The obtained findings have been interpreted and discussed in the light of available evidence and observation. Discussion has been taken up hypothesis wise (See Chapter No. 3 Methodology).

1. **Leadership Style and Job Satisfaction**

   A total sample of 350 non-teaching employees was studied (Table No.3.1 (a) and 3.1. (b). It was expected as mentioned in the fist hypothesis that there would be positive relationship between Participative(P), Nurturant Task (NT) and Nurturant (N) Leadership styles and Job Satisfaction(JS) and negative relationship between Authoritarian (F), Bureaucratic(B) and Task oriented(T) Leadership styles with Job Satisfaction. The obtained findings are in lines of the proposed hypothesis and results reveal that the Participative(P), Nurturant Task and Nurturant Leadership styles bear significantly negative relationship with the job dissatisfaction as shown in Table No. 3.1.(a) and 3.1(b). In addition the latter part of first hypothesis is also supported by the obtained results which reveal the positive relationship between Authoraritarian (F), Bureaucratic(B) and Task oriented Leadership styles and Job dissatisfaction as measured by the Job Satisfaction Scale by Dr. B.C.Muthayya(1973). It means that the leaders who are in co-operative and participative create such a comfortable environment that they themselves feel satisfied with their jobs as well as make their employees to have high job satisfaction. Donsereau, Graen & Haga, 1975 found the positive relationship between ‘considerate’ supervisory style and job satisfaction ion the industrial employees. Ecker (1979) also reported a positive relationship between considerate Leadership style and Teacher Job Satisfaction. Orphen (1980) studied the relationship between subordinate’s satisfaction and Leadership style. A positive correlation was found between consideration and Job satisfaction amongst construction workers. Sinha(1981) reported that Participative(P) Leadership style neither correlated with subordinates’ satisfaction nor with group efficiency while Nurturant Task was found highly correlated to subordinates’ satisfaction and vice-versa in case of Authoritarian (F) leadership style. Similar findings have been supported by Ansari, (1981) Habashi, (1976), also reported the same findings in his results.
An attempt to regress Job satisfaction on the basis of six different Leadership styles reveal little contribution to Participative (P), Bureaucratic (B) and Task oriented (T) Leadership styles despite higher inter correlations. It attests to the view that Job satisfaction is the product of a number of variables and Leadership styles may be only among one of them. The interesting finding is that out of two above emerged clusters of leadership style, Participative (P), Nurturant (N) Task (NT) and Nurturant (N) and Authoritarian (F), Bureaucratic (B) and Task oriented (T) have been splitted when the regression has been done. It means that Job satisfaction demands not only Nurturant and caring attitude of the Supervisors but it also gives due importance to discipline, authority and complete vigilance on the part of supervisors on the subordinates’ performance in the work set up.

2. Leadership Style and Well Being

(a) Leadership Styles & General Health:-

In the second hypothesis, it was expected that there would be positive relationship between Participative (P), Nurturant Task (NT) and Nurturant Leadership styles and General Health of non-teaching employees of clerical level. As mentioned earlier, the construct of Well Being has been studied in the light of three components i.e. Anxiety, Depression and General Health. The obtained findings are incongruence to the proposed hypothesis. The research vividly reflects that clerical level non-teaching employees working under participative (P), Nurturant Task (NT) and Nurturant supervisors are having good general health.
Similar findings have been obtained in case of Participative (P), Nurturant Task and Nurturant supervisors (table 3.1.(a) as such leaders are humanistic in their approach and make a proper balance between task and relation leading to their own and employees better health.

Choudhry (1953), stated that where there are supervisors who are of ‘understanding nature’ make the employees to feel comfortable, relaxed and get the work done through persuasion while the supervisors who are ‘rude’ make use of reprimand and penalty leading to an imbalance in employees general health make up. Singh, Warier and Dass (1979) reported that the democratization of leader process leads to greater Job Satisfaction and better general health of employees.

On the other hand, when the variable of General Health was regressed upon leadership styles it was found that Bureaucratic (B) and Task oriented Leadership styles played almost equal negative roles in the determination of General Health (Table No. 4.1(b)).

It seems that Bureaucratic(B) and Task oriented(T) Leadership styles of Supervisors lead to poor general health of clerks/assistants in their work set up, but general health is not a solely a function of leadership style (Warr, 1995) Table No. 4.2.(a).

(b) Leadership Style and Depression

In the first part of third hypothesis, it was expected that there would be a positive relationship between Authoritative (F), Bureaucratic (B) and Task oriented (T) Leadership styles and depression

The obtained findings report the same observations. In the latter part, it was hypothesized that there would be negative relationship between Participative(P) Nurturant Task and Nurturant (N) Leadership styles and depression. The obtained results support the hypothesis. Lu (1987) found that Nurturant leaders are more supportive who
make the employees feel comfortable and easy in terms of the achievement of their goals. It results into their better Well Being. Feldt (1997) also found that employees working under Nurturant Task supervisors perceive high sense of coherence as a result of which they report low level of psychosomatic symptoms and low mental exhaustion and no depression which in turn leads to better well being. At the same time, when the variable of Depression was regressed upon different Leadership Styles. Nurturant (N) and Task oriented Leadership Styles emerged as significant contributors. These findings seem to support the view that a Leader should be a blend of nurturance, affection as well as systematic and demanding in the effective functioning of the work place.

( c )Leadership Style and Anxiety

The pattern emerged in the correlations show the positive relationship between Authoritarian(F), Bureaucratic(B) and Task oriented (T) Leadership Styles and Anxiety (Table No. 3.1.(b) while the negative relationship emerged in case of Participative (P) Nureturant Task(NT) and Nurturant (N) Leadership Styles. It means that Authoritarian Leaders tend to make their employees tensed, fearful and stress prone resulting into anxiety. Grosscup and Weisbrot (1992) found the persistence of uneasiness and distress amongst teachers having autocratic administrators. When this variable was studied was a dependent variable no Leadership Style emerged as significant contributor. It means that anxiety in employees can not be attributed to their supervisory style.

( d ) Leadership Style and Job Withdrawal Behaviour

The pattern emerged in the Intercorelations reflects partially negative relationship between Authoritarian (F), Bureaucratic (B) Task oriented (T) and Job Withdrawal (absenteeism, leave availed) amongst clerical non-teaching employees. The obtained findings are incongruence to results. Table 3.1.(b). It means that where there are Authoritarian (F) leaders, employee try to avoid their interaction with them. This Job Withdrawal Behaviour is explicitly seen from the leaves availed by the subjects under the supervision of Authoritarian (F), Bureaucratic (B) and Task oriented Leaders.
An important as well as interesting finding emerged when this variable was regressed upon different Leadership Styles leading to the emergence of Nurturant (N) Leadership Style as a significant contributor. It clearly shows that employees want caring, considerate and cuddling attitude of their boss in relation to their day to day activities. It confirms to the fact that the absenteeism from the work set up is less when the leaders are nurturant. Landeweer (1994) found that nurses working transformational medical directors showed higher job satisfaction and low absenteeism i.e. no lateness and less number of casual leave availed.

3. Leadership Style, Job Satisfaction, Well Being and Job Withdrawal

In the fourth hypotheses, it was expected that leadership style, job satisfaction, job withdrawal and well being amongst non-teaching clerical level employees would bear a differential relationship with each other. The obtained intercorrelations among these variables reflect that Participative (P), Nurturant Task (NT) and Nurturant (N) leadership styles lead to higher job satisfaction better general health, low anxiety, low Psychological distress and lower absenteeism in non-teaching clerical level employees, while the contrary finds have been obtained in case of Authoritarian (F), Bureaucratic (B) and Task oriented (T) leadership styles. When these variables were individually regressed to show the cause and effect relationship, the interesting findings that emerged as follows:-

i) General Health emerged as the significant contributor of job satisfaction.

ii) Anxiety emerged as most important contributor in the determination of general health and depression.

iii) Nurturant (N) leadership style emerged as the contributor in the job withdrawal behaviour but playing little role.

The above cited contributors emerged not only as sole factors in the prediction of respective variables rather they have the highest contribution as a predictor.
Conclusions

Two clusters of Leadership Styles emerged while studying the inter-relationship between different Leadership Style. The first cluster comprised Nurturant (N), Nurturant Task (NT) and Participative (P) while the second cluster constituted Authoritarian (F) Bureaucratic (B) and Task oriented (T) Leadership Styles.

Overall, Participative (P), Nurturant Task and Nurturant Leadership Styles are found effective for employees as it leads to higher Job Satisfaction, better general health and low Job Withdrawal Behaviour.

Participative, Bureaucratic (B) and Task oriented (T) leadership style were found to be most significant contributors in the determination of Job Satisfaction amongst clerical level non-teaching employees.

Bureaucratic (B) Task oriented (T) Leadership Styles, Anxiety and Job Satisfaction were found very important in determining the General Health of non-teaching employees. Nurturant Leadership Style emerged as significant predictor of reducing Job Withdrawal (as clear from negative Intercor relations).

Implications

The study has been aimed to study the interrelationship between Leadership styles, Job satisfaction, Well being and Withdrawal behaviour amongst non-teaching employees of four Universities. The obtained results have the following implications.

Participative (P), Nurturant (N) and Nurturant Task (NT) leadership styles have emerged as most effective leadership styles in enhancing the Job satisfaction of employees. At the same time, these leadership styles have come up in improving the Well being of employees. Such leaders are bound to reduce the anxiety and stress of their subordinates and make them cheerful and comfortable. It means that Participative type of leadership style is very fruitful for making the entire atmosphere of set-up harmonious. On the other hand Bureaucratic (B), Authoritarian (F) and Task oriented (T) leadership
styles have been found to create Job dissatisfaction and deteriorate the well being of their subordinates. Moreover, their subordinates try to withdraw from such leaders by remaining absent from their offices. It confirms to the fact that such authoritarian leaders are not productive creatures for the betterment of the work set-up.

**Application**

The implied aspects of this research study have led to the emergence of following applications:-

1. Participative (P), Nurturant Task (NT) and Nurturant (N) supervisory level employees should be promoted and posted in those branches where they have to deal with masses of student community particularly in the branches related to examinations e.g. Results, Conduct, Secrecy etc.

2. On the other hand, Authoritarian (F), Bureaucratic (B) and Task (T) oriented leaders should be transferred to the branches where they have less public dealings and formal functioning.

3. On the basis of the obtained findings, some guidelines should be prepared and submitted to the higher authorities (maintaining confidentiality of the subjects) so that some interventions/training can be imparted to the leaders to create harmonious and congenial environment in their work set-up.

**Suggestions**

i) If such study is to be conducted in future, the selection of sample at both levels i.e. Supervisory level and Clerical level should be larger than the sample taken in the present research

ii) Extensive research work with the same variables can be undertaken by considering gender differences i.e. males and females.

iii) If such studies are to be conducted in future, age levels should be considered i.e. younger age group, middle age group and older age group
iv) As far as the effectiveness of theoretical perspective is concerned, a better picture could have been reflected if a comparative analysis would have been made between private and public sector non-teaching employees.

v) Such studies, if conducted in future, must incorporate some concrete measure of turnover/output of employees.

vi) Time to time Performance Appraisal of Supervisory level must be taken

**Limitations**

i) More sophistication could have been brought in, by exposing data to more advanced statistical measures.

ii) The check-list for the measurement of Job withdrawal behaviour could be made more elaborative.

iii) The sample of the study at clerical level was small.

iv) Some other determinants of Job satisfaction such as socio-economic background cold have been taken into consideration.