CHAPTER-VI

Summary and suggestions

Conclusion of the study:

As the study was conducted on two variables i.e. leadership and motivation, the suggestions and recommendations have also been compiled separately. The main observations which have been received after administration of the leadership questionnaire are as follows –

1. On mixing with subordinates the response from the officers and executives is little different. On one hand officers feel that a leader should not keep distance from his/her subordinates, because that is necessary to have better influence on them. Executives, on the other hand, seemed a little confused over the matter as the response suggest that leaders should try to make a balance in between mixing with subordinates and maintaining distance.

2. Admitting mistakes is a sign of good work ethics. In response to this particular question, officers and the executives seems to agree that admitting mistakes in front of others is a good leadership trait.

3. Officers and executives of different banks under study have shown agreement to the notion that leaders should lead the teams with the consent of subordinates.

4. The officers and the executives of different banks have shown consensus on not exercising status of authority in exercising power. They believe that the leaders who avoid this are truly good leaders.

5. The study reveals that the involvement of subordinates in achieving objectives is important, and the leaders who do that have a good chance of achieving organisational objectives.

6. One more interesting observation of this study is that, a leader who himself decides all policy matters is not preferred by his subordinates.

7. When the officers and executives were asked to reveal on the issue of status of leader on avoiding tensions amongst group members, the
response of both the groups seems to differ. On one hand executives have shown likeliness for a leader who avoid tension, and on the other hand officers, especially Punjab National Bank (PNB) officers seem to disagree. The PNB officers say that it is a good policy to create tension among the team members, as it helps in achieving the objectives.

8. To have consensus while making decisions is not possible during all the times, as has shown by the officers of Allahabad Bank (ALB). But all other officers and executives have different ideas, as they have indicated that the decisions made on consensus have a better role to play.

9. Although taking team member’s advice, while making decisions is supposed to be good, but the respondents under this particular study have shown a negative trend for it.

10. The study reveals that a leader who pursues particular policy and lead members without resentment is preferred than who pursues such policy with element of resentment among team members.

11. A leader who is firm from his critics will always lead his team members towards objectives.

12. A leader leading the team in a way majority of his team members want is considered better.

13. Sharing of work schedules and work report with team members shows better work quality on the part of leader.

14. The officers and executives of ALB show greater belief on the notion that a leader who divides the team members has better chance of achieving the objectives.

15. A leader who does not admit mistakes before members is not rated well by his team members.

16. Leader who believes in participation of group members in preparation of group policies is ranking better than who does not involve.
17. The study reveals that when the business targets are well discussed with subordinates, there are greater chances of achieving them in real time.

18. The study puts a very interesting point forward that leaders thinking that the employees who have high need of power are more concerned with exercising control over others does not hold very good.

19. The research points out that traits like admitting mistakes in front of subordinates, involvement of team members in setting objectives, helping remove stress of subordinates at the work place, Sharing work with team members, team building, interacting with team members, showing confidence among the team members, having empathy for the subordinates, openness to critics and division of group responsibility.

20. According to the research some of the traits of leaders are not liked by the subordinates like reflecting power and authority in his action/functioning, centralization of authority, autocratic style of issuing of orders, introvert thinking, ignorance to subordinate development, creating differences among the subordinates.

When we talk of individual banks, some critical factors which were observed in the leadership related affairs are as follows –

1. Leadership in Allahabad Bank is based more on ‘self thinking’ i.e. leadership is more introvert and have less interaction with the team members.

2. In Allahabad bank and Punjab National Bank there is less transparency in the style of functioning on the part of leadership.

3. Leadership at ALB and PNB has been observed less caring towards their team members.

4. At ALB leadership development is lacking.

5. At ALB leadership does not believe in delegation of authority, which is leading towards centralization of authority, which is bad for the system.
6. Although according to the study a leader who admit mistakes in front of others is supposed to be better, but in all the three banks the leaders have indicated that they don’t like to admit mistakes in front of others.

7. ALB and PNB score low on the part of taking advice from the team members, while making decisions.

8. The influence of authority and power on the part of leader is seen more in ALB and BOB.

9. Centralization of decision making is more evident in ALB and BOB.

10. In BOB leaders are more open to critics as compared to other banks in contention.

11. Leadership in ALB believes more in division of groups in achieving organisational objectives. Whereas the leadership at PNB believes more in participation of group policies for achieving organisational objectives.

12. Leaders at ALB and BOB are more autocratic as compared to PNB.

**On Motivation**

According to the present research –

1. If a leader maintain good relationships with his/her subordinates than he/she is considered to a good leader. On this particular issue opinion is unanimous, across hierarchy and institutions.

2. The leaders who take care of their subordinates have been referred as good leaders.

3. If a leader takes care of the security of job of subordinates than he is a good leader.

4. A good leader should always recommend incentives on the basis of performance only.
5. Financial incentives only, don't qualify to be the sole important motivation factor for employees.

6. A good leader should empower and provide greater responsibility to his/her subordinates in order to motivate them.

7. A good leader should recognize his/her subordinates as it act as a good motivating factor.

8. If a leader takes care of the career growth of subordinates than he/she will be more likely to motivate his/her subordinates.

9. If a leader praise his/her subordinates on the good work done, than it works as a good motivator for the employees.

10. Creating conducive work environment for the subordinates acts as a motivating factor for the subordinates.

11. If the work is made more interesting and challenging for the employees they get more motivated to work.

12. If the close supervision has been maintained over the subordinates that they feel demotivated. According to the study the supervision should be made after periodical intervals.

13. If certain value is attached to the work that it act as a motivator for the subordinates.

14. Unequal distribution of the reward leads to dissatisfaction among the employees.

15. If the rewards are greater than equitable than it no more works as a good motivator.

16. Proper work design is a must to motivate the employees.

17. If the leaders discuss the business targets with the subordinates and than finalize them, there are greater chances of employees getting motivated in the organisation.
18. The employees who have got need for power are more motivated to work as compared to those, who are not hungry for power.

19. Respondents in PNB and ALB strongly believe that maintainence of good relationship with subordinates act as a motivating force.

20. Comparatively more respondents at ALB than PNB & BOB feel that taking personal life of subordinates is an important motivating force.

21. Respondents in PNB and ALB give more importance on the security of job of subordinates.

22. Comparatively more respondents in PNB than that of ALB and BOB feel that financial incentive based on performance is a better motivating force.

23. Financial incentives as a sole motivating factor has not been rated well except by the respondents of BOB.

24. Providing more responsibility and empowerment is rated very well by the respondents of PNB and ALB than by the respondents of BOB.

25. Creating sense of recognition in the work itself has been rated well by the respondents of all three banks.

26. Comparatively respondents of PNB and ALB than BOB believe that taking good care of subordinates is a good motivating force.

27. Respondents of ALB than comparatively of PNB and BOB believe that close supervision acts as a motivating force.

28. Respondents of ALB and BOB than of PNB believe that unequal distribution of reward system does not provide motivation to the subordinates.

29. Respondents of PNB and ALB comparatively to BOB believe that leaders who develop his subordinates are rated better. To put conversely, development of subordinates act as a motivating force.
Suggestions

Leadership:

❖ Leadership depends on the co-operation of all members of a particular group followers/subordinates, who play an important role in identification of leadership qualities. It implies that great leaders depend on great teams. So for great leaders team building should be the priority.

❖ Good leaders should involve the team members in decision making and setting the objectives. When such a ploy is used, leadership definitely improves.

❖ Leaders should give clear cut instructions. Such an action helps in understanding and following the instructions. Overall if the instructions are clear and specific the performance will improve.

❖ Leaders should involve team members in formulation of future programmes and plans. Such an exercise helps in getting non biased plans as contrasting views are discussed, and hence the overall performance improves.

❖ Good leadership is also determined by accepting the mistakes in front of others hence the leaders should accept their mistakes in front of others. In overall perspective it helps in winning the support of the team.

❖ Accommodating the views and experience of group members helps in motivating the team and leaders are able to utilize maximum of abilities of their group members.

❖ Good leaders are those who mix up well their team members. So leaders should try to mix up with team members.

❖ Good leaders lead without resentment, which can be achieved by leading by example.
A good leader should share his work schedule and work report. It helps in instilling confidence among the group members.

Good leaders should not create differences among the team members.

Contrary to the side the research suggests that sometimes divide and rule also happens to be the course of action. As information can be revealed only through this route.

Leaders should work forward to reduce tension among the group members; it helps in maintaining good performance for a longer period of time.

A good leader should work towards deciding all policy matters crystal clear.

A good leader should be alert so that he/she can instantly find the problem areas and work towards rectifying the mistakes.

Great leaders always take decision as per the situation. If the situation demands strictness the course of action should follow.

Important leadership traits in order of preference:

- Involving 'consensuses amongst group members to achieve organisational objectives.
- Issuance of clear, specific, unambiguous instructions to the group members i.e. clear in communication
- Accepting mistakes in front of group members.
- Taking decision into consideration views of group members.
- Leading group members without resentment.
- Sharing work schedule and work report with team members.
- Firmness towards critics.

Least important traits on the part of a leader:

- Works on 'self thinking only'
- What he (leader) tells becomes a law
- Keeping his plan secret from group members.
❖ Not caring development of his subordinate.
❖ Believing in 'Authority'
❖ Not honoring the views of critics.

**Motivation**

As per the findings of the research and the conclusions drawn following suggestions can be made:

➤ Subordinates feel motivated when the leader maintains good relationship with them. So to motivate employees leaders should maintain cordial relationships with subordinates.

➤ Subordinates get motivation out of their leaders, if their leaders take good care of them then they feel motivated.

➤ Job security increases the level of motivation among subordinates. So to motivate employees some degree of job security should be provided. Job security also increases the level of association with the organization.

➤ The research suggests that if the incentives are recommended on the basis of performance only then the employees feel motivated. It indicates that equitable incentives motivate employees. Moreover if the good performance is rewarded then it motivates the employees to work better.

➤ Contrary to the conventional wisdom financial incentives alone do not motivate the employees, rather a host of motivational variables are required to motivate the employees in a particular organization.

➤ Employees feel motivated, when they are given the responsibility. So, in organizations due care must be taken to provide greater responsibility to the employees.

➤ Career growth prospectives also motivate the employees. So organizations should provide enough opportunities to the employees to grow.
At times praise also act as a motivating factor for the employees. If the leaders praise their subordinates, they definitely feel motivated.

Conducive work environment is also key to motivating employees. So at organizations conducive work environment should be maintained, to motivate the employees. To have feedback forms can also be a good option for this purpose.

Interesting and challenging work motivates the employees. In this regard due care should be maintained in making the task of employees motivating and challenging. Sometimes changing the conventional work system may also help in this regard. Change of duties may also be a good move in this regard.

Close supervision demotivates the employees. The research states that the supervision should be periodical and random rather than continuous to motivate the employees.

The value attached with work also motivate or demotivates the employees. In this regard the work in the organization should carry some value for the employees.

Unequal distribution of rewards demotivates the employees. So it should be avoided.

Awards should also not be more than deserved. In such cases no more work motivates the employees, which is not right for any organization.

Work design has also got some bearing on the motivation of the employees.

If business plans/policy matters are discussed with the employees than they feel motivated.

Power hungry employees are more motivated than others. So the business organizations should identify such employees and motivate them to come up and work for the organization.
In a nutshell it can be stated that these suggestions might be extremely useful for most of the banking organizations in the country. The study is extremely comprehensive, which makes it acceptable for a variety of service organizations, as the human element is very critical in the success and failure of service organizations.