SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND SUGGESTIONS

This chapter covers details of the relevant aspects related to the study such as major findings, conclusions, educational implications and suggestions presented in a concise way. To have a comprehensive view, the study in retrospect is also attempted.

I. THE STUDY IN RETROSPECT

A. Restatement of the Problem

As stated in the earlier contexts of the present report, the study was intended to explore the Leadership Styles among the Heads of Primary Schools of Kerala. The problem was stated as, “LEADERSHIP STYLES AMONG THE HEADS OF PRIMARY SCHOOLS IN KERALA”

B. Objectives of the Study

The following are the objectives of the study.

1. To identify the existing Leadership Styles among the Heads of Primary Schools in Kerala for the total sample selected.

2. To identify the existing Leadership Styles among the Heads of Primary Schools in Kerala for the sub samples based on

   a) Gender.
   b) Type of Management
   c) Teaching Experience
   d) Academic Qualification
3. To study the Leadership Behaviour of the Heads of Primary Schools as perceived by their Teachers for total sample and the relevant sub samples based on Gender, Type of Management, Teaching Experience and Qualification based on the following Twelve Dimensions Viz;

a) Representation  
b) Demand Reconciliation  
c) Tolerance of uncertainty  
d) Persuasiveness  
e) Initiating Structure  
f) Tolerance of Freedom  
g) Role Assumption  
h) Consideration  
i) Production Emphasis  
j) Predictive Accuracy  
k) Integration  
l) Superior Orientation

4. To study the Leadership behaviour of the Heads of Primary Schools as perceived by their teachers in terms of Leadership as a whole for total sample and sub sample based on Gender, Type of Management, Teaching Experience and Qualification.

5. To give suggestions for implementing the better Leadership Styles among the Heads for the qualitative improvement of primary education.
C. Methodology

1. Design of the Study

For the present investigation the researcher used survey method for assessing the Leadership Style among the Heads of Primary School in Kerala. For making the study qualitative the data is to be collected through multiple approaches. This enhances cross checking of the data and thereby ensures reliability and minimises subjectivity. Hence the investigator collected data from Heads of Primary Schools of Kerala, their teachers and parents of the sampled schools.

2. Sample for the Study

The population selected for the study is the Headmaster/Headmistress, Teachers, and Parents in the Primary Schools of Kerala. For the selection of an adequate sample for the investigation, the investigator followed stratified random sampling technique. Samples were collected from various revenue districts of Kerala. The sample consisted of three categories viz. a) Headmaster/ headmistress of Primary Schools in Kerala, b) Teachers of Primary School and c) parents of Primary Schools.

3. Tools Used for the Study

In the present study, the investigator used the survey method as a main technique to investigate the Leadership Styles among the Heads of Primary Schools in Kerala. The following tools were used for the study.
1. Leadership Style Survey Questionnaire - LSSQ (Kelu & Saleem, 2007)
2. Leader Behaviour Description Questionnaire (LBDQ)
3. Interview schedule on the Leadership Style of Heads for the parents of Primary Schools (Kelu & Saleem, 2007)

4. Statistical Techniques Used

The data obtained through LBDQ was analysed using basic descriptive statistics such as Mean, Median, Mode, Standard Deviation, Skewness and Kurtosis. The data was also represented in frequency graphs and qualitatively interpreted. Percentage analysis was carried out for the data collected through LSSQ. The results obtained through the above technique were interpreted qualitatively.

II. SUMMARY OF MAJOR FINDINGS

Evaluating all the findings obtained by analysing the data through the viewpoints of multiple samples, the major findings can be summarised as follows.

1. 60 percent of Heads of Primary Schools of Kerala are democratic in their Leadership Style. 24.17 percent of Heads are following a laissez-faire Style of Leadership while 15.83 are authoritarian leaders. 60 percent of Heads of Primary Schools of Kerala are democratic in their Leadership Style. 24.17 percent of Heads are following a laissez-faire Style of Leadership while 15.83 are authoritarian leaders.
2. 61.42 percent Male Heads of Primary Schools are democratic while 58 percent of Female Heads are democratic. In the case of laissez-faire Style, 22 percent of Female Heads and 25.71 percent of Male Heads are coming under the category. Only 12.85 percent of Male Heads are authoritarian but 20 percent of Female Heads are authoritarian.

3. 67.39 percent Heads of Government Primary Schools are democratic while 51.35 percent of Heads of Aided schools are democratic. In the case of laissez-faire Style, 19.57 percent of Government Heads and 20.27 percent of Aided Heads are coming under the category. Only 13.04 percent of Government Heads are authoritarian but 28.38 percent of Aided Heads are authoritarian.

4. 68.97 percent Heads of Primary Schools having teaching experience up to 20 years are democratic while 51.61 percent of Heads having teaching experience Above 20 years are democratic. In the case of laissez-faire Style, 20.69 percent of Heads having teaching experience up to 20 years and 27.42 percent of Heads having Teaching experience Above 20 years are coming under the category. 10.34 percent of Heads belonging to up to 20 years category and 20.97 percent of Heads belonging to above 20 years category is showing authoritarian Style.

5. 58.33 percent Heads of Primary Schools having educational qualification Below Graduation are democratic while 61.67 percent of Heads having educational qualification Graduation
and above are democratic. In the case of laissez-faire Style, 25.00 percent of Heads having educational qualification Below Graduation and 23.33 percent of Heads having educational qualification Graduation and above are coming under the category. 16.67 percent of Heads having educational qualification Below Graduation category and 15.00 percent of Heads having educational qualification Graduation and above category are showing authoritarian Style.

6. For the dimension **Representation**, 70.83 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 71.43 percent of Male and 54 percent of Female are lying above the mean class. 80.43 percent of Government Heads and 52.7 percent of Heads of Aided schools are lying above the mean class. 81.04 percent of Heads having teaching experience Up to Twenty Years and 77.41 percent of Heads having teaching experience above twenty years are lying above the mean class. 74.99 percent of Heads having educational qualification Below Graduation and 73.34 percent of Heads having educational qualification Graduation and above are lying above the mean class.

7. For the dimension **Demand Reconciliation**, 55.83 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 61.43 percent of Male and 55.83 percent of Female are lying above the mean class. 76.09 percent of Government Heads and 56.76 percent of Heads of Aided schools are lying above the mean class. 62.08 percent of Heads
having teaching experience Up to Twenty Years and 61.03 percent of Heads having teaching experience above twenty years are lying above the mean class. 64.86 percent of Heads having educational qualification Below Graduation and 55.83 percent of Heads having educational qualification Graduation and above are lying above the mean class.

8. For the dimension **Tolerance of Uncertainty**, 59.17 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 57.14 percent of Male and 50 percent of Female are lying above the mean class. 58.7 percent of Government Heads and 52.7 percent of Heads of Aided schools are lying above the mean class. 62.07 percent of Heads having teaching experience Up to Twenty Years and 48.39 percent of Heads having teaching experience above twenty years are lying above the mean class. 50 percent of Heads having educational qualification Below Graduation and 60 percent of Heads having educational qualification Graduation and above are lying above the mean class.

9. For the dimension **Persuasiveness**, 58.33 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 67.14 percent of Male and 40 percent of Female are lying above the mean class. 67.39 percent of Government Heads and 60.83 percent of Heads of Aided schools are lying above the mean class. 58.61 percent of Heads having teaching experience Up to Twenty Years and 51.62 percent of Heads having teaching experience above twenty years are lying above
the mean class. 65 percent of Heads having educational qualification Below Graduation and 60 percent of Heads having educational qualification Graduation and above are lying above the mean class.

10. For the dimension **Initiation Structure**, 60 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 60 percent of Male and 60 percent of Female are lying above the mean class. 58.7 percent of Government Heads and 56.76 percent of Heads of Aided schools are lying above the mean class. 65.52 percent of Heads having teaching experience Up to Twenty Years and 50 percent of Heads having teaching experience above twenty years are lying above the mean class. 56.66 percent of Heads having educational qualification Below Graduation and 63.34 percent of Heads having educational qualification Graduation and above are lying above the mean class.

11. For the dimension **Tolerance of Freedom**, 60 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 60 percent of Male and 60 percent of Female are lying above the mean class. 67.4 percent of Government Heads and 58.11 percent of Heads of Aided schools are lying above the mean class. 70.69 percent of Heads having teaching experience Up to Twenty Years and 51.61 percent of Heads having teaching experience above twenty years are lying above the mean class. 61.68 percent of Heads having educational qualification Below Graduation and 66.67 percent of Heads
having educational qualification Graduation and above are lying above the mean class.

12. For the dimension **Role assumption**, 59.17 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 65.71 percent of Male and 52 percent of Female are lying above the mean class. 65.23 percent of Government Heads and 55.41 percent of Heads of Aided schools are lying above the mean class. 70.69 percent of Heads having teaching experience Up to Twenty Years and 46.77 percent of Heads having teaching experience above twenty years are lying above the mean class. 65.23 percent of Heads having educational qualification Below Graduation and 55.41 percent of Heads having educational qualification Graduation and above are lying above the mean class.

13. For the dimension **Consideration**, 61.67 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 70 percent of Male and 50 percent of Female are lying above the mean class. 65.22 percent of Government Heads and 45.95 percent of Heads of Aided schools are lying above the mean class. 60.33 percent of Heads having teaching experience Up to Twenty Years and 59.68 percent of Heads having teaching experience above twenty years are lying above the mean class. 60 percent of Heads having educational qualification Below Graduation and 65.01 percent of Heads having educational qualification Graduation and above are lying above the mean class.
14. For the dimension **Production emphasis**, 60.83 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 74.29 percent of Male and 46 percent of Female are lying above the mean class. 67.4 percent of Government Heads and 58.12 percent of Heads of Aided schools are lying above the mean class. 70.69 percent of Heads having teaching experience Up to Twenty Years and 45.16 percent of Heads having teaching experience above twenty years are lying above the mean class. 71.67 percent of Heads having educational qualification Below Graduation and 68.33 percent of Heads having educational qualification Graduation and above are lying above the mean class.

15. For the dimension **Predictive accuracy**, 71.67 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 70 percent of Male and 65.72 percent of Female are lying above the mean class. 69.57 percent of Government Heads and 66.22 percent of Heads of Aided schools are lying above the mean class. 75.86 percent of Heads having teaching experience Up to Twenty Years and 64.52 percent of Heads having teaching experience above twenty years are lying above the mean class. 63.33 percent of Heads having educational qualification Below Graduation and 56.66 percent of Heads having educational qualification Graduation and above are lying above the mean class.

16. For the dimension **Integration**, 70.83 percent of Heads of Primary Schools in Kerala have the value above mean class.
Among them 78.57 percent of Male and 66 percent of Female are lying above the mean class. 76.09 percent of Government Heads and 51.35 percent of Heads of Aided schools are lying above the mean class. 62.06 percent of Heads having teaching experience Up to Twenty Years and 56.45 percent of Heads having teaching experience above twenty years are lying above the mean class. 54.67 percent of Heads having educational qualification Below Graduation and 65 percent of Heads having educational qualification Graduation and above are lying above the mean class.

17. For the dimension **Superior Orientation**, 60 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 65.72 percent of Male and 64 percent of Female are lying above the mean class. 67.39 percent of Government Heads and 64.86 percent of Heads of Aided schools are lying above the mean class. 62.05 percent of Heads having teaching experience Up to Twenty Years and 58.07 percent of Heads having teaching experience above twenty years are lying above the mean class. 63.34 percent of Heads having educational qualification Below Graduation and 56.67 percent of Heads having educational qualification Graduation and above are lying above the mean class.

18. When considering Leadership as a whole, 53.33 percent of Heads of Primary Schools in Kerala have the value above mean class. Among them 48 percent of Female Heads and 72.86 percent of Male are lying above the mean class. 69.56 percent of
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Government Heads and 58.1 percent of Aided are lying above the mean class. 75.86 percent Heads having teaching experience up to 20 years and 48.39 percent Heads having teaching experience above 20 years are lying above the mean class. 63.33 percent Heads having qualification Below Graduation and 61.67 percent Heads having qualification Graduation and above are lying above the mean class.

III. CONCLUSIONS

Major findings of the study lead to the following conclusions.

1. Only 60 percent of Heads of Kerala are democratic leaders. Remaining 40 percent of Heads are either laissez-faire or authoritarian leaders. Hence the Leadership Style of primary Heads of Kerala needs improvement. 24.17 percent of Heads of Primary Schools follow laissez-faire Leadership Style. This shows that a remarkable number of Heads of Primary Schools are laissez-faire in their Leadership Style.

2. More Female Heads are authoritarian than Male Heads. There is only slight difference between Male and Female Heads while considering democratic and laissez-faire Styles of Leadership. 42 percent of Female Heads following either aliases fair or authoritarian Leadership Styles while 38.56 percent of Male and Female are following Leadership Style other than democratic Style.

3. More Heads of Government schools are Democratic than Heads of Aided schools. There is a considerable difference
between Government and Aided Heads while considering democratic and laissez-faire Styles of Leadership. Heads of Government schools are less in number as compared to the Heads of Aided schools in the case of laissez-faire and authoritarian Leadership Styles

4. Heads having teaching experience up to 20 years are democratic in their Leadership Styles than Heads having teaching experience above 20 years. There is no considerable difference between Heads having teaching experience up to 20 years and Heads having teaching experience above 20 years with regard to laissez-faire Style. Heads having teaching experience above 20 years are showing more authoritarian Style than Heads having teaching experience up to 20 years.

5. There is no considerable difference between Heads having educational qualification Below Graduation and Graduation and above in their Leadership Styles.

6. Most of the Heads are Representatives to their groups. At the same time Male Heads are more representatives than Female Heads. Government Heads are more representatives than Aided Heads. Heads having teaching experience Up to Twenty Years are more representatives than Heads having teaching experience above twenty years. Heads having educational qualification Below Graduation are more representatives than Heads having educational qualification Graduation and above.
7. Most of the Heads are able to reconcile the conflicting demands of their groups. At the same time Male Heads are able to reconcile the conflicting demands of their groups than Female Heads. Government School Heads are more able to reconcile the conflicting demands of their groups than Aided School Heads. Heads having teaching experience Up to Twenty Years are slightly better in demand reconciliation than Heads having teaching experience above twenty years. Heads having educational qualification Below Graduation are more able to reconcile the conflicting demands of their groups than Heads having educational qualification Graduation and above.

8. Most of the Heads are able to tolerate uncertainties. At the same time Male Heads are able to tolerate uncertainties than Female Heads. Government School Heads are more able to tolerate uncertainties than Aided School Heads. Heads having teaching experience above twenty years are better in tolerance of uncertainties than Heads having teaching experience Up to Twenty Years. Heads having educational qualification Below Graduation are able to tolerate uncertainties often than Heads having educational qualification Graduation and above.

9. Most of the Heads are able to use persuasion often. At the same time Male Heads are able to use persuasion than Female Heads. Government Heads are more Persuasive than Aided Heads. Heads having teaching experience Up to Twenty Years are better in Persuasiveness than Heads having teaching experience above twenty years. Heads having educational
qualification Below Graduation are Persuasive than Heads having Graduation and above.

10. Most of the Heads initiate structure for group in the organisation. Female Heads and Male Heads are equally initiate structure of their organisation. Government Heads initiate structure for group in the organisation than Aided Heads. Heads having teaching experience above twenty years initiate structure for group in the organisation than Heads having Teaching experience Up to Twenty Years. Heads having educational qualification Graduation and above initiate structure for group in the organisation than Heads having educational qualification Below Graduation.

11. Most of the Heads tolerate the freedom of subordinates. At the same time Male Heads and Female Heads are equally tolerate the freedom of their teachers. Government Heads tolerate the freedom of their teachers than Aided Heads. Heads having teaching experience Up to Twenty Years tolerate the freedom of their teachers than Heads having teaching experience Above Twenty Years. With regard to educational qualification those heads having Graduation and above tolerate the freedom of their teachers than Heads having Below Graduation level.

12. Most of the Heads assume the role of leaders. At the same time Male Heads assume the role of leaders than Female Heads. Government Heads assume the role of leaders than Aided Heads. Heads having teaching experience Up to Twenty Years assume the role of leaders than Heads having teaching
experience Above Twenty Years. Heads having educational qualification Graduation above and Heads having educational qualification Below Graduation more or less equally assume the role of leaders.

13. Most of the Heads are considering the teachers view often. At the same time Male Heads are considering the teachers view than Female Heads. Government Heads are considering the teachers view than Aided Heads. Heads having teaching experience above twenty years and Heads having Teaching experience Up to Twenty Years are almost equally considering the teachers view. Heads having educational qualification Graduation and above are considering the view of teacher than Heads having educational qualification Below Graduation.

14. Most of the Heads apply pressure for productive output and better results. At the same time Male Heads apply pressure for productive output than Female Heads. Government Heads apply pressure for productive output and better results than Aided Heads. Heads having teaching experience Up to Twenty years apply pressure for productive output and better results than Heads having Teaching experience Above Twenty Years. Heads having educational qualification Below Graduation apply pressure for productive output and better results than Heads having educational qualification Graduation and above.

15. Most of the Heads predicts the outcomes accurately to their groups. At the same time Male Heads predict outcomes accurately than Female Heads. Government Heads predict
outcomes accurately than Aided Heads. Heads having teaching experience Up to Twenty Years predict outcomes accurately than Heads having teaching experience above twenty years. Heads having educational qualification Below Graduation predict outcomes accurately than Heads having educational qualification Graduation and above.

16. Most of the Heads maintain integration. At the same time Male Heads maintain integration than Female Heads. Government Heads maintain integration than Aided Heads. Heads having teaching experience Up to Twenty Years maintain integration than Heads having teaching experience above twenty years. Heads having educational qualification Graduation and above maintain integration than Heads having educational qualification Below Graduation.

17. Most of the Heads maintain cordial relation with their superiors. At the same time Male and Female Heads more or less equally maintain cordial relation with their superiors. Government Heads maintain cordial relation with their superiors than Aided Heads. Heads having teaching experience Up to Twenty Years maintain cordial relation with their superiors than Heads having teaching experience above twenty years. Heads having educational qualification Below Graduation maintain cordial relation with their superiors than Heads having educational qualification Graduation and above.

18. When considering Leadership Behaviour as a whole, most of the Heads perform their Leadership behaviour often. At the
same time Male Heads perform their Leadership behaviour than Female Heads of Primary Schools of Kerala. Government Heads perform their Leadership behaviour than Aided Heads of Primary Schools of Kerala. Heads having teaching experience Up to Twenty Years perform their Leadership behaviour than Heads having teaching experience Above Twenty Years of Primary Schools of Kerala. For total scores, Heads having qualification Below Graduation and Graduation and above perform their Leadership behaviour more or less equally.

IV. EDUCATIONAL IMPLICATIONS

Based on the conclusions of the present investigation the following practical suggestions have been worked out to improve the present educational practice.

1. The study reveals that only 60 percent of Heads of Primary Schools are having democratic Leadership Styles. That shows that 40 percent of our Primary School Heads are having a very poor Leadership Style. This implies that effective leadership training should be given to Heads of Primary Schools of Kerala focusing on managerial aspects.

2. From the study it is clear that, Female Heads are more authoritarian than Male Heads, which indicates the lack of awareness among the Female Heads on modern trends in educational management. So special attention should be given
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to develop the attitude among Female Heads, for assimilating the modern trends of management in education.

3. From the finding it is evidenced that the Government Heads are more democratic and better in their Leadership practices than Aided sector. This is because of the effective monitoring and co-ordination that exist in the Government sector in Kerala. Most of the Aided schools are under single management system. Regular interference from Governmental bodies and opportunity for exposure should be given to the Aided sector.

4. The study reflects that junior Heads are performing better than senior Heads. Hence encouragement should be given to young generation to perform better in the post of headmaster/headmistress. This emphasizes to the need for direct recruitment of Heads along with the promotion system.

5. Regarding the qualification there were no significant differences on Leadership Style. Hence mere acquiring the academic degrees does not contribute much to Leadership Style. Instead, in service training for Heads should be given importance.

6. This study reflects the fact that the modern concept of educational Leadership has not yet given importance in the educational administrational network of Kerala. Though glimpses are seen in the present leaded by CEMAT, the primary sector is not considered effectively. This should be
rectified and measures have to be taken to incorporate and purview education as a management science.

7. A cordial healthy relationship exists between the Heads of Government sector and their superiors. This is due to the manifold interaction possibilities of Government Heads. This aspect should be strengthened in the case of Aided sector also through interaction training programme.

8. At present the Heads of aided primary schools in Kerala are getting minimum exposure for academic and career development comparing with their counterpart in government sector. Hence measures to be taken for getting maximum exposure for their career development.

9. Of all the various dimensions of teacher education included in the teacher preparation curriculum of the state the highly neglected area is educational management. Considering it’s significance, this aspect should be given much stress in the entire teacher preparation programme at all levels.

10. As exist in the higher education, the newly appointed Heads should be given compulsory orientation programme that enable them to face the new challenges in the field of education effectively. This will also ultimately generate in them ideal Leadership qualities.
V. SUGGESTIONS FOR FURTHER RESEARCH

The present investigation is only an attempt to explore the Leadership Styles among the Heads of Primary Schools in Kerala. The findings of the study had thrown light into the different aspects of the Leadership Styles and behaviour of the Primary School Heads of the state. For the present study the investigator considered the Leadership Styles and behaviour of primary Heads only. Naturally there is wide scope for further studies to follow. Some such highly necessary studies are given below.

1. Leadership Styles among the Heads of Secondary/Higher Secondary/Vocational Higher Secondary Schools can be conducted.

2. A study can be undertaken on the job satisfaction of the teachers of the Primary School in relation to the Leadership Styles of their Heads.

3. Leadership Styles among the Heads of Primary, Secondary and Higher Secondary Schools can be compared.

4. A study on the training needs of the Heads of Primary Schools with special reference to the modern Leadership theories can be conducted.

5. Leadership Behaviour among the Heads of Primary Schools in relation to the organizational climate of the institution may be studied.
6. A study on the Leadership Styles of the Heads of teacher training institutions of Kerala can be conducted.

7. A study to prepare a training module for primary Heads to perform better Leadership Styles can be conducted.

8. Emotional maturity and social adjustment of the Heads of Primary schools in connection with their Leadership Behaviour can be studied.

9. A comparative study on the Leadership Styles of primary Heads of Kerala with other states can be undertaken.