

## CHAPTER VII

## SUMMARY AND CONCLUSIONS

In this present chapter the whole thesis is presented in a summary form and the conclusion of the investigation are drawn. Besides that practical implications of the present research, limitations and a note on looking into future aspect are dealt at the end.

Leadership effectiveness can be viewed from a bunch of Researchers' definitions. As early as 1948 to 1970, Stogdill emphasized (i) Personal Characteristics, (ii) Social background, (iii) Intelligence and ability, (iv) Personality and, (v) task related characteristics as the most important personal traits for effective leadership. But recent researchers defined leadership in terms of communication processes. Haiman suggested that 'direct leadership is an interaction process in which an individual acts, usually through the medium of speech, influences the behaviour of others towards a particular end'.

Bernard, (1938) viewed that, 'The structure expensiveness and scope of organisations are almost entirely determined by communication techniques'. So, it is evident that, communication processes certainly helps to determine leadership to a great extent.

The impact of effective and ineffective organisation on leadership behaviour can also be studied in this research.

Organisational effectiveness depends upon the successful leadership style. This view is related to the organisational theory (1980, Etzioni, 1961, Wood-Ward, 1970; Permous, 1972) saying that communication processes, leadership and effectiveness of organisation are dependent on each other. The following model may be presented to prove organisational effectiveness;



So to prove the importance of leadership behaviour in a particular organisation, it would be fruitful to study leadership effectiveness with reference to communication processes.

#### AIMS AND OBJECTIVES OF THE STUDY :

- 1) The basic purpose of the study was to see if leadership styles had any effect on communication systems of the organisation.
- 2) To compare two organisations of the same nature of work on the basis of effectiveness criteria.

3. To study six major behavioural characteristics (i.e. Responsibility, Strength Flexibility, Image, Endurance and Relaxation) of the leaders in the organisations through BFI.

#### HYPOTHESES :

To meet the above objectives, several hypotheses were framed. The main hypotheses have been mentioned below :

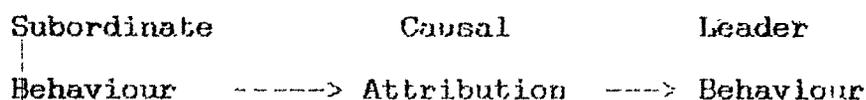
- (i) Leadership style and Communication processes should interact with each other.
- (ii) Different leadership styles would influence different variables of organisational effectiveness.
- (iii) Behavioural fitness characteristics (i.e., Responsibility, Strength, Image, Flexibility, Endurance and Relaxation) will determine effectiveness of communication processes in Organisations.
- (iv) Both Eclectic Authoritative and Nurturant task type of leadership, would come out as the most effective styles

A bulk of researchers emphasised the importance of trait approach on Leadership - Effectiveness beginning from the early years of 1930s to 1940s. From 1940s to 1981, many researchers put emphasis on personality traits which distinguished leaders from non-leaders. Bird (1940), Jenkins (1974), Stogdill (1948), Gibb's (1947; 1969), Mann (1959) and Basu (1981). Traits were divided into three broad types from the literature view points: They were, (a) Physical Factors, (b) Ability characteristics and (c) Personality features.

Stogdill (1981) pointed out certain criticisms that, many of the traits are situation specific. Later on in the late 1940s leadership in organisations shifted its emphasis away from the study of 'traits' of leaders towards their style or behaviours. A group of studies were particularly evident in this context. Mainly, the Ohio State leadership study and the Michigan studies could be focussed here. The studies had wider application in the leadership behaviour. Besides that these studies were under criticism for several reasons which ultimately gave rise the importance of situational variables to determine leadership effectiveness. In this context, approaches like, Fiedler's contingency model of leadership effectiveness, Hersey Blanchard's situational

leadership theory, the Vroom-Yetton contingency model were the successful approaches to prove 'Leadership effectiveness'.

Recently the contribution of Attribution theory attracted a great deal of attention of modern researches from which much of the empirical researches have emanated (Kelly and Michela, 1980). In short, this theory explained the causal attribution made by leaders in dealing with the causes of poor subordinate performance and examined people's perception of leadership. The above view can be marked from a model by Green and Mitchell et.al, (1981).



So far as the Indian researches in the 'Leadership effectiveness' aspect is concerned, Bose was considered as the pioneer (1955; 1957a; 1957b; 1958a; 1958b).

Since 1955, major researches also focussed on the supervisory behaviour in Indian Context with relation to Michigan Studies. The actual research in effective leadership styles began in the Indian Organisations in the year 1970's by Kakar and J.B.P.Sinha's researches. It was considered a turning point in the long tradition of leadership researches. From 1970s to 1985, Sinha conducted

several studies on various leadership styles and suggested NT (Nurturant Task) style as one of the befitting style in Indian Organisations. Many researchers supported his findings.

To overcome some of the methodological problems of Sinha's researches, Daftuar (1985) proposed another model (A, p+N) which might be considered an appropriate model in Indian situations. This model encompassed a cultural situational approach to leadership. Majority of the Indian researchers (Hager, 1962; Meade, 1967; Mayers, 1960; Pareek, 1988; Nandy and Kakar, 1976; Bhusan, 1969; Kool, 1980; Ray, 1982, etc) had preferred to go with this model.

The present research has succeeded a step ahead to study the leadership behaviour with relation to communication processes in two of the public sector fertilizer undertakings. In other words this study could help to formulate adequate behavioural patterns for the managers to deal effectively with subordinates and to determine the strategies for the judgement of effective and ineffective organisations.

The foremost importance could be cited for the formulation of proper climate by stressing on the following variables. The variables were categorised under three broader heads.

Namely;

- (i) Leadership Styles,
- (ii) Communication Processes,
- (iii) Organisational Effectiveness.

(1) LEADERSHIP STYLES : Mainly six factors/styles were derived in the factor analysis done on the Managerial Behaviour Questionnaire (MBQ) used to study eight (8) leadership styles in the organisations.

- a. Eclectic Style
- b. Inter-action Oriented Style
- c. Authoritative nurturant Style
- d. Bureaucratic Style
- e. Bureaucratic - task oriented style
- f. Task Oriented Style

2. COMMUNICATION PROCESS VARIABLES : All total 10 variables were taken to count communication processes. They were : (a) Trust, (b) Influence, (c) Mobility, (d) Desire for Interaction, (e) Communication upward, (f) Communication downward, (g) Communication with peers, (h) Accuracy, (i) Summarization and (j) Gatekeeping.

3. COMMUNICATION PROFILE VARIABLES : Trust, Satisfaction with chances of promotion, Beneficial aspect, listening, Written publication, Amount of information

received and Amount of information want to receive were the seven variables taken to measure communication profile in the Organisation.

4. ORGANISATIONAL EFFECTIVENESS VARIABLES :
- Consensus, Legitimatization, Need for independence, Selfcontrol, Job involvement, Innovation, Organisational attachment, Organisational commitment and Job satisfaction were the 9 variables considered to count Organisational effectiveness.

5. BEHAVIOURAL FITNESS VARIABLES :

Six major behavioural fitness characteristics of the leader were measured under this fitness inventory. Responsibility, Strength, Flexibility, Image, Endurance and Relaxation were six fitness dimensions considered for the study.

PRELIMINARY STUDY : This phase of the study was conducted having a limited scale on the basis of which the main study to become more meaningful and realistic. The study as a whole played a major role in identifying various variables involved in the main study and throw up the existing handicaps that might crop up in the research.

All total 42 respondents of middle level cadre of two similar natured public sector

consultancy organisations were chosen for this phase. They are, M/e GAIL (Gas Authority of India Limited,) and M/s EIL (Engineers India Limited,). No formal procedure was followed in choosing samples. The researcher distributed the questionnaires by explaining the respondents individually about some instructions. In some cases queries were explained to the respondents by the researcher.

#### INSTRUMENT USED :

- 1) Managerial Behaviour Questionnaire (MBQ) - It studies six leadership styles in the Organisation (Daftuar, 1985).
- 2) Behavioural Fitness Inventory (BFI) - It studies six behavioural characteristics of the leader (Wyne Pace, 1985).
- 3) Communication Profile Questionnaire (CPQ) - It studies complete communication systems/patterns in the organisation (Wyne Pace, 1985).
- 4) Organisational Communication Questionnaire (OCQ) - IT STUDIES COMMUNICATION PROCESSES OF THE ORGANISATION (O'Reilly, 1974).
- 5) Organisational Effectiveness Questionnaire (OEQ) - It studies several dimensions of organisational effectiveness (Daftuar, 1985).  
(The same Questionnaires were used for both the preliminary and main study purpose).

**PURPOSE OF PRELIMINARY STUDY :**

Depending upon the itemwise difficulty by the respondents, some items of communication profile Questionnaire and Organisational Communication Questionnaire were dropped for the main study purpose. Some experienced managers' and experts' views were also taken into consideration for the same difficult items. Out of 60 items originally 28 items were considered for the final study purpose in case of CPQ and out of 31 items, 29 items were accepted in case of OCQ for the final study.

**ANALYSES :** Statistical techniques like chisquare  $X^2$  test was used for the preliminary study. The results indicated that the tests can differentiate between high and low scores, hence they are usable for the Indian sample of similar groups.

In case of Behavioural Fitness Inventory the  $X^2$  value is 11.07, significant at .05 level. This obtained value (i.e. 11.07) at .05 level is more than the table values. Hence hypotheses is rejected. So difference is significant.

But in case of Organisational Communication Questionnaire (OCQ) and Communication Profile Questionnaire (CPQ)  $X^2$  value at .05 level is 9.488. In these cases also the difference is significant. In sum it can be concluded that there is significant difference between instrument will be used for the study.

### MAIN STUDY

SAMPLING : 170 Middle Level Managers were taken into account for the study to compare two one effective and one non-effective organisations. In each organisation, 85 respondents were considered. The sample covered in the Middle Level Management ranging from Senior Engineers to Managers designation wise.

The data covered in almost all the departments in both the organisations.

RESEARCH SITE : The study was carried out in two Public Sector Fertilizer Industries. Organisation-1 ( $O_1$ ) is the only Co-operative Fertilizer Industry in India situated in the State of Gujarat. This organisation is collaborated with Kellogg (USA), Snamprogetti (ITALY) and PDIL (INDIA).

On the other hand organisation ( $O_2$ ) is considered as the largest coal based fertilizer company in the eastern region. It is situated in the state of ORISSA near the South Eastern Coal Fields Limited, (SECL), 2.3 KM away from the Plant. This organisation is collaborated with M/s KOPPERS, West Germany, M/s Technimont, Italy, and M/s Technoexpert, CZECHOSLOVAKIA.

### PROCEDURE OF DATA COLLECTION:

The bunch of the questionnaire consisted of 5 instruments (above mentioned) as that of the preliminary study was used.

The researcher took seven (7) months time to collect data in both the organisations. She distributed the questionnaires to the individual respondents and described all the purposes, instructions to fill-up the questionnaire. They were given minimum 3/4 days time to fill it up. Then she collected them back by meeting the individual respondent and again requested to complete some to those respondents whose questionnaires were not complete.

Firstly, the organisation Heads of both the organisations were approached for permission to collect the data. The same procedure was followed for the two organisations to collect data. Both the organisational Heads as well as respondents showed active interest for the survey work.

#### MAIN FINDINGS :

1. On the basis of 't' test, significant difference was observed in terms of interaction oriented and bureaucratic leadership styles in between  $O_1$  and  $O_2$ .
2. Depending upon the multiple regression analyses, Eclectic, Interaction - oriented, Authoritative - nurturant, Bureaucratic. Bureaucratic - task oriented and Task-oriented leadership styles explained very small variance with all the communication profile variables in  $O_1$ .

3. All the six (6) leadership styles were found equally dominant to determine the Trust, Beneficial aspect, Listening, Written publication and Amount of information received variables of CPQ. Only the Satisfaction with chances of promotion and Amount of information want to receive variable in  $O_2$  were not significant. Where as in  $O_1$ , the communication profile variables, namely, Trust, Satisfaction with chances of promotion, Beneficial aspect, Listening, Written publication showed significant correlation with mainly Eclectic, Interaction-Oriented, Authoritative-nurturant and Task oriented leadership styles.
4. The  $t$  - test findings also proved a notable difference with reference to Trust, Satisfaction with chances of promotion, Beneficial aspect, Listening, Written publication and Amount of information received variables of communication profile in between  $O_1$  and  $O_2$ .
5. As it is observed from the  $R^2$  and correlations ( $r_s$ ) results, all the six leadership styles were the significant predictors of the Trust variable in  $O_1$ . Trust, Influence and Mobility variables altogether came out as the major determinants to affect the leadership styles in  $O_1$ .

6. Significant differences were observed in case of Influence and Accuracy variables of communication processes in the organisations.
7. The variable of Job satisfaction was accepted as the only dominant characteristic of organisational effectiveness. The Eclectic, Interaction oriented, Authoritative nurturant, Bureaucratic task oriented and Task - oriented leaders established strong relationship with the same Job satisfaction except the Bureaucratic leader only. The Bureaucratic leaders had relations with only organisational commitment in  $O_1$ .
8. So far as  $O_2$  is concerned, Authoritative nurturant, Bureaucratic, Bureaucratic - task oriented and Task - oriented leadership styles/factors were loaded with only Job satisfaction in both the  $R^2$  and  $r$  results. Where as Eclectic and Inter-action oriented leaders were found strong on organisational commitment and attachment aspects, respectively.
9. There was a significant difference in terms of the findings with consensus, Job - involvement, organisational commitment and Job satisfaction variables mainly in between  $O_1$  and  $O_2$ .
10. It was again interesting to note that Eclectic, Interaction-oriented, Authoritative

nurturant, Bureaucratic - task oriented leaders were perceived to be high in consensus, Legitimatization, organisational commitment, organisational attachment and Job satisfaction characteristics except the Task oriented leaders. The Task oriented leaders were considered to be high in organisational attachment, commitment and Job satisfaction in both the organisations.

11. The communication profile characteristics like, Trust, Satisfaction with chances of promotion, Beneficial aspect and Listening were proved to be the significant predictors of Job satisfaction in  $O_1$ . In other words, the other major variables of Written publication, Amount of information received and amount of information the leaders want to receive were predicted  $R^2$  with organisational attachment, consensus and self-control aspects of organisational effectiveness.
12. Similarly, satisfaction with chances of promotion, Beneficial aspect, Listening and Amount of information received variables were emerged with the Job satisfaction aspect of organisational effectiveness in  $O_2$ .
13. The 't' test results related to behavioural Fitness Inventory, showed significant difference of Image and Endurance behavioural characteristics of the leaders between  $O_1$  and  $O_2$ .