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Nuances of Leadership Effectiveness: Challenges of Context and Demographics

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Abstract

Factors such as vision, articulation, rational intelligence, emotional intelligence, and spiritual intelligence impact leadership effectiveness. Does the effectiveness depend on the work context and the followers' demographics? If it does depend on the context and demographics then the singularity of the construct becomes debatable. So it becomes all the more important for persons in the leadership role to understand the subtleties.

In this research employees of two different sectors (IT and non-IT) participated to indicate their perception about leadership effectiveness (LE). In the first phase of the research dimensions of LE were identified through 'Lens' model and subsequently administered to equal number of respondents from IT and non-IT sectors. The data was analysed for commonality, differences and relationships.

The results indicate that non-IT employees perceive a greater degree of leader vision and articulation scores compared with IT employees. Age of the employee is found to be negatively related to vision, articulation, and emotional intelligence dimensions of LE. Employees' education is significantly related to vision only in the group of IT participants. It is unrelated to other variables. Finally, work experience and organisational experience of participants are found to be unrelated to psychological variables.The findings indicate a greater reporting of articulation in case of non-IT leader. Mismatch between the age of the followers and age of the leaders is likely to be a root cause of the negative relationship between age and vision as revealed in the findings of the present investigation.

The relationship between the followers' age and leader's articulation is found to be negative. Age is also found to be inversely related to employees' perception of leader's emotional intelligence. The sector profile perhaps explains why the non-IT participants have not reported any association of significance between education and vision in the present investigation.

The present investigation has the unique feature of deriving the pertinent dimensions instead of imposing a- priori dimensions.

Keyword: Leader Effectiveness, Vision, Articulation of Vision, Spiritual, Emotional Quotient Intelligence, Rational

Introduction

Literature indicates that the organisational performance is closely related to leadership (Fiedler & Garcia, 1987; Meindl & Ehrlich, 1987; Day & Lord, 1988; Thomas, 1988) andmore relevantly perception of leadership effectiveness by the followers. Leadership is also a multi-dimensional construct (Hunt, 2004; Bolden, 2004; DePree, 1990, Murray & Chua, 2015, Kort, 2008). Transformational leadership produces effects like vision, inspirational-communication, intellectual-stimulation, supportive leadership, and personal recognition (Rafferty & Griffin, 2004). Leadership style influences overall performance of the subordinates (McColl-Kennedy & Anderson, 2002). It has also been empirically established that managerial skills like persuasiveness, administrative ability, fluency in speaking, knowledge about group tasks,

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diplomacy and tact, social skills, creativity, conceptual skills, and cleverness strongly correlate with the performance parameters of employees in organisations (Carmeli & Tishler, 2006). However there are contextual differences among sectors and organisations. In the following section we discuss about the characteristics of information technology (IT) industry in India

Indian IT industry

IT industry in India has emerged as one of the vibrant sectors having a significant contribution of 40% to the GDP. It's a phenomenal growth coupled with the ever increasing challenges it offers to the young techies serves as the appropriate sector to attract and retain the very best of talents in the country. Employees in the IT sectorare highly ambitious. Creativity and innovation are their forte. They are globe trotters, multi-tasking, multi-lingual and exceedingly comfortable in a multi-cultural milieu. They are risk pro and at home in a highly uncertain work scenario. Their tolerance for ambiguity, high energy level, perseverance and capability to bounce back in the face of adversity are critical to their success in the extremely turbulent environment confronting in their work place. They perform better under pressure especially when the work necessitates delivery within a specific timeframe.The pressure of performance on the group and the individual is higher in IT compared to other sectors. On the other hand non-IT sectors appear to be operating under lower intensity performance parameters as discussed above.

Since extant literature indicates a relationship between leadership effectiveness and performance, the set of questions that can arise are: How do the contextual factors characterizing IT and non-IT industries impact the role and effectiveness of leadership? Are there any sectoral differences impacting the relationship? Do the followers perceive the effectiveness of leadership in any different way in case the demographic characteristics changes from one industry to another?

The subsequent discussion attempts to delineate specific dimensions of leadership from the literature and develop the research proposition around the concept of leader effectiveness.

Specific Literature Review

Vision

Oxford dictionary defines **v**ision as "the ability to think about or plan the future with imagination or wisdom". It is one of the most important sources of powers for leaders (Quigley, 1994). The ability of the leaders to create a shared vision is well documented. Vision creation has been treated as a strategic process of leadership effectiveness leading to organisational transformation (Finkelstein, Harvey & Lawton, 2008). Vision creates a clear and common picture of the desired future state (Hoe, 2007). A clear vision impacts job satisfaction, organisational commitment, turnover intentions, and role ambiguity (Cole, 2006). Leaders are identified to be the holder of vision and values (Rawsell & Berry, 1993). Top management team's (TMT) vision and the work team characteristics have also been proposed to influence innovation (Carmen, Maria and Salustiano, 2006).

Articulation

Leaders articulate the vision. Vision articulation is the process of communication of the future ideal state of the organisation and its business to the employees using language, imagery, symbols and stories which are exactly understood as desired by the leader. Transference of meaning and sense-making of the organisational state of affairs in the future is the very essence and purpose of the articulation exercise.The vision articulation process and its positive impact on leadership and organisational change have been indicated (Groves, 2006). The communicated vision, goal, and self-efficacy have been indicated to influence venture growth (Baum & Locke, 2004). Use of Internet and advanced communication processes and systems has changed the dynamics of articulation. It has been evidenced that the intensity of articulation of a vision across to the followers has often triggered them to network for knowledge and process creation to strive towards attainment of goals with energy and passion. The shared understanding of vision and its assimilation in the organisational fabric have been considerably facilitated by the communication technology available today. In most such cases, the network is beyond the traditional functional, organisational and geographic boundaries (Gadman, 2005). Thus the construct of leadership

effectiveness gets moderated not only by the process of vision articulation but also the settings such as IT and non-IT in which the process unfolds (Kayworth & Leidener, 2001).

Rational Intelligence

Rational intelligence assessed by the IQ score has come to be treated as a threshold competency in leadership literature. A leader with higher level of rational intelligence would be considered effective amongst the followers. Even though leaders may not attend to maintenance function activities on a day to day basis, a leader much familiar with and having control over what is being done by the managers on the shop floor commands respect and much adoration. Organisations have been indicated to be 'Intelligent complex adaptive systems' for their survival and growth (Liang, 2007). So the ability to manage incoming stream of information for sense making and leading the organisation become important. The information-avalanche and associated paradigm shift in the 21st century workplace assume a tectonic proportion. In a sense, the interpretation and choice of direction as a result of information processing would be creating a shared meaning contributing to the leadership effectiveness.

Emotional Intelligence

Dvir, Kaas, and Shamir (2004) observe that the transformational leadership theories stress the emotional bond between leaders and followers as opposed to the cognitive-calculative exchange emphasized by traditional transactional theories.

Compensatory model (Cote & Miner, 2006) indicates that the association between emotional intelligence and job performance becomes more positive as cognitive intelligence decreases. In a Leadership Dimension Questionnaire based study (Dulewicz, Young, & Duleciz, 2005), it was found that emotional quotient (EQ) has greater contribution to overall performance than intellectual (IQ), or managerial (MQ) competencies.

Emotional intelligence has been proposed (Chrusciel, 2006) as a means to improve staff performance, productivity (emphasis on leadership), and deal with organisational change. Leban and Zulauf (2004) have investigated the role of EI and leadership effectiveness in today's fast changing business environment.

Emotional intelligence also has been associated with transformational leadership (Barbuto Jr. & Burbach, 2006). EI shared significant variance with self-perceptions and rater-perceptions of transformational leadership. Leadership effectiveness is also indicated to have a strong positive association with emotional intelligence (Rosete & Ciarrochi, 2005). Leaders perceived to be high on EI relate easily to employees who in turn report greater job satisfaction and persevere to deliver their best to the utmost satisfaction of the customers and other stakeholders. Along the same line, Kernbach and Schutte (2005) found support to the proposition that higher emotional intelligence displayed by service providers leads to greater customer satisfaction.

EI has been used as a predictor of leadership potential to some degree of success (Higgs & Aitken, 2003). Palmer, Walls, Burgess, and Stough (2001) argue that emotional intelligence has become increasingly popular as a measure of identifying potentially effective leaders and as a tool for developing effective leadership skills. Emotional intelligence correlated with several components of transformational leadership suggests that it may be an important component of effective leadership. A higher level of reported emotional intelligence in the leader is a predictor of perceived effectiveness among the followers (Sivanathan & Fekken, 2002).

Spiritual Intelligence

Many researchers have started giving importance to spirituality in the workplace (Kale & Shrivastava, 2003; Tischler, Biberman, & KcKeage, 2002). Leaders are known for their ethical and spiritual maturity (Pauchant, 2005). Learning organisations have been indicated to have spiritual perspective (Howard, 2002). Companies are looking at means and methods to fulfill spiritual needs of their workforce for this reason.

Sternberg (2005) presented a model that encompasses wisdom, intelligence and creativity (WICS) in a synthesized form. He further argues that leadership effectiveness continues to be an enigma which defies attempts to develop a model capable of fully capturing the dynamics of the construct. There probably is no model of leadership that will totally capture all of the many

facets—both internal and external to the individual—that make for a successful leader.

Contextual Differences between IT and Non-IT

Technological advances in computing and telecommunications have enabled people to work together being geographically dispersed and across time zones. The physical workplace has become a virtual one. A boundary-less organisational structure has come to characterise the IT industry. Virtual teams and matrix organisation structures have been partly necessitated by globalisation, e-commerce, and mergers and acquisitions (Lipnack & Stamps, 1997; Boudreau, Loch, Robey, & Straud, 1998; Hughes, Ginnett, & Curphy, 1999). There are substantial differences in interaction in such an environment (Joinson, 1998). 'Tele-leadership' (Shamir & Ben-Arie, 1999) as the leadership of virtual teams is known, has assumed significance. There are many questions though (Avolio, Kahai, Dumdum, & Sivasubramaniam, 2001) about the leadership of virtual teams, creation, and maintenance of trust and performance in such a team. At the same time it has been found (Horner-Long & Shoenberg, 2002) that leaders in e-businesses tend to be more entrepreneurial and risk-taking and less conservative than traditional leaders who are more collaborative.

It has been reported that transformational leadership in virtual groups is positively associated with creativity, effort, performance and satisfaction (Sosik, 1997; Sosik, Avolio, & Kahai, 1997) and with group (collective) self-efficacy (Sosik, Avolio, Kahai, & Jung, 1998). However, research indicates (Hoyt & Blascovich, 2003) that work members are more satisfied with their leader in a face-to-face interaction than when using 'immersive' virtual environment; but at the same time there are no differences in group performance or cohesiveness.

The key issues of leadership in the virtual organisation appear to be concerned with human relationships, building and maintaining trust, knowing how to work together and a need for greater flexibility and empowerment

In this study, IT sector and non-IT sector have been chosen to carry out the investigation. The obvious choice of IT sector stems from the fact that it is more knowledge intensive, global in its approach and has more modern communication methods and at the same time there is a virtual dimension. The non-IT sector is intended to provide a baseline reference so that valid inferences about IT sector can appropriately be drawn.

Methodology

To understand the leadership effectiveness and associated dimensions, an instrument was designed and administered to the participants. The development of instrument is explained subsequently. The study participants were 120 professionals in the managerial rank from two different organisations. One was from IT industry and the other was from Banking. Both belonged to service sector industry. Participants were randomly sampled from organisations, half of them were IT professionals and the other half were non-IT professionals. Participants were graduates and above, belonging to upper middle income groups, in the age group of 22 to 35 years. They belonged to engineering and non-engineering streams. These participants were contacted at their respective workplace.

Instrument Design

Workers use certain criteria to judge leader effectiveness, yet they may not be aware of the basis of their judgment. Although the lens model has been instrumental in generating the dimensions that underlie their judgment, it is equally appropriate to find out whether the dimensions actually characterise the leaders they encounter in their workplace.

Since the specific dimensions such as vision, articulation, rational intelligence, emotional intelligence and spiritual intelligence are delineated, an instrument was developed to examine participants' perceived association between each of these dimensions and the leader effectiveness.

The preliminary pool of items was prepared from the literature review. The Conger and Kanungo (1998) standardised questionnaire for charismatic leadership was referred to for vision related statements. For articulation, few items were also drawn from Conger and Kanungo (1998). For rational intelligence, literature review indicated logical reasoning, memory, spatial-visual ability, clustering, and decision makingas the key components. Accordingly sentences were framed to depict each of these components. (Example: 'He/she lacks coherence in presenting arguments'). The components of reasoning and decision-making are reflected by the item 'He/she has the

skill to reason in favor of his/her decision'. The emotional intelligenceincluded factors such as interpersonal skill, intrapersonal skill, self-regulation, motivation, stress management, and positive mood. Accordingly items were constructed pertaining to each of these components. The question depicting interpersonal skill was adopted from existing literature (Bhattacharya, Dutta & Mandal, 2004; e.g: 'He/she senses the feelings of others'). The question for self-awareness was taken from the literature (Singh, 2001) which reads 'He/she seems to be unaware of his/her strengths and weaknesses'. The construction of other items was also influenced by the conceptualisation elaborated by Goleman (1995). Spiritual intelligence is identified to be one of the significant dimensions of leadership (Zohar & Marshall, 2000; Seligman, 2002). The question like "He/she sets an example as if life has a purpose" was added to capture the spirituality-related importance of leadership effectiveness. Finally, a number of items depicting general effectivenesswere also included. Two of the representative items can be cited: He/she is a model for us to follow; He/she is a misfit for our organisation.

The preliminary questionnaire consisted of 100 items. 100 adult employees from different organisations were contacted to participate in the pilot study. They were asked to go through each of the 100 items and rate each of these items in the context of their leader (manager). A six-point response format was used where '1' denoted 'very uncharacteristic' of the leader whereas '6' indicated 'very characteristic' of the leader. They were asked to use other numbers accordingly for intermediate ranges.

Research Design

The study involves a two-group design 'IT participants' and 'non-IT participants' with respect to their perception of leader effectiveness. The dependent variables include vision, articulation of vision, rational intelligence, emotional intelligence, and spiritual intelligence. In addition, a separate independent measure of leader effectiveness is also used

Leader Effectiveness Inventory

The Leader Effectiveness Inventory (LEI) is a newly developed test instrument specifically designed by Sahoo and Mohanty (2007) for the present investigation.

Pilot Testing and Item Analysis

In order to identify suitable items, item analysis, and item-rest correlations were computed to determine the suitability of each of the items. Items that generated significant and positive item-rest correlations were considered suitable. Accordingly the final LEI contained 48 items with Likert format in the final pool. The internal consistency of those 48 items was found to be satisfactory; Cronbach's alpha was .87.

Socio-demographic features of the participants were also sought (e.g. sex, age, education, organisational type, work experience, and organisational experience) in the questionnaire.

On the basis of the participants' responses, scores are computed for each of the dimensions. Since some of the items are negatively keyed, ratings are reversed while scoring these items. For each dimension, a score is computed by summing scores across items for that dimension. Apart from the dimension-wise scores, an overall score is also computed by summing the scores across dimensions.

Procedure

Participants were contacted at their respective workplace and a suitable time arrangement was made with respect to each participant. Consent was obtained regarding their participation. The test was administered individually. The participants were asked to think of the most effective leader they have come across in their organisational life and characterise him with the help of the structured items by indicating the extent to which an item characterises the leader. Scores were obtained with the help of a scoring key. The groups were compared with respect to each of the dependent measures. In addition, a network of relationship was also analyzed in the form of a correlation matrix.

Coefficient of Correlations

The network of relationships was examined in the form of correlation analysis. Table 1 depicts inter-correlation of variables obtained from different participants. The variables are found to be significantly inter-correlated.

Table 1 Inter-Correlations of Constructs

Constructs	*1*	*2*	*3*	*4*	*5*
1. Vision					
2. Articulation	a. 0.73** b. 0.82* c. 0.80*				
3. Rational intelligence	a.0.51** b. 0.61* c. 0.57*	a. 0.52** b. 0.75* c. 0.66*			
4. Emotional intelligence	a. 0.28* b. 0.46* c. 0.38*	a. 0.44** b. 0.57* c. 0.50*	a. 0.64** b. 0.72* c. 0.68*		
5. Spiritual intelligence	a. 0.47** b. 0.69* c. 0.59*	a. 0.51** b. 0.79* c. 0.66*	a. 0.42** b. 0.79* c. 0.61*	a. 0.53** b. 0.64* c. 0.58*	
6. Effectiveness	a. 0.60** b. 0.74* c. 0.69*	a. 0.65** b. 0.82* c. 0.76*	a. 0.62** b. 0.82* c. 0.73*	a. 0.64** b. 0.62* c. 0.62*	a. 0.61** b. 0.82* c. 0.72*

*IT Participants (n = 60) *p < .05, **p < .01*

*a. non-IT Participants (n = 60) *p < .01*

*b. All Participants (N = 120) *p < .01*

Inter-Correlations of Variables

Inventory Efficacy

The present investigation has the unique feature of deriving the pertinent dimensions instead of imposing a priori dimensions. Since vision, articulation, rational intelligence, emotional intelligence, and spiritual intelligence appeared as significant dimensions, their assessment was essential for subsequent examination of the major hypotheses. The empirical data provide supportive information regarding its psychometric efficacy. It is clearly shown that all the dimensions (vision, articulation, rational intelligence, emotional intelligence, and spiritual intelligence) are significantly inter-correlated. This support of internal consistency amongst dimensions is found not only in the specific groups of IT and non-IT participants but also in the total pool of employees. With the solitary exception of association between vision and emotional intelligence, all other cases of correlations are highly significant. Furthermore, each of these factors bears highly significant association with effectiveness scores. This was also found in the specific groups of IT and non-IT as well as total pool of participants.

The statistical robustness of the measure provides support for the subsequent use of the instrument. Although the test is basically developed for the immediate purpose of present testing, the strength goes beyond the immediate purpose. It is possible to compare leaders across organisations. It is also feasible to compare leaders across temporal dimensions.

Taken together, the examination of inter-correlations of variables clearly shows a satisfactory level of internal consistency of variables. The variables such as vision, articulation and so on are significantly inter-correlated.

T-Test

Participants are compared with respect to their perceived dimensions of their effective leader. They are compared with the application of Students t – test.

Vision Scores

The comparison is undertaken with respect to leader vision. It is found that there is significant group effect, t (58) = 2.26, p < .05. The examination of mean scores

Table 2 PMCC between Age and Other Variables

Variables	*Groups*		
	IT (n = 60)	*Non-IT (n=60)*	*All (N=120)*
Vision	-.27*	-.18	-.22**
Articulation	-.23	-.31*	-.27**
Rational intelligence	-.08	-.21	-.15
Emotional intelligence	-.10	-.28*	-.18*
Spiritual intelligence	-.11	-.20	-.16
Effectiveness	.04	-.21	-.09

*$p < .05$, **$p < .01$

indicates that non-IT participants perceive higher leader vision scores than do IT participants (M = 31.53 and 29.33, SD= 4.60 and 5.96 respectively).

Articulation Scores

Similarly, a comparison is undertaken with respect to leader articulation between the IT participants and non-IT participants. Herein, significant group effect was observed, t (58) = 2.54, $p < .01$. The examination of mean scores indicates that non-IT participants perceive higher leader articulation scores than do IT participants (M = 41.45 and 38.27, SD= 5.86 and 7.72 respectively).

Rational Intelligence Scores

A comparison is undertaken with respect to leader rational intelligence. However, the comparison shows non-significant group effect, t (58) = .00. IT participants report as much leader rational intelligence as do non-It participants (M = 35.03 and 35.03; SD= 5.59 and 5.59 respectively).

Emotional Intelligence Scores

A comparison is undertaken with respect to leader emotional intelligence scores between the two groups of participants. The comparison shows non-significant group effect, t (58) = .28.

The IT group had a mean of 40.30, SD of 5.48 whereas the non-IT group had a mean of 40.58, SD of 5.71 and the t-Value between the groups was 0.28. Thus, the IT participants reported as much leader emotional intelligence as the non-IT participants (M = 40.30 and 40.58, respectively).

Spiritual Intelligence Scores

Similarly, IT and non-IT group participants are compared with respect to leader spiritual intelligence. IT group had a mean of 33.40, SD of 4.81 whereas the non-IT had a mean of 34.65 and SD of 5.25. The comparison indicated non-significant group effect, t (58) = 1.36. So the IT participants report as much leader spiritual intelligence as do non-IT participants (M = 33.40 and 34.65, respectively).

Leader Effectiveness Scores

Similarly, a comparison is undertaken with respect to leader effectiveness between IT and non-IT participants. However, such comparison reveals non-significant group effect, t (58) = 1.69. IT Group (Mean= 31.45, SD= 5.44; non-IT Group: Mean= 33.05, SD= 4.95. It indicates that IT participants report as much leader effectiveness as do non-IT participants.

Product Moment Correlation Coefficient (PMCC) Analysis

Apart from the inter-correlations, the role of socio-demographic features is examined with the help of correlation analysis. The examination of the relationship between age and other variables is presented in Table 2.

It is seen that respondents' age is negatively related to their perception of leader vision. This relationship is reflected both in the group of IT participants as well as the total pool of participants. For example, in respect of IT participants, vision and age are significantly negatively correlated, r (58) = -.27, $p < .05$. Similarly, for the total pool of participants the significantly negative association with respect to age and leader vision is also revealed, r

Table 3 PMCC Education and Other Variables

Variables	*Groups*		
	IT (n = 60)	*Non-IT (n=60)*	*All (N=120)*
Vision	.26*	.00	-.01
Articulation	.13	-.05	-.09
Rational intelligence	.20	-.09	-.02
Emotional intelligence	.00	-.02	-.02
Spiritual intelligence	-.02	-.03	-.08
Effectiveness	.14	-.07	-.06

*p < .05

(118) = -.22, p < .01. Such pattern of relationship is also reflected with respect to the dimensions of articulation and emotional intelligence. By and large, age is inversely related to vision, articulation and emotional intelligence. This implies that older followers perceive less and less vision, articulation and emotional intelligence in their leaders as compared to younger followers.

PMCC between Education and Other Variables

Table 3 presents correlation coefficients between education of the respondents and their perception of leadership dimensions. Only in the group of IT participants, vision is found to be significantly correlated with education, *r* (58) = .26, p < .05.

This implies that IT professionals perceive greater degree of vision in their leaders compared with non-IT personnel. In all other cases, the variables are independent of education.

Finally, the role of work experience and organisational experience has also been investigated. These two parameters are found to be unrelated to the variables of leader effectiveness.

Discussion and Conclusion

The Role of Setting

It appears that IT participants harbour a greater expectation regarding a visionary leader, which could be due to the fast changing competitive work environment. Consequently, their perception of the existing level of vision in their leaders remains relatively low as compared to the perception of their non-IT counterparts.

Because of the distinguishing features of the IT sector, non-IT personnel have been found to report a greater degree of vision in their leader than the IT group participants.

The environmental matrix within which the IT participants operate provides a context where an elaborate articulation of the leader remains suppressed and because of this differential display rule in the IT sector vis-à-vis non-IT sector, the findings indicate a greater reporting of articulation of the non-IT leader.

Aside from the display rule, the typical nature of group formation in IT setting provides some explanation. It is commonly observed that virtual teams constitute an integral part of IT sector. In the context of such work teams the direct one-to-one verbal communication does not occur. Therefore, the possibility of articulation is sealed in many cases.

Socio-demographic Variables

It is very likely that a meaningful vision is linked with a specific generation or cohort. Groups, teams, or organisations are composed of cohorts. Cohorts are defined as individuals who hold a common attribute, values, and belief systems. Cohorts as a group have shared experiences and world view. The vision loses its meaning when it is de-linked from its cohorts. The generation gap which could be attributed to the process of de-linking could get accelerated in case the cohorts change very fast. It would not be unusual to find the generation gap between a college entrant and a college graduate for that matter.

It is, therefore, probable that with the rapid shifts of cohorts, older workmen would find lesser intensity in the vision of a young leader. The mismatch between the age of the followers and age of the leaders is likely to be a root cause of the negative relationship between age and vision as revealed in the findings of the present investigation.

The relationship between the followers' age and leader's articulation is negative in terms of the present findings. It appears that with increasing levels of age, employees' scope, and the necessity for extended verbal transaction with the leader becomes less and less necessary. It may be conjectured that with increasing amount of experiential learning on the part of the followers with growing age, there are less explicit opportunities for leaders expending time and energy in explicit articulation of the organisation vision and its accompanying strategy. Consequently, followers report less and less leader's articulation with increasing levels of their age.

As with vision and articulation, age is also found to be inversely related to employees' perception of leader's emotional intelligence. The finding is explainable in terms of the physical as well as psychological distancing between the followers and the leader. It is likely that employees with increasing levels of age interact less and less with their leader. The explicit occasions of close interaction and mutual verbal exchanges grow lesser and lesser. This kind of situation puts a limiting condition to the expression of emotional intelligence on the part of a leader. In other words, a restricted interaction hinders the growth of positive association between followers' age and leader's emotional intelligence.

Cross-cultural psychologists have observed a wide variation in display rules so far as emotional expressions are concerned. In most of the eastern societies including Indian society, the display rule permits a very well-guarded expression of emotions especially when people of different age groups interact. It is postulated that such a culture-specific display rule might have contributed towards the negative relationship between followers' age and leader emotional intelligence.

In case of non-IT sector, product and technology obsolescence occur at slower pace vis-à-vis the IT scenario. A sizable chunk of employees is engaged in product or service delivery and customer relationship management activities where people skills are the forte rather than purely technical skills. The sector profile perhaps explains why the non-IT participants have not reported any association of significance between education and vision in the present investigation. This is evidenced in the form of near-zero correlation between participants' education and leader's vision.

The correlation analysis between work experience as well as organisation experience and the leadership variables do not reveal any relationship of significance. Participants belonging to both IT and non-IT groups have 3 to 4 years of limited work and organisation experience. This limited sampling frame with respect to work and organisational experience makes it likely that these two variables are found unrelated to the psychological variables.

Conclusion

Work setting has become much more complex in terms of the nature and dynamics of challenges confronting persons in leadership role as well as employees. There is a sectoral migration of employees and leadership roles. Thus very likely the individuals who carry their past into the future role could have different experience of their effectiveness. The present research suggests that effectiveness as perceived by the followers would have demographic and context specific implications. However, further research is suggested in terms of understanding the degree of difference in the construct 'leadership effectiveness' for different sectors and their variability in different contexts. It would help individuals in the leadership role to unlearn, learn and re-learn the nuances of leadership effectiveness. The challenge would entail the responsibility to give shape to the shared vision, plan and implement its execution and make each one stake claim to its ownership in true letter and spirit. The time-tested, age old fundamentals of trust, goodwill, compassion and strong camaraderie may stay relevant in times of chaos and confusion. However, the timelessness dimension of leadership construct continues to fascinate the scholars and researchers. Despite the research and plethora of existing literature on the subject, the quest to capture the essence of leadership and its accompanying nuances will continue unabated forever.

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