

This research is an attempt to solve the Dilemma of leadership regarding the behavior of leaders towards their subordinates. Most of the previous literature on the leadership suggests that the leaders should differentiate their behaviors depending upon the needs of subordinates as well as their level of maturity. But the current research suggests the differentiation of behaviors on the part of leaders hampers group effectiveness. Furthermore this differentiation also results in increase in counterproductive behaviors of employees.

When the employees observe that the leader is giving more attention to some group members and less to some they feel that injustice is there in the organization. Due to this feeling of presence of injustice in the organization they are engaged in counterproductive behaviors that decrease the overall effectiveness of the group. These behaviors are not only harmful for the well being of the organization but employees as well. The research data is gathered through structured questionnaires from different organizations in Faisalabad to enhance the generalizability of research findings. The sample size comprised of 71 workgroups. The research tested a model addressing group focused Leadership as well as differentiated individual Focused leadership.

Results of study revealed that differentiated Individual focused leadership is related negatively to group effectiveness through increasing counter productivity where as group focused leadership relates positively to group effectiveness by decreasing counter productivity. Managerial as well as future implications of the research are also discussed. This research can be an effective guideline for the managers who think to differentiate their behaviors towards their subordinates.