type is general management, gender is female, Year is 2023, then fitting it into the formula would result as values of 1 = "Task\_mgt", 2 = "CountryClub\_mgt" and 3 = "Paternalistic\_mgt", 4 = "Impoverished\_mgt", 5 = "MiddleOfRoad\_mgt", 6 = "Opportunistic\_mgt" and 7 = "Team\_mgt".

The

**Table 4 : Nomenclature**, defining the other nomenclatures is as follows:

**Table 4 : Nomenclature**

Heading	Nomenclature	
Management_Type	General Management	1
	Pharmaceutical Management	2
Gender	Male	1
	Female	2
Dominant Leadership Style	Task_mgt	1
	CountryClub_mgt	2
	Paternalistic_mgt	3
	Impoverished_mgt	4
	MiddleOfRoad_mgt	5
	Opportunistic_mgt	6
	Team_mgt	7

Here it will be as Dominant Leadership Style =  $680.628 - 1.088 \times (\text{Management\_Type}=1) - 0.135 \times (\text{Gender}=2) - 0.334 \times (\text{Year}=2023)$

That is, Dominant Leadership Style =  $680.628 - (1.088 \times 1) - (0.135 \times 2) - 0.334 \times 2023 = 3.588$ , which is closer to "4" as "Impoverished\_mgt" and "3" of "Paternalistic management".

To, make the model stronger and more significant the study may be extended to more young business managers, and more regions other than Greater Mumbai. A similar model may be developed and it will help to enhance advocates of improving dominant Leadership styles invariably towards effective, business transformation.

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