Preferred Leadership Style of Civil Services Officers (CSO's) of Pakistan

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Abstract

The main objectives of this study were to investigate the "preferred leadership style of CSP officers". Moreover to find the leadership style on the basis of province of origin and gender and besides to find the relationship of province of origin and leadership style and the relationship of gender and leadership style. The study applied a survey technique to probe into the attitude of the CSP officers. The data for study was collected through personal administration of questionnaire from 174 trainees of the 40th batch in Civil Services Academy. Out of 174 trainees 71 returned the questionnaires in usable form. The respondents includes 30 from Punjab, 13 from Sindh, 13 from KPK, 3 from Baluchistan, 6 from AJK, 2 from FATA and 4 from Gilgit Biltistan where in 19 were male and 52 female.Bass (1985) Multifactor-Leadership-Questionnaire was submitted to the respondents to investigate the leadership style of the respondents after consultation with the supervisor.The data was collected tabulated and t-test was applied in order to check the preferred leadership style of the respondents. The chi-square, regression and ANNOVA used to find the relationship between the province of origin and leadership style, on the basis of gender and leadership style.It has been found from the study that overall highly preferred leadership style is management by expectation on the basis of province of origin and gender. Punjab trainees highly preferred intellectual stimulation, Sindh trainees highly preferred management by expectation, KPK trainees highly preferred laiseez-faire, Baluchistan trainees highly preferred contingent reward, where as the trainees from AJK highly preferred leadership dimension is laiseez-faire, trainees from the FATA highly preferred leadership style is management-by-exception while the trainees belonging to Gilgit Biltistan highly preferred intellectual stimulation dimension of leadership.The study found no significance differences in preferred leadership style on the basis of province of origin and gender. However, the study record needs further research to explore in depth the various aspects of the issue.

Keywords: Leadership, MLQ, Civil Service Officers, Gender, Ledaership styles

1.1 Introduction

Leadership studies, is an emerging discipline and the concept of leadership will continue to evolve as more and more studies are conducted in the discipline. Leadership is an influencing bond between the leader and followers to bring real change. Leadership is a dominant factor in any organization. (Redmond, Mum-ford, & Teach, 1993), the important situational factors which have an impact on the productivity are leadership (Scott & Bruce, 1994; Tierney, Farmer, & Graen, 1999).The concept of leadership is multidirectional and non-coercive (government by force) and the people involved in the relationship want substantive changes. Leadership involves creating change, not maintaining the status quo. The change is not dictated, comes from within and is purposeful. Moreover the change is outcome oriented is according to the need of leader and followers.

Leadership style is a phenomenon that gives direction and motivation to people to achieve the desired goals (Carlson and Perrewe, 1995; Kirkpatrick and Locke, 1991). Leaders act as models, they work among the people. Leadership is the combination of leaders, followers and the situation. In recent times leadership studies focus on the issues like ideas and thoughts of leaders towards followers. Leadership style should be studied from leader behavior rather than a follower (Hollander, 1978).

Modern leadership style is divided into two broad categories that is transformational and transactional leadership. Transactional leadership is based on the leader's task related skills such as public speaking and decision making. Transformational leadership is the phenomenon that covers the process of leadership and deals with the personal qualities of leadership (Burns, 1978).

Interaction or communication skills and behavior appears to be a common requirement in both transactional and transformational leadership style. Behavior includes (Salazar, 2009);

(a) Influence the behavior of follower/ subordinates (Goal Attainment Function);

(b) Giving the direction to the group (Adaptation Function);

(c) Balance between the goal attainment function the directed group function.

The term "Gender" was previously used to refer to the sex of the people i.e. male and female and the part assigns to them in the society. Later on, it included context, i.e. discriminating characteristics on the basis of role. A well-known gender expert John Money (1955) defined the terminological distinction between physical sex and the gender as a role. Then the feminist theory (1978) made the difference between the physical sex and the gender role.

In the world of literature, the distinction between physical sex, psychological gender, and social sex role appear in the paper in 1978 in a feminist paper on transsexuals. (Haig, David, 2004). In the social sciences gender social construct is developed to see whether biological sexes have any role in the gender development in humans. It has two different applications in the contemporary literature. (Center for the Study of Gender and Sexuality, 2012)

Difference between male and female. Not in a biological sense.

i.   Technically in the theories of human nature.
ii.   Grammatical gender. This term has little or nothing to with male and female.

The research was conducted to find the different leadership styles. The focus of research is in the form of leadership and what people want from them. The best style needed for the leadership. Since different area people differ from region to region and community to community and so do the role of gender. This study has been designed to find the different style of leadership on the basis of area and gender in the context of our own country. Many studies such as "effect of leadership development in Pakistan by Qaiser Abbas and Sara Yaqoob 2009", "transformational leadership and employee career salience; an empirical study conducted on banks of Pakistan by Tabassum Riaz, M. Rizwan, Hafiz Ishaq, Umair Ikram 2012", "comparative psychological profile of political and military leadership in Pakistan by Tavir Akhtar in 1997", "exploratory study of a principle technology (ICT) leadership practices in rural context of Pakistan by Abdul Qadir Jan in (2012)", "leadership styles in high schools of Khyber Pakhtunkhwa by Waseef Jamal and Riaz Danish (2013)"have been conducted in different institution but their findings cannot be generalized to public sector officers. So there is a need to conduct a study on the same lines in our own leadership style in the different provinces of Pakistan.

The main emphasis of the study is to explore the different style of leadership exist in different province of Pakistan. The research is based on the three important components i.e. Leadership and demographic component (province and gender). The relationship of leadership style, provinces and gender are studied in this thesis.

1.3 Objective of the study
The main objectives of the study were
1.   To investigate the most preferred style of leadership of CSP officers
2.   To know the Leadership style of the Civil Services Officers of different provinces.
3.   To check the difference between male Civil Services Officers and female Civil Service Officers leadership style.

2. Literature Review;
2.1 Leadership style
That leadership is a process to influence followers direct other members of the group arrange their activities in such a way to achieve the desired goals. (Jago 1982). Chung and Megginson (1981) that leaders are the head of the workgroups and the organization. They develop the behaviors of the work group members or employees. Different titles are given to the leaders in different workgroups and organizations. There can be no organization without a leader, as leaders are the people who make followers/subordinates to use their abilities and perform with maximum efforts for the organization to achieve its goals. (Fullan, 1992).

Leaders perform their duties either including or excluding partners in the decision making process. Sometimes they take their own decision while sometimes they take advice from the other members of the organization. (Rayner & Ribbins, 1999). In the present day world, both researchers and managers have increasingly been interested in the evolution and consequences of organization's ethical performance. This interest is due to factors, like a growing lack of confidence in organizations ethical practices and the current emphasis on quality of life (Carlson and Perrewe, 1995).

Moreover increasing legal influence in the everyday jobs has also forced the researchers to explore the work styles of leaders. In light of increasing legal attention to ethical practices regarding the environment, management of diversity, employment, and product development and distribution has drawn further attention to the ethical orientation of the organization.

In this regard many studies have been carried out to describe leadership styles. The Ohio state studies (1940) concluded four behavioral styles of leadership: (a) Low structure low consideration, (b) Low structure high consideration, (c) High structure low consideration, (d) High structural high consideration where structure

means a task or goal orientation and consideration means relationship orientation.

Michigan leadership studies (1970) also talked about task orientation and relationship orientation. Fielder (1967) has developed a contingency model of leadership. Blake and Mouton (1964) proposed a managerial grid to identify leadership styles of managers. Reddin (1970) considered the task and relationship orientation of the managerial grid and introduced the third dimension called effectiveness and brought forth the following styles.

(a) Less effective style: deserter, missionary, autocrat, compromiser.

(b) More effective styles: bureaucrat, developer, benevolent autocrat, executive.

The four types of leadership styles advocated by House (1977) are

(a) Directive leadership (Autocratic)

(b) Participative leadership (Free Style)

(c) Supportive leadership. (Democratic leadership)

(d) Achievement oriented leadership.

Transformational leadership model, recognized the powerful role played by emotions, Singh and Bhandarkar (1995) advocated ten important roles of transformational leadership as (a) Visionary, (b) Holistic (c) Symbolic, (d) Team builder, (e) Missionary (f) Frontal, (g) Inspiring (h) Educator, (I) Boundary manager, (j) Role model.

Sharma (1995) developed an integral framework of enlightened leadership. Fisher (1999) brought forth a multi-role model for leaders. The research studies on competencies have highlighted, among others, the following competencies:

(a) Interpersonal communication (Conger and Kanungo (1988),

(b) New political leadership (Schemerhom, Hunt and Osbom (1994),

2.2 Gender

Gender is the major issues in business in the present day world. The two terms have different connotations in different areas. Therefore researchers and sociologists define them differently.

According to (Bem1974) sex is a biological word for different sexes. While gender is a role defined to particular individuals within particular societies or cultures. Gender is a situational constructed attribute that is developed through the process of structured action. Gender is measured through continuum of masculinity and feminity. (Spence 1974) a famous sociologist developed Personal Attributes Questionnaire (PAQ) to measure gender differences. These scales asked the respondents to rank themselves according to the traits of masculinity and femininity as distinct variables.

In a Meta-analysis of the "sex-role" literature, Twenge (1997) examined the results of 63 samples of college students utilizing both BEM and PAQ between 1970 and 1995 and found a positive correlation. And other researchers also found that those females are entering into male dominated professions.(Clarey and Stanford, 1982), Not only female but male also changes their attitude towards feminine jobs (Twenge, 1997). According to Twenge (1997), the rate at which female is entering into male profession males are not entering into female professions with the same rate.

But in today's modern world the women are still doing those jobs they were doing before this industrial revolution. E.g. women are more responsible for childcare and household activities (Hochschild, 1989; Lennon and Rosenfeild, 1994; South and Spitze, 1994).

2.3 Demographics and Leadership Styles

Erez & Earley (1993) stated that different areas in the same national boundaries have different norms and values. Area's group into clusters and share similar values and norms that affect management and leadership qualities.

Hofstede (1980), studied different areas scores on his four values dimensions and categorized the areas into clusters that share similar mindset due to values, moreover he proposed that the leadership style was also different due to these values within the cluster and outside the cluster leadership style was different. He also suggested that those clusters, which scored higher than average on masculinity their leaders, have qualities like competitiveness, equity and sympathy than those who score low on masculinity.

Adler and Izraeli (1988) viewed that there are two different views about the woman in management. One of the views is equity that assumes that there is no difference between male and female leadership style and both have equal access to the facilities in the society, on the hand the contrasting view is that there is difference in male female leadership style and this is based on the norms society associated with them. Effectiveness is based on the values, norms and mindsets that are specific to male and female expected behavior differentiated by gender.

According to Eagly (1987), the agentic dimension of behavior is primarily an assertive, goal directed, and controlling tendency. Argentic qualities include aggressiveness, ambition, dominance, independence, self-reliance, self-sufficiency, directness, and decisiveness. Various studies have demonstrated that, in general, males

are more often characterized by agentic qualities (e.g., Rosner 1990; Werner & LaRussa 1985; Spence & Helmreich 1978; and Bem 1974).

Vera & Crossan (2004) suggested that different leadership practices are the sources for organizational development. Van Vart (2003) stated that effective leadership provides higher quality and more efficient goods and services, also increase the moral of the employees. McColl-Kennedy & Andesrson (2002) suggested that leaders try to improve the performance of the subordinates and make them able to achieve the desired goals. Fernandez, Cho and Perry believe that scholars and researchers are still trying to find the role and influence of the leaders' behavior.

Research Methodology;

The population of the study consisted of all the Civil Superior Services trainees in the Civil Service Academy Lahore session 2011-2012, 40th batch (Common Training Program) also named 40th commoner. The sample for the study was selected through purposive sample procedure in case of selection of the batch of trainees in the a return rate of academy. The trainees of second batch session 2011-2012 were purposefully selected due to their easy availability in the academy. Total 174 trainees were there in the academy so 174 questionnaires were administered and 71 is returned in useable form. According to the below equation response rate is 40.80%. Most of the candidates are in military training and some are in exam. that is the reason of the low questionnaires.The questionnaire adopted to collect data from respondents was from Bass (1985) MLQ who used it for identifying different styles of Transformational and Transactional leadership. His study has been very influential and established two major leadership styles. The two major leadership styles of leadership are :

1) Transformational Leadership Style. Further categorized into:
   a) Individualized Influence
   b) Inspirational Motivation
   c) Intellectual Stimulation
   d) Individual Consideration
2) Transactional Leadership style. Further categorized into:
   a) Contingent Reward
   b) Management by-Exception
   c) Laissez-faire

The questionnaires contain 21 items 3 items belonging to each leadership style. The questionnaire is based on a 5 point Likert scale.The questionnaires were personally administered to all the respondents. Questionnaires were administered to the respondents in the academy. There were trainees at the academy from the bath 41th commoner and 40th but the questionnaires were administered only to batch second that is 40th commoner. The total number of the trainees in the batch was 174.

Dependent Variables

Dependent variables of the study are leadership style.

1)   Transformational Leadership Style. Further categorized into:
   a) Individualized Influence
   b) Inspirational Motivation
   c) Intellectual Stimulation
   d) Individual Consideration

2)   Transactional Leadership style. Further categorized into:
   a) Contingent Reward
   b) Management by-Exception
   c) Laissez-faire

Independent Variables

The independent variable is demographics. Which is further divided into:
(1)Punjab   (2) Sindh   (3) Khyber Pakhtun Khwa   (4) Baluchistan
(5) Azad Jammu & Kashmir   (6) Gilgit Baltistan   (7)FATA
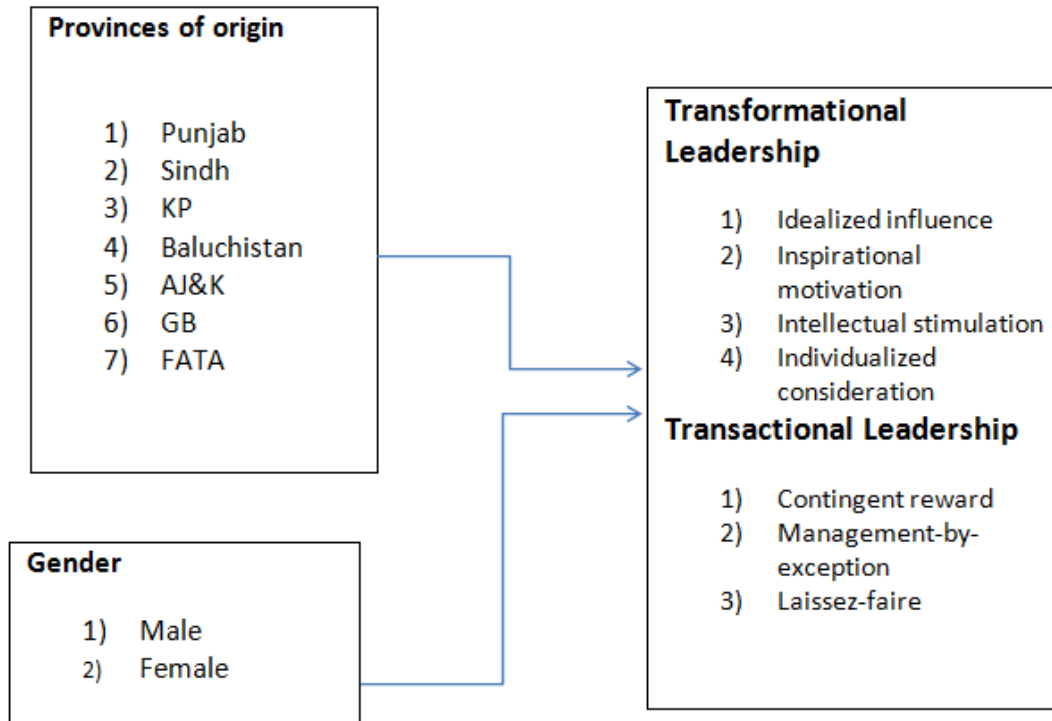
Gender.
          (1) Male.
          (2) Female.

Data collected in the study was analyzed using Statistics Program Statistical Package for Social Sciences (SPSS 16). Since the study aimed at identifying differences in leadership style of the civil services officers on the basis

of Provinces and gender, therefore the data were analyzed as group wise. In this particular study t-test, Regression Analysis, Chi-Square and ANNOVA was used to check relationship among the various civil servants belonging to different provinces of Pakistan in light demographics.

Theoretical Frame Work;

Provinces of origin

1) Punjab
2) Sindh
3) KP
4) Baluchistan
5) AJ&K
6) GB
7) FATA

Transformational Leadership

1) Idealized influence
2) Inspirational motivation
3) Intellectual stimulation
4) Individualized consideration

Transactional Leadership

1) Contingent reward
2) Management-by-exception
3) Laissez-faire

Gender

1) Male
2) Female

Analysis and Results ;
Reliability Analysis
Each statement in the questionnaire called for i.e. five responses from once in a while and always. The Cronbach Alpha formula was applied to examine the correlation of Cronbach alpha, for each attribute given is higher than 0.7. This suggests that the data gathered is reliable (Cronbach alpha, 1951). The table also reveals that low values of reliability i.e. 0.723 in case of respondent's turnover intention were recorded, but the value is still greater than the specified range of reliability coefficient. However, on the basis of overall reliability measures, the data will co-efficiently provide reliable information about the problem understudy.

Table 4.1 Reliability Results for Leadership Style and Values;

Variables	Cronbach Alpha	Decision
I make others feel good to be around me. Others have complete faith in me. Others are proud to be associated with me.	0.891	Reliable
I express with a few simple words what we could and should do. Provide appealing images about what we can do. I help others find meaning in their work.	0.836	Reliable
I enable others to think about old problems in new ways. I provide others with new ways of looking at puzzling things. I get others to rethink ideas that they had never questioned before.	0.778	Reliable
I help others develop themselves. I let others know how I think they are doing. I give personal attention to others who seem to reject.	0.824	Reliable
I tell others what to do if they want to be rewarded for their work. I provide recognition/rewards when others reach their goals. I call attention to what others can get for what they accomplish.	0.778	Reliable
I am satisfied when others meet agreed-upon standards. As long as things are working, I do not try to change anything. I tell others the standards they have to know to carry out their work.	0.950	Reliable
I am content to let others continue working in the same way as always. Whatever others want to do is OK with me. I ask no more of others than what is absolutely essential.	0.778	Reliable

(*Source= Primary source*)

Table 4.2: Overall preferred Leadership style.

Leadership Style	Mean	Std. Deviation	Sig. (2-tailed)
Management-by-Exception	3.93897	.82291	.000
Contingent Reward	3.8638	.92852	.000
Inspirational Motivation	3.8216	.77220	.000
Intellectual Stimulation	3.79343	.86072	.000
Laiseez-faire	3.62441	.76621	.000
Individual Consideration	3.5023	.86350	.000
Idealized Influence	2.1408	.73390	.000

(*Source= Primary source*)

The above table shows that the overall preferred leadership style of CSP officer is Management-By-Exception. The values are (Mean=3. 93897, Std. Deviation=. 82291, Sig=. 000). Followed by Contingent reward the values are (Mean=3. 8638, Std. Deviation=. 92852, Sig=. 000). The third preferred leadership style is Inspirational Motivation the values are (Mean=3. 8216, Std. Deviation=. 77220, Sig=. 000). After this the forth preferred leadership style is Intellectual Stimulation which values are (Mean=3. 79343, Std. Deviation=. 86072, Sig=. 000). The fifth preferred leadership style is Laiseez-faire the values are (Mean=3.62441, Std. Deviation=. 76621, Sig=. 000). Sixth preferred leadership style is Individual Consideration the values are (Mean=3. 5023, Std. Deviation=. 86350, Sig=. 000). The last style preferred by CSP officer is Idealized Influence (Mean=2. 1408, Std. Deviation=. 73390, Sig=. 000). All the values are highly significant at .000.

Table 4.3 Overall Male preferred Leadership style

Leadership Style	Mean	Std. Deviation	Sig. (2-tailed)
Management-by-Exception	3.7368	1.00357	.000
Inspirational Motivation	3.7368	.97865.	.000
Intellectual Stimulation	3.7719	1.04853	.000
Contingent Reward	3.6316	1.12708	.000
Laiseez-faire	3.4912	1.06208	.000
Individual Consideration	3.4211	1.01131	.000
Idealized Influence	1.9298	.73349	.000

(*Source= Primary source*)

The above table shows that the overall preferred leadership style of male CSP officer is Management-By-Exception. The values are (Mean=3. 7368, Std. Deviation=1. 00357, Sig=. 000). Inspirational Motivation leadership dimension has the same value as for Management-By-Exception the values are (Mean=3. 7368, Std. Deviation=. 97865, Sig=. 000). The third preferred leadership style is of male CSP officers is Intellectual Stimulation the values are (Mean=3. 7719, Std. Deviation=1. 04853, Sig=. 000). After this the forth preferred leadership style is Contingent Reward which values are (Mean=3. 6316, Std. Deviation=1. 12708, Sig=. 000). The fifth preferred leadership style of male CSP officers is Laiseez-faire the values are (Mean=3.4912, Std. Deviation=1. 06208, Sig=. 000). Sixth preferred leadership style is Individual Consideration the values are (Mean=3. 4211, Std. Deviation=1. 01131, Sig=. 000). The last style preferred by CSP officer is Idealized Influence (Mean=1. 9298, Std. Deviation=. 73349, Sig=. 000). All the values are highly significant at .000

Table 4.4 Overall Female preferred Leadership Styles

Leadership Style	Mean	Std. Deviation	Sig. (2-tailed)
Management-by-Exception	4.0128	.74378	.000
Contingent Reward	3.9487	.84116	.000
Inspirational Motivation	3.8526	.69047	.000
Intellectual Stimulation	3.8013	.79283	.000
Laiseez-faire	3.6731	.63139	.000
Individual Consideration	3.5321	.81184	.000
Idealized Influence	2.2179	.72576	.000

(*Source= Primary source*)

The above table shows that the overall preferred leadership style of female CSP officer is Management-By-Exception. The values are (Mean=4. 0128, Std. Deviation=. 74378, Sig=. 000) followed by Contingent Reward the values are (Mean=3. 9487, Std. Deviation=. 84116, Sig=. 000). The third preferred leadership style is of female CSP officers is Inspirational Motivation the values are (Mean=3. 8526, Std. Deviation=69047, Sig=. 000). After this the forth preferred leadership style is Intellectual Stimulation which values are (Mean=3. 8013, Std. Deviation=. 79283, Sig=. 000). The fifth preferred leadership style of female CSP officers is Laiseez-faire the values are (Mean=3.6731, Std. Deviation=. 63139, Sig=. 000). Sixth preferred leadership style is Individual Consideration the values are (Mean=3. 5321, Std. Deviation=. 81184, Sig=. 000). The last style preferred by female CSP officers is Idealized Influence (Mean=2. 2179, Std. Deviation=. 72576, Sig=. 000). All the values are highly significant at .000.

Table 4.5 Regression analysis of relationship between province of origin, gender and Leadership style

Leadership Style	R2	F-value	Gender (B)	Province (B)
Idealized Influence	.043	1.518	.303	.045
Inspirational Motivation	.008	.277	.124	.026
Intellectual Stimulation	.011	.371	.046	.050
Individual Consideration	.012	.426	.126	.046
Contingent Reward	.036	1.255	.336	.058
Management-By-Exception	.045	1.599	.299	.069
Laiseez-faire	.066	2.393*	.215	.100**

(*Source= Primary source*)

The above table shows the relationship of Province of origin and gender with leadership dimensions.

The table shows that there is no significant relationship of gender with leadership style except leases-fire whose values are (R2=. 066, F-value=2. 393, B=. 215). In the above table it is also clear that there is no relationship exist between the province of origin and leadership style except laiseez-faire, the values of laiseez-faire is (R2=.066, F-value=2.393, B=.100**). The values for Idealized Influence are (R2=. 043, F-value=NS, B (g) =. 303, B (p) =. 045). The values for Inspirational Motivation are (R2=. 008, F-value=NS, B (g) =. 124, B (p) =. 026). The values for Intellectual Stimulation are (R2=. 011, F-value=NS, B (g) =. 046, B (p) =. 050). The values for Individual Consideration are (R2=. 012, F-value=NS, B (g) =. 126, B (p) =. 046). The values for Contingent Reward are (R2=. 036, F-value=NS, B (g) =. 336, B (p) =. 058). The values for Management-By-Exception are (R2=. 045, F-value=NS, B (g) =. 299, B (p) =. 069).

Table 4.6 Chi-Square Analysis for Province of origin and Leadership Style

Variable	Leadership Style	r2-value	Df	P-value
Province	Idealized Influence	48.391	60	.859
Province	Inspirational Motivation	66.737	54	.10
Province	Intellectual Stimulation	82.805	66	.079*
Province	Individual Consideration	72.661	66	.268
Province	Contingent Reward	56.823	66	.782
Province	Management-By-Exception	40.493	54	.913
Province	Laiseez-faire	56.645	60	.599

(*Source= Primary source*)

The above table shows the relationship between the Province of origin and Leadership style. The Intellectual Stimulation dimension of leadership style shows a significant relationship with gender the values are (r2=82. 805, df=66, p-value=. 079). The values of Idealized Influence are (r2=48. 391, df= 60, p-value=NS). The values for Inspirational Motivation are (r2=66. 737, df=54, p-value=NS). The values for Contingent Reward are (r2=56. 823, df=66, p-value=NS). The values for Management-By-Exception are (r2=40. 493, df=54, p-value=NS). And the values for Laiseez-there are (r2=56. 645, df= 60, p-value=NS).

Table 4.7 Chi-Square Analysis of gender and leadership style

Variable	Leadership Style	r2-value	Df	P-value
Gender	Idealized Influence	13.441	10	.200
Gender	Inspirational Motivation	8.075	9	.527
Gender	Intellectual Stimulation	8.006	11	.713
Gender	Individual Consideration	24.491	11	.011*
Gender	Contingent Reward	10.902	11	.452
Gender	Management-By-Exception	11.344	9	.253
Gender	Laiseez-faire	21.879	10	.016

(*Source= Primary source*)

The above table shows the relationship between Gender and Leadership style. The individual Consideration dimension of leadership style shows a significant relationship with gender the values are (r2=24. 491, df=11, p-value=. 011). The values of Idealized Influence are (r2=13. 441, df=10, p-value=NS). The values for Inspirational Motivation are (r2=8. 075, df=9, p-value=NS). The values for Intellectual Stimulation are (r2=8. 006, df=11, p-value=NS). The values for Contingent Reward are (r2=10902, df=11, p-value=NS). The values for Management-By-Exception are (r2=11. 344, df=9, p-value=NS). And the values for Laiseez-faire are (r2=21.879, df=10, p-value=NS).

Table 4.8 ANNOVA results based on Province of origin;

Leadership Style	df	F	Sig.
Idealized Influence	6	.596	.732
Inspirational Motivation	6	1.061	.395
Intellectual Stimulation	6	1.146	.347
Individual Consideration	6	1.601	.161
Contingent Reward	6	.606	.725
Management-by-Exception	6	1.218	.309
Laiseez-faire	6	.950	.466

(*Source= Primary source*)

The above table shows the relationship between the province of origin and leadership style dimensions. This table shows that there is no significant relationship between leadership dimension and province of origin. The value of Idealized Influence is (df=6, F-value=. 596, NS). The value of Inspirational Motivational is (df=6, F-value=1. 0661, NS). The values for Intellectual Stimulation are (df=6, F-value=1. 146, NS). The value for Individual Consideration are (df=6, F-value=1. 601, NS). The value of Contingent Reward is (df=6, F-value=. 606, NS). The value for Management-By-Exception are (df=6, F-value=1. 218, NS). The value for Laiseez-faire are (df=6, F-value=.950, NS)

Table 4.9 ANNOVA result based on Gender;

Leadership style	df	F	Sig.
Idealized Influence	1	2.181	.144
Inspirational Motivation	1	.309	.580
Intellectual Stimulation	1	.016	.900
Individual Consideration	1	.227	.635
Contingent Reward	1	1.638	.205
Management-by-Exception	1	1.578	.213
Laiseez-faire	1	.781	.380

(*Source= Primary source*)

The above table shows the relationship between gender and leadership style dimensions. This table shows that there is no significant relationship between leadership dimension and gender. The value of Idealized Influence is (df=1, F-value=2. 181, NS). The value of Inspirational Motivational is (df=1, F-value=. 309, NS). The values for Intellectual Stimulation are (df=1, F-value=. 016, NS). The value for Individual Consideration are (df=1, F-value=. 227, NS). The value of Contingent Reward is (df=1, F-value=1. 638, NS). The value for Management-By-Exception are (df=1, F-value=1. 578, NS). The value for Laiseez-faire are (df=1, F-value=.781, NS).

5. Discussion and Conclusion
The study is designed to investigate the preferences of CSP officers for using different leadership dimensions and the different province leadership style and also to find difference in leadership style with gender prospective. The data are collected from 40th commoner batch of the Common Training Program. The study is limited to only 40th batch due to convenience sampling, the numbers of questionnaires are distributed to 174 candidates but 71 return the questionnaire due to the reason most of the candidates are busy with exams and some are on the exercise with the military training. Time is one of the most important factor because the trainee from 40th commoners were almost ready to pass out so it was difficult to excess all of them.

According to table 4.4 Management-By-Exception is the overall preferred leadership style with highest mean that is 3.93897 and Idealized Influence with the mean 2.1408 is the least preferred leadership style of the CSP officers. The study conducted by Saeed Shafqat and Ayesha Jalal (1995) concluded that a military officer preferred authoritarian leadership style.

In case of male respondents shown in table 4.5 from the 40th commoner batch the overall preferred leadership style is Management-by-Exception with the mean 3.7368 and the least prefer leadership is Idealized Influence with the mean 1.9298. Table 4.6 reveals female respondents preferred leadership style and female also highly preferred Management-by-Exception with high value 4.1028 and least preferred is Idealized Influence with the mean 2.2179. The study conducted by Amir and Sharif (2012) also stated that the male and female in education sector highly preferred transactional dimensions of leadership. The study conducted by Holloway (2012) in non-profit organization concluded that the preferred leadership style of based on gender in high management is contingent reward. The study conducted by Waseef and Riaz (2013) on head teachers of educational institute showed completely different preferred leadership style. Male followed contingent reward and female preferred individualized influence. The reason behind the same preferred leadership style may be the training imparting in the academy is based on genderless prospective, moreover in the literature the gender is differentiated on the role assigned not on biological term. Moreover according to Hofstede Cultural Dimensions (2005) masculinity and feminity concept there is a different rule of the gender but in CSPs training most of the females are unmarried and their age lies between 24 to 28 due to which their role is completely different from the other sector females.

The candidates present in the academy from Punjab highly preferred Intellectual Stimulation with the mean value 3.8778 from table 4.7 and least preferred Idealized Influence with the mean value 2.0667. Candidates belonging to Sindh highly preferred Management-By-Exception with mean value 4.2308 and least

preferred Idealized Influence with the mean value 2.0769 from table 4.8. The candidates from KPK highly preferred Laiseez-faire with highest mean that is 3.9231 from table 4.9 and least preferred Idealized Influence with the mean value 2.3333. Table 4.10 shows that Baluch candidates highly preferred Contingent Reward with the mean value 4.333 and least preferred Idealized Influence with the value 2.2222. The candidates from Azad & Jammu Kashmir highly preferred Laseez-faire like KPK the mean is 3.8887 and least preferred Idealized Influence with the mean 2.0556 from table 4.11. Unlike KPK FATA highly preferred Management-By-Exception with the mean 4.8333 and least preferred Idealized Influenced with the mean 1.6667. Gilgit Biltistan candidates highly preferred Intellectual Stimulation like Punjab candidates with the mean 4.5833 and least preferred Idealized Influence with the mean 2.5833. The reason behind the different styles of leadership in different geographic area of Pakistan. Pakistan has different subcultures and these subcultures have different norms and values and even different languages. The norm exists in Punjab that they encourage each other and solve their problems in new ways they easily adopt the change irrespective of the other part of Pakistan. The people belonging to the KPK built usually led by their elders and they let others do the thing by one own means but interested in the efficient results. The internal situation of Baluchistan from last 63 years they are living with a view that government is not interested to solve their problems so they built phenomena of give and take in their mind. Azad & Jammu Kashmir is under extreme tension due to Occupied Kashmir from last 63 years that's why the people belonging to this area set their minds to free style leadership. FATA candidates who qualify CSS is residing in the capital or urban areas of Pakistan.

Chi-Square, regression analysis and ANNOVA reveal no significant result between the relationship of province of origin and leadership style except Laiseez-faire on regression and intellectual stimulation on chi-square this may be due to less number of data available for analysis on these two tests. The relationship between gender and leadership style is also non-significant except for laiseez-faire on regression and individual consideration on chi-square test. The ANNOVA also shows non-significant relationship.

It is concluded that the leadership style of individuals differs from sector to sector. This is due to their training, psychology, and work values, ethics of the organization and job description which changed the preferred leadership style. And is also recommended that the behaviors of CSP"s is not much affected by the training. The training of CSPs has to align with the way that follows the transformational dimension of leadership. The candidates still aren't joining their office and then just take initial training the main test of their leadership style will be conducted when they join their offices. Moreover the leadership dimensions may vary with the attitude of the persons after passing CSS exam attitude of the candidates changed because they become the part of the elite class.

5.1 Recommendation

The competent, effective and neutral civil service is the backbone of the country. The Pakistan Civil Service is based on the ideology of the British government before partition because this structure was developed by the British Government to rule the masses in the United India it is the era of transition major reforms may be recommended to develop the civil service according amendments in constitution different autonomous bodies such as Universities which have high caliber and highly educated employee comes under the consequences of secretariat which is operated by Civil Servants this create a clash in different bodies of the state. After the creation of Pakistan the military ruler governs this country which does not let the political class and bureaucracy to be functional in a real sense this have to be counted. In the 2002 election the DMG group officer power was given to the Nazims and MPAs which discourage the bureaucracy. The training of the Civil Superior Servants may in line with the way to remove the gap between government civil officers and the public. Further study in this regard may recommend to explore the new areas. Moreover this study will be helpful to explore the leadership styles of the CSP officer of the current batch which will be helpful to them in their future course of actions

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