CHAPTER - VII
SUMMARY AND CONCLUSION

Human beings have been viewed differently in different societies and at different times. They are dynamic, adjust and change to the surrounding situations. Nowadays human beings are engaged in various kinds of professions and enjoying respect, status and position in the society. When an individual or workers works in an organization then he is said to come into contact with the environment, different people (workers) working around him, work climate, by which his attitudes and thinking will be influenced, that affects his working conditions. Thus an individual depending and on the basis of his abilities, talents, skills and competencies he gets engaged in one or some other kind of work that gives him job satisfaction.

One more prime focus of the study is the leaders, leadership behaviour and their qualities. Leadership acts as essential and inspiring force that always responds to changing realities. Leaders play a pivotal role and are required in an organization from both workers and organizational developmental point of view. A Leader push or drive the workers enthusiastically, increase their creativity, inspire them and mould their character and also help to do team work.

Motivation is also an important element of human resource development. For team work, co-operation and coordination motivation is necessary and even essential at the workplace. Proper motivation by the leader helps the workers in many ways such as to accomplish the organizational goals and work with more co-operation.
Researcher has mentioned about three most important theories of leadership and are as follows; Trait, Behavioural and Situational theories. Each theory is important from the point of view of the study. Trait theory explains about the important qualities that a leader should possess and here we can even come across different views of authors who have mentioned lists of leadership traits. Behavioural theories deal with the functions of the leaders and lastly as per the researcher situational theory that explains about leader arises due to situations. Every one is not capable of being a leader therefore there are some of the pre-requisites of leadership.

Researcher has mentioned that as per the respondents certain important traits should be possessed by the leader and those are: control and integrity, trust and honesty, self confidence and understanding the behaviour of others, leading and motivating, ability to handle the pressure under various situations, concern and love for the workers, encourages workers to develop positive attitudes towards their work and many more.

Training and performance appraisal of the workers in the V.R.L. Logistics is that, training and development programmes are conducted at the organizations to meet the challenges of tomorrow. Training programmes are not said to be carried out without workers or in isolation. It comprises of the venue (place), workers and trainers, equipment’s, tools and mechanics etc. Training is considered as a good process only when it involves the development programmes for the workers that lead for the development of their career and organizational growth. Then only training programmes become successful in accomplishing or reaching the required goal.
Workers perception towards the leadership qualities is the primary focus of the study. Characteristics or qualities explain the personality of a person. In this chapter researcher has come across with the following findings are as follows; leadership is an essential part of the human resource development that leads and inspires workers to do their work properly. Leadership behaviour and qualities possessed by the leader represents as the important aspect of a good and effective leader. Each and every individual possess certain qualities but the traits possessed by a leader makes him stand different from others and place him in a responsible position. Qualities are subjective and personal to ones own being and are also referred to as traits of the leader. The traits or qualities possessed by the leader bear positive impact on other individuals or subordinates behaviour. Thus the workgroups experience the necessity of the leader in the industrial organizations.

This chapter comprises of the conclusion discussion part and also includes the overall summary of the entire research work.

The findings in the socio and economic background of the respondents that is third chapter of the thesis are significance and valuable for, they emphasis the importance of worker's socio and economic features, their effect on their work and family life. The data unveils workers dissimilar and varied socio-economic characteristics or background, which have been stated in the Tables with reference to the percentage.
1. The study area identifies that majority of workers belong to the age group that ranges between 35-39 years which states (32.5 percent) it is followed by the age group 25-29 that is 123 ( 30.75 percent). This signifies mature workers are working in the company and entrusted with the responsible work

2. Researcher has examined that, in the company male workers are predominant and there number is relatively more when compared to women. The study also reveals that majority respondents are Hindus, and most of them speak Kannada language as their mother tongue followed by Marathi and Telugu.

3. Overwhelming of respondents have completed their Graduation, that naturally helped them in many ways such as, it has broaden their perspective towards seeing things, developed new traits and abilities to deal with their work whereas maintaining a balance between the work - family life and feel easy at their work.

4. Parents of the respondents 131 (Fathers) are engaged in private job, and majority respondents (mothers) that is, 340 are staying at home looking after their household work as housewife. But while speaking of their parents educational background, they also belong to quite educated class, among whom 139 fathers have done their primary and high school education that is, (34.75 percent) which is quite a good sign that signifies, the parents can at least read and write to their ability.
5. Among 400 sample respondents majority of 391 respondents that is (97.75 Percent) comprises of Hindus who constitute the majority of Indian population. Kannada speakers are found in majority number and they belong to the Hindu religion.

6. Workers better- half are working outside their home, in various sectors, which denotes women’s empowerment and even signifies women becoming independent not to be dependent upon others. She also desires to support her family by providing some kind of financial assistance. Therefore majority of the respondents belong to the well settled family. Majority of the families live in own built houses, as both workers parents and their wives are the earning members of the family then generally there will not be much financial problems. As per the researcher, majority of 283 respondents with (70.75 percent) live in their own constructed houses and remaining 117 respondents with (29.25 percent) live in the rented houses.

7. Altogether a highly qualified person is placed in the position to receive a greater recognition and enjoy good status in the society. In the V.R.L. Logistics company has given equal opportunity for widows and 11(2.75 Percent) widows are working in the company.

   Researcher has observed that there is a canteen facility prevailing within the company premises. It is clean and tidy and also maintained
properly. The things in the canteen are provided to the workers at subsidized rates.

8. Regarding this 44(11 Percent) completely satisfied with the things provided to them in the canteen. If a person is properly fed than he can work for longer hours with confidence, satisfaction and more enthusiastically and it is also true.

9. Respondents have opined that they have been provided with good, clean, pure and hygiene water facility which indeed keeps them away from harmful diseases. Because water is a necessity factor and is related to the health condition of the workers. 91(22.75 Percent) respondents are happy and satisfied with the bus and transportation facility that is provided to their staff.

10. There are some of the multiple responses given by the respondents among them majority of 16 and 16 respondents that is a total of 32 (8.0 Percent) are satisfied with more than four aspects those are present in the company, such as canteen, drinking water, cleanliness, rest-rooms, medical and bus facilities, noise, and no crowd at the workplace.

11. Facilities like medical, drinking water, and transportation 14(3.5 Percent) respondents are satisfied. (100 Percent) respondents are regular at their job. 367(91.75 Percent) majority of respondents replied that they are satisfied with their job.
12. Salary is one of the important factors which play a predominant role in an individual's life. But only 4(1.0 Percent) respondents have expressed that because of low salary paid to them of which they are neither able to satisfy their and nor family needs and cannot even afford any type of material comforts for their family.

13. Majority of 307(76.75 Percent) have mentioned that, they work for 5 to 8 hours per day. The people have also expressed that, whenever needed and as per the requirement of the condition of the work and according to the convenience and sometimes perform extra or overtime in the company. 191(47.75 Percent) respondents are pleased with the pay that acts as a powerful factor of them and have determined it as a factor of job-satisfaction.

14. The findings that the researcher has been observed, inside the company premises has found that there is one stationary shop on the left side, one barber shop and one S.T.D and I.S.D Dial Center is existing for the convenience of the workers. By this we can arrive at the conclusion that most of the facilities that too necessary one's are given for the workers by the management. This serves like a benefit to the workers, saves their time, and their remaining time can be devoted to some other work. These are some of the factors which can be included in the welfare facilities which satisfy most of the workers.
15. Regarding conducting training programmes in the company, majority of male respondents 210 (57.2 Percent) have given positive responses and some of the negative responses have also been stated by the respondents but positive responses outnumber the negative ones. Regarding job satisfaction element, majority of married respondents 223 (60.8 Percent) have expressed their level of satisfaction towards their job.

16. Majority of the male 78 (62.4 Percent) respondents have given positive responses regarding requirement of leaders in an organisation when compared with the female respondents. Regarding motivation helps in the accomplishment of tasks, majority of male 223 (58.2 Percent) respondents have given positive responses and lastly 236 (59 Percent) respondents which represent the higher number of male respondents believing that motivation is an important element of HRD and is leads to overall personality development of workers.

17. Training is important element of an organization and necessary programme for every individual working in the company. It bears good and profound impact on the development of individual’s personality and also improves their performance.

18. Regarding this, all the 400 (100 Percent) respondents have replied that training is very essential in the company. And this view is been supported by the reasons stated by respondents.
19. Multiple answers have been given by the respondents of the company which depicts workers significance towards the training process or programmes, regarding this majority of 62(15.5 Percent) replied that, training upgrades the skills, competencies, and technical abilities etc.,

20. Since from the last two years 363 (90.8 Percent) of workers said that they have undergone training programmes but from overall 400 respondents 37(9.3 Percent) respondents replied they have not undergone any such type of training programmes.

21. 121(30.3 Percent) respondents have referred that, they have undergone the refresher training and whereas 95(23.8 Percent) underwent in-house training.

22. Overwhelming respondents of 109 (27.3 Percent) replied that it develops new skills. 61(15.3 Percent) respondents replied that training helps to increase more quality among the workers that means it brings the best out of individuals.

23. All the 400 (100 Percent) respondents expressed that technological upgrading is necessary and even prevailing in the company.

24. Majority of 125 (31.3 Percent) have expressed that training is a very essential for the workers and organizational development and progress. And they are also of the opinion that, training should be conducted every year as it is a necessary factor in adequately utilizing the human
resources and achieving excellence in individual’s personal and professional lives through the development of right kind of attitudes.

25. Not less than 124 (51.0 Percent) respondents have agreed that training helps in developing and making managers into winning leaders that too, by improving their skills, competencies, and behaviour pattern. This throws light on the workers optimistic outlook or say attitude towards undergoing the training programmes.

26. Today training and development programmes and even performance appraisal have become an inseparable part of the HRD and organizations. Training not only benefits the worker by motivating him, but tries to benefits and keeping him equally satisfied with his work environment and work.

27. Majority of 387(96.75 Percent) have agreed that leader is required at the organization to run it in a better way and take the company to its highest peak of success and said that leader should be present to run an organization as he plays a major role.

28. 125 (31.25 Percent) have replied and agreed to the following reasons, those are; leaders are required and needed for they help in the achievement of the organisational goals, influence them to do their work, motivates, guides and direct their activities, lead them in the right path, and establishes to build good, and sound relationships with others at the workplace.
29. Majority of 217 (54.25 Percent) have reported to the opinion that employee-centered from the leadership is better and good to the workers from their point of view.

30. All the respondents (100 Percent) have agreed to the fact that person possessing outstanding and exceptional traits or qualities seem to attract the workers positively and the best thing no one has disagreed to the above statement.

31. Overwhelming 287 (71.75 Percent) have said leading and motivating traits are the most exceptional characteristics or qualities of a leader that attracts the workers.

32. Regarding the leader's role 394 (98.5 Percent) respondents have answered that leaders are essential at the workplace and they play a key role in bridging the gap and act as a channel between the management and the workers.

33. (100 Percent) respondents have said that leadership qualities possessed by a leader makes them to differ from others in several ways.

34. They have mentioned their reasons regarding this aspect they are; 192 (48 Percent) respondents said that the leader handles the work pressure under various situations and they do not get any kind of fear.

35. Majority of 391 (97.75 Percent) have favoured to the view that leaders are needed and required for the proper working of an organization.
36. 156(39 Percent) respondents have said that their leader aims to recognize the workers talents.

37. Regarding the assessment of the leadership qualities of a leader 221 (55.25 Percent) respondents have agreed to the qualities such as; strict, disciplined, dedicated and committed.

38. 100 Percent of the respondents have expressed their happiness and satisfaction with the leaders role which helps them in improving the workers overall development of the personality.

39. Workers have rated their leader's qualities and as per their view, 203(50.75 Percent) respondents rated as good. And one good or say best thing is that no respondent has marked or rated poor.

40. 187(46.75 Percent) respondents have said co-operative and friendly type of relationship exists between the workers and leader. However there are eleven desirable factors mentions by the workers that are said to be essential.

41. Majority (100 Percent) of them have agreed to the factors like; they expressed their satisfaction with their leader because according to them, their leader is efficient and capable, skilled and talented, knowledgeable, a good listener, and a communicator, understanding the workers and solving their problems tactfully and thoughtfully, and even appraising their performances.
42. Among the eight factors majority of 228 (57 Percent) respondents have agreed to the factor that is the prevailing leadership behaviour is impartial, ambitious, and efficient which is a very good sign not only for the workers but from the company’s view point also.

43. Not less than 398(99.5 Percent) respondents have agreed to the factors such as; leader helps them in discussing their work related matters, even allows them to have the freedom to say their words.

44. 91(22.75 Percent) respondents have replied that they require their leader should guide them properly.

45. 396(99 Percent) respondents have stated that leaders hold a very good relationship with them and also have opined that it naturally benefits them in a positive manner.

46. 75(18.75 Percent) respondents have agreed and also are in favour that, the worker and the leader work jointly at the workplace.

47. An organization can perform its activities and functions smoothly and efficiently only when its workers are properly motivated, guided and encouraged.

48. Regarding this, 386(96.5 Percent) have replied yes and agreed that their leader motivates them.

49. 122(30.5 Percent) of respondents have said that their leader guides, instructs, and directs their activities.
50. Regarding the communication of the leader is beneficial to the worker all the respondents that is (100 Percent) of them are satisfied.

51. 135(33.75 Percent) workers answered that, leaders helps in recognizing their needs.

52. Researcher has mentioned 12 qualities of the leader and workers have mentioned them according to their feelings and perception etc. 81(21.25 Percent) respondents said that the qualities possessed by their leader of technical specialization and self-confidence.

53. Likewise there are some unneeded leadership qualities as mentioned by the workers and regarding this, 178 (44.5 Percent) respondents have said that, complaining about others work and even try to steal their ideas and views such type of qualities and attitudes should not be possessed by their leader.

54. The main function of the leader is to represent the group and regarding this, 152 respondents agreed to this aspect.

55. Majority of 385(96.25 Percent) have replied ‘YES’ that the leaders are essential as they help in reducing the barriers between the workers and those that arises between the management and workers.

56. The overwhelming (100 Percent) workers said YES to the following that their leaders pays attention towards the work carried on by them and even helps in improving the working conditions of the department by maintaining and improving the department and healthy workforce.
SUGGESTIONS

In view of above findings some of the recommendations would help the workers working in the company to an extent and also increase their level of job satisfaction.

The salary of the workers in the company should be paid on par with the salaries paid in the public sector.

Canteen facility should be improved.

Management must show some more humanitarian concern towards their workers and encourage them to perform their activities in a better manner.

Recreational facilities should be encouraged in order to reduce boredom and fatigue and lastly

Performance based rewards should be given to the workers.