Chapter -VI

SUMMARY
The present study was aimed to study the interrelationship between leadership styles, job satisfaction, job withdrawal behaviour and well being of the non-teaching employees of four Universities i.e. Guru Jambheshwar University, Hisar, Kurukshetra University, Kurukshetra, M.D. University, Rohtak and Chaudhary Charan Singh, Haryana Agricultural University, Hisar. It incorporated different variables at two levels i.e. Supervisory level and Clerical level. There were 10 variables at Supervisory level i.e. Participative (P), Nurturant Task (NT), Nurturant (N), Authoritarian (F), Bureaucratic (B), Task oriented (T) leadership styles, job satisfaction, depression, anxiety and general health, while there were 11 variables at Clerical level i.e. Depression, Anxiety, General Health, Participative (P), Nurturant Task (NT), Nurturant (N), Authoritarian (F), Bureaucratic (B), Task oriented (T) leadership styles, Job satisfaction and Job withdrawal.

Leadership style refers to the authority delegated by a Supervisor when self perceived. It leads to 6 measures of Leadership i.e. Participative (P), Nurturant Task (NT), Nurturant (N), Authoritarian (F), Bureaucratic (B) and Task oriented (T). It is a phenomenon which occurs in one or other form in every society, to men. In modern days, leader plays an important role in achieving goals. A good leader has traits to achieve the set standard or more than that by showing effectiveness of leadership. Leadership styles have been operationally measure by using Leadership Style Scale (LSS) developed by Dr. JBP Sinha (1987) which contains 60 items and which measures 6 leadership styles i.e. Participative (P), Nurturant Task (NT), Nurturant (T), Authoritarian (F), Bureaucratic (B) and Task oriented (T).

Job satisfaction is a situation which is favourable or unfavourable to an employee. It results when there is an agreement between job characteristics and wants of an employee. Job represents an important cultural segment. It is natural that men seek to satisfy many of their needs in and through their work. It is necessary to know that relative contribution of the job situation to overall dissatisfaction in on individual like. Job dissatisfaction means when an employee quits his job or withdraws himself/herself
from a work set-up. It is a situation in which an employee is not satisfy with his/her job due to internal or external reasons which may be related to job place or outside environment.

It has been operationally measured by using Job Satisfaction Scale developed by Dr. B.C.Muthayya (1973) which gives us 1 score of job dissatisfaction. According to this score, higher score indicates higher job dissatisfaction of an employee.

Well being refers to the harmonious functioning of one's physical and mental. It has been measured in terms of 3 components i.e. anxiety, depression and general health. It was measured by using Well Being Scale by Dr. Goldberg & Hiller (1979) which gives us different scores on the components i.e. anxiety, depression (Psychological distress) and general health. These 3 scores lead to measurement of one's well being.

Job withdrawal means how much an employee withdraws from the situation which is not in congruence to his aptitude or temperament. In such cases, a person, either ignores or switch over to another situation for his better survival. Operationally this resentment has been studied in relation to absenteeism (attendance or leave behaviour) and lateness. Job Withdrawal has been taken operationally in terms of absenteeism i.e. how many leave have been availed by an employee.

Keeping in view the above mentioned variables, the following hypotheses were formulated:-

1. There would be positive relationship between Participative (P), Nurturant Task (NT) and Nurturant (N) leadership styles and job satisfaction and negative relationship between Authoritarian (F), Bureaucratic (B) and Task oriented (T) leadership styles with job satisfaction.
2. There would be positive relationship between Participative (P), Nurturant Task (NT) and Nurturant (N) leadership styles and well being and negative relationship
between Authoritative (F), Bureaucratic (B) and Task oriented leadership styles and Well being of non-teaching employees.

a) There would be positive relationship between Participative (P), Nurturant Task(NT) and Nurturant (N) leadership styles and General Health and negative relationship between Authoritative(F), Bureaucratic(B) and Task oriented leadership styles and General health of non-teaching employees.

b) There would be a positive relationship between Authoritarian (F), Bureaucratic (B) and Task oriented leadership styles, depression and anxiety amongst non-teaching employees.

c) There would be a positive relationship between Authoritarian (F), Bureaucratic (B) and Task oriented (T) leadership styles and Job withdrawal behaviour amongst clerical level non-teaching employees.

3. There would be a differential relationship between Leadership styles, Job satisfaction, Job withdrawal and Well being of clerical level non-teaching employees.

The study focused at two group hierarchical levels i.e. Supervisory level and Clerical level of the different subsidiaries of four Universities of Haryana State. A two group multivariate design was used. The data were collected on census sample of 150 Supervisory level (i.e. Dy/Asstt.Registrars, Supdts/Dy.Supdts.) and random sample of Clerical level (Asstts./Clerks), 200 non-teaching employees of four Universities.

Tools used in this study were, Leadership Styles Scale (Dr. JBP Sinha, 1987), Job Satisfaction Scale (Dr. B.C.Muthayya, 1973), a self prepared Check-list to find out the job withdrawal behaviour of 200 non-teaching employees of Clerical level and a Well Being Scale (measuring anxiety, depression and general health by Goldberg & Hiller, 1979). The tools were individually self-administered. The scoring was done manually as per instructions given in the manual.
The data were subjected to two types of analysis at both the levels i.e. Supervisory level and Clerical level separately as product moment correlation and multiple regressions. Intercorrelations between subjects revealed (as hypothesized) positively interrelationship between Bureaucratic, Authoritarian and Task oriented leadership styles in one cluster and negatively between Nurturant, Nurturant task and Participative Leadership styles in another cluster.

While correlating leadership styles with job satisfaction, a highly negative relationship was obtained between Participative(P), Nurturant Task(NT) and Nurturant(N) leadership styles with job satisfaction which means that Participative(P) leadership style leads to more job satisfaction in the employees and vice-versa in case of Authoritarian, Bureaucratic and Task oriented leaders and positive relationship was found between Authoritarian (F), Bureaucratic (B) and Task oriented (T) leadership styles and job dissatisfaction. In addition, Participative (P), Nurturant Task (NT) and Nurturant (N) leadership styles have been found positively correlated to general health of non-teaching employees and negatively related to depression and anxiety. On the other hand, Authoritarian (F), Bureaucratic (B) and Task oriented (T) leadership styles have been found positively correlated to depression & anxiety and negatively correlated to general health. Job withdrawal behaviour has been found positively correlated to Authoritarian (F), Nurturant Task (NT) and Nurturant (N) leadership styles.

Stepwise multiple regression analysis was undertaken in order to predict the leadership styles on job satisfaction, well being and job withdrawal at Clerical level non-teaching employees.

The obtained findings revealed that Participative(P), Bureaucratic(B) and Task oriented leadership styles served as significant predictors in prediction of Job satisfaction while Bureaucratic and Task oriented Leadership styles emerged as significant contributors in the prediction of General Health of non-teaching employees. As the depression is an important component of Well Being, anxiety and Task oriented leadership style emerged as its significant predictors. As far as the prediction of Job withdrawal behaviour of employees is related, Nurturant leadership style and Job satisfaction emerged as significant contributors.