5.1 Summary and Discussion

The earlier chapters discussed & illustrated on how the research has taken place in terms of research methodology, interpretation of the data that was obtained through literature review, questionnaire administrations. This chapter would delve into the summary of the findings & also elaborate on the outcomes of this study. Before we go on to the summary it is vital to discuss what was the problem on the basis of which this research was conducted. The limitations of this study, implication of the results, and recommendation for future research are discussed in detail.

5.2 Restatement of Problem

Leadership is being used in our daily lives and in the past we had so many great leaders hence the leadership theory has started from the great man theory. In last several decades it has taken its own enhancements and there are numerous theorist who have written various leadership theories, pertaining to this study we have taken the samples in the high technology industry on how the leadership has imbied with leadership qualities hence this study was triggered to understand how the managers perceive their leadership styles and there by connecting it to the outcomes of leadership and commitment provided by the individuals towards their organization. This study also analyzed how an employee performance can be impacted by the leadership style by correlating to the outcomes expected of leadership.

Leaders traditionally have developed leadership qualities on their own by engaging them in appropriate activities not necessary through trainings or research based techniques but in today’s era of leadership development a lot focus is being given to develop leaders by making them to participate in various leadership trainings aiming up to build an better employee satisfaction. A research based technique would help a manager to understand and demonstrate an effective leadership style based on the need of their organization as it helps to do a self diagnosis (Archer, 2004). The primary responsibility of a manager is to demand and ensure success of team members professionally (Booher-Jennings, 2006). The managers should be flexible to adapt and follow a leadership style according to need of the
management and the team member to ensure the teams, team members success and to achieve the goal.

The purpose this empirical study was in two dimensions: To determine self-perceived manager leadership style and test the relationship between the self-perceived manager leadership styles, demographic variables, outcomes, commitment. The manager variables included gender, age, experience, and qualification. This study was descriptive in nature and designed to explore whether differences in leadership style existed with regard to manager and to determine the outcome of leadership and their commitment level. The premise of this study, and as such the impetus for the research questions, was that there is a relationship between the self-perceived leadership style and certain managerial characteristics. This study was also aimed at identifying the impact of employee performance in accordance to the leadership style exhibited but correlating with the outcome of leadership. This study was designed to investigate the following research questions:

- **Hypothesis 1**: To what extent managers perceive they have different style of leadership
- **Hypothesis 2**: Relationships among the Three Leadership Styles
- **Hypothesis 3**: Positive relationships between leadership styles and Commitment
- **Hypothesis 4**: Positive relationships between the leadership styles and outcomes of leadership
- **Hypothesis 5**: Gender Impact on Leadership Styles, Outcome and Commitment
- **Hypothesis 6**: Manager’s age impact on Leadership Styles, Outcome and Commitment
- **Hypothesis 7**: Managers Experience Impact on Leadership Styles, Outcome and Commitment
Hypothesis 8: Managers Qualification Impact on Leadership Styles, Outcome and Commitment

Hypothesis 9: Which leadership style has more impact on the outcomes

Hypothesis 10: Which leadership style has more impact on the Outcome Extra Effort

Hypothesis 11: Which leadership style has more impact on the Outcome of Effectiveness

Hypothesis 12: Which leadership style has more impact on the Outcome of Satisfaction

The research is aimed to analyze the following parameters

1. Leadership style
   
   A. Transformational Leadership
   
   B. Transactional Leadership
   
   C. Passive Laissez Faire Leadership

2. Outcomes of Leadership
   
   A. Outcome of Extra Effort
   
   B. Outcome of Effectiveness
   
   C. Outcome of Satisfaction

3. Commitment
   
   A. Affective Commitment
   
   B. Normative Commitment
The above factors are depended variables keeping the following as independent variable to analyze the outcome of the study

1. Manager’s Gender

2. Manager’s Age

3. Manager’s Years of Experience

4. Manager’s Qualification

These depended and independent variables are formed in a structure questionnaire by the researcher which was instrument during the study.

The research was carried out in various high technology organization and purposeful sampling technique was adopted to select the samples for the study.
5.3 Discussion of the Findings

The first analysis is to determine and examine the self perceived leadership style among the 415 samples. The mean score of all transformational factors and outcomes of leadership indicated that most of them feel that they have mixed type of leadership style and predominantly managers perceive their leadership style is transformational leadership. The low mean score in transactional and passive laissez-faire indicated that the managers don’t perceive themselves to be transactional or passive leaders. In transactional factor particularly contingent reward factor had a high mean score which indicates that manager’s uses contingent reward as appropriately.

Hence as per the study the managers believe or perceive that their leadership style is transformational which is not a surprising outcome, as a lot of trainings are provided to develop the leadership capabilities in the high technology organizations which helps them be demonstrating leadership effectiveness.

The low scores on passive and transactional indicates that the managers takes cautious effort to avoid the leadership style which are indicated that such styles employ negative reinforcement patters hence these kind of leadership style is referred as absence of leadership (Bass & Avolio, 2004; Bass and Riggio, 2006). The managers who participated may have selected their favorable response due to limitations in the range of response but then the responses indicates to that the managers give due importance and understand that their leadership style would have an impact in employee performance and their achievements (Robinson et al., 2008).

We then move on to determine and identify the relationship between the leadership styles and it is identified that there is a strong correlation exits between the transformational and transactional factors however the passive factors are negatively correlated this indicates that leaders exhibit transformational leadership style and they are able to understand the vision of
the organization and focused to deliver, inspire the team members and make them more productive and ensure that the goal is being achieved. Transformational leaders create meaning for their subordinates and instill an internal motivation to commitment and to see exceptional achievement of the organization (Bass, 1990, Bass & Riggio, 2006; Goleman et al., 2004; Modassir & Singh).

The next question is to identify the impact of the manager characteristics (gender, age, years of experience and qualification) on the leadership styles, outcomes and commitment. The first aspect was to study on the diversity hence its gender the study indicated that female managers perceived that they were better in coaching and encouraging better than their male colleagues. The outcomes of leadership (extra effort, effectiveness and satisfaction) mean scores are comparatively high for female managers than their male counterparts.

These findings were consistent with the research study conducted by Eagly, Johanneson-Schmidt, & van Engen (2003) and Kathlene L Bentely (2011) that found female leaders have a more Transformational Leadership style than male leaders. This indicates that the female manager employs a proactive leadership role than a wait and see attitude. On the commitment side the female managers mean scores are low but in an Indian situation it is expected to be comparatively low as culturally it is still seen the females sometime may not work post their married life.

The next is analyzing how the manager’s years of experience impacts / correlated to the leadership styles, outcome and commitment. The research revealed that there is no statistical difference in between the five groups of experience range on the leadership factors this was a surprise because it is largely believed that experience leaders are more effective (Bettin & Kennedy, 1990) but this could also be because the sampling numbers are not same in all the five categories even then the experience leaders have scored high in transactional leadership and comparative mean score is less in transformational leadership as well compared to other experience range categories. The managers between 10 to 15 years are appeared to be more Transformational Leader than the higher experience people upon qualitative discussion on this factor the researched understood that as you grow as leader the expectation is to be a
coach, mentor and the primary managers and second line of managers are expected to be more Transformational Leadership. Based on this qualitative study the statistics proves that the managers in experience bracket of 10 to 15 and age bracket of 29 to 36 are being Transformational Leader and are also able to derive the outcome.

The next aspect is to determine the impact of manager’s qualification on the leadership style, outcome and commitment in this analysis it revealed that managers with bachelors and masters have scored high in transformational factors however in the outcomes of leadership the higher score is grabbed by the doctorate holders, which is evident that higher qualification has an positive impact on the outcomes of leadership even on the commitment to the organization the doctorate holders had a high mean score which implied higher the educated higher the commitment level. It is also vital to note the cultural sensitivity higher the experience level, higher the age and higher the qualification correlates each other and those managers may tend to respond positively to work systems To identify further a Chi-square analysis is done on the leadership styles, outcomes and commitment to the demographic variables. The chi-square analysis proved that majority of the people of this sample are transformational leaders and falls in the age group of 30 to 36 years and thus they fall under a typical experience level of 10 to 15 years. This proves that these set of people are on the who are actually implementation of the change, strategies that are developed by the top management, hence being a transformational leader at this area is key and vital for any organization and it is found to be true in the high technology organization.

The last analysis done here is regression; the regression analysis is done to find the factors influencing the dependent variable. The outcome has been kept as dependent variable and the leadership styles are kept as independent variable. The result proved that Transformational leaders are able to derive more outcomes on extra effort and effectiveness but they are not able to derive satisfaction. Deriving satisfaction is one of the key factors. If Transformational leaders derive are not able to satisfaction then the performance of the employee may not be 100% & it will go tend to go down day by day.
Outcome of satisfaction plays a vital role in determining employee performance as it has a greater impact on it this study revealed that a transformational leader is not able to provide greater satisfaction level as compared to other factors like outcome of extra effort or outcome of effectiveness this will definitely impact the performance of the employee while the leader ensure and able to derive the outcome of extra effort and effectiveness he is not able to derive the satisfaction.

Every manager in the organization should look deeply into their personal attributes and understand the implication they can create on their leadership style which will help them to use the most effective leadership style (Germain & Quinn, 2005) though the managers in this study perceived themselves to be more transformational leader there is a little research to define a ‘best leadership style’. Managers should use the appropriate leadership style specific to the context, specific team (Dinham, 2004). It is said that transformational leadership and transactional leadership are two distinct type of leadership styles and an effective leader is said to use both style according to the situation and need (Bass and Avolio 1999), effective leaders are said to be high performers in meeting both expectation of people centered and take centered leadership (Mendez-Morse(1992).

The purpose of the study is validated in this research and it’s identified that the managers characteristics plays a vital role in leadership styles, outcome of leadership and commitment. The important thing is to cultivate more effective leaders in high technology organizations as the revolving expectation of people are always increasing.
5.4 Suggestions

Based on in-depth analysis of leadership styles, outcome of leadership and commitment the researcher suggest the following to high technology organization to develop effective leaders

- Builds managers capability and makes them to understand different types of leadership and the need for it.
- Managers should use different types of leadership according to the situation and need rather than using only one style.
- Leaders who use different types of leadership according to the need and situation are said to be more effective.
- Leaders who know the follower needs directly impact the employee performance and satisfaction.
- Leaders are to be visionary of the organization and the team so that they can move the capability of their team from one level to another level.
- Leader should be oriented towards meeting long term goals without compromising human values and principles
- Leaders should separate causes and symptoms and work at prevention
- Leaders should value profit as a basis of growth
- Leaders should be proactive, catalytic and patient
- Leader should focus more on missions and strategies for achieving them
- Leader should focus on identifying and developing new talent
- Recognizes and rewards significant contributions
- Designs and redesigns jobs to make them meaningful and challenging
- Leads out in new directions
- Aligns internal structures and systems to reinforce overarching values and goals
- Organization should focus on doing a leadership analysis at the hiring stage
5.5 Limitations of the Study

- This study was limited to 415 managers in high technology organization who responded to the survey.

- While the samples are included from various high technology organizations in India sufficient representation from all regions was not assured.

- The samples were selected from the 15 high technology organization while there are hundreds of organizations in India.

- The response rate was 41.5% while the survey was initiated to 1000 samples. Possibility exists that those who didn’t respond may have different views than those who participated and responded to this study.

- The respondents responded on their own choice based upon their self believe

- The independent variable is limited to manager’s characteristics of gender, age, years of experience and qualification

- Therefore errors may have occurred due to the sampling technique in the findings.
5.6 Recommendations for Future Research

The study analyzed the relationship between the self perceive leadership style, outcome of leadership and commitment and the following suggestions are made future research

A. Team members oriented study to be conducted to get to know what the team members believe about their managers leadership style

B. A comparison study to be done by the self perceived leadership to team member perceived leadership style

C. A satisfaction instrumentation to be administered with the team members of each of these managers to identify the relationship between these.

D. A cross-sectional study to be done with IT products Vis-a-Vis Services and BPO

E. A cross-geographical study can be done to see the relations across locations

F. Additional studies can be done on the demographic characteristics
5.7 Conclusion

The aim of this study is to contribute to the existing knowledge on leadership styles, their relationship to outcome of leadership and commitment. Around the universe, leadership was practiced by various people and a lot of people have researched on leadership for decades. For the success of an organization leadership team is very important and those people who effectively use their leadership play a critical part in the success of the organization (Marzano, Waters, & McNulty, 2005).

Today most important aspect of leadership is being visionary, taking ownership and responsibility so one has to discover numerous ways to self development of leadership skills so that they can positively impact the individual achievement. Leadership is one of the major factors for individual performance and satisfaction as they play a pivotal role of supporting the individuals in the team to achieve their goals (Codding & Marc, 2002; Hallinger & Heck, 1996, 1998; Heck & Hallinger, 2005, Leithwood & Jantzi, 2000; Prestine & Nelson, 2005, Riehl 2000, Witziers, Bosker, & Kruger, 2003). The leadership behavior and approaches of the leaders and managers will affect the management and individuals in the team (Fuller, Young, & Baker, 2011) somehow we tend to neglect and consider to be indirect effect but this may lead to serious implications for the individuals in the team, their success and organization success.

In this study we did analysis in multiple-fold, the first one is on the self-perception of managers about their leadership style and the relationship between the possible demographic variables such as managers gender, age, years of experience, qualification. The results discovered that all the 415 samples of the study – managers believed and perceived that predominantly their leadership style is transformational leadership. Verona and Young (2001) contended that the best suited leadership style for an organization is transformational leadership.
The next study is to identify the relationship on the leadership styles and impact on the outcome of leadership in-terms of outcome of extra effort, effectiveness and satisfaction we did a multiple statistical analysis to identify which leadership style has more impact in outcome of leadership and found that transformational leaders are able to derive the extra effort, effectiveness and satisfaction but very particular to outcome of satisfaction the study revealed that even transformational leaders are able to impact only a little which actually worries as it reveals that while the managers are able to derive extra effort, effectiveness they are not able to derive more satisfaction which means that employee performance and satisfaction will have an impact in a long run which the organization should focus on addressing.

The third dimension is how the managers are committed to the organization our study revealed that though the managers are committed the positive correlation scores are less which says that today the managers are not loyal back to their organization so they always look for best opportunities as long as we give challenging opportunities for the managers then they will tend to stay back.

Moderate differences are seeing among the demographic variable and their correlation with leadership styles, outcome and commitment. Managers will find useful with the findings of the study and it may assist in the identification of different leadership approaches, styles and the outcomes driven by them to ensure that they know about their whereabouts and practice effective leadership and derive more outcomes and ensure employee performance and their satisfaction. The study has also proved that managers at a experience group of 10 to 15 years are to be more transformational and are able to derive outcome compared to others but on the other hand overall though managers are transformational the study proved that they are not able to derive outcome satisfaction which is key for employee to perform at his fullest potential. The findings of this study will also provide managers to explore and examine various alternative leadership styles to motivate the team members and to improve their outcomes. There is no simple formula to determine the most effective leadership style many demographic variables and characteristics has an impact on leaders behavior and knowing, working on that can make the best out of a leaders and make him success on his
leadership today the awareness of different leadership style is limited and the application of it is also limited so a lot of programs to be run by the organization to make awareness about the various leadership styles, appropriate application in appropriate situation is important.

Effective leadership approach to be developed by the leaders to meet the changing and dynamic needs of the individual team members, with an understanding that most effective leaders demonstrate combination of transformational and transactional leadership (Avolio et al., 1999).