CHAPTER –VI
FINDINGS & SUGGESTIONS

In the previous chapter we have critically analysed the data collected from 360 respondents from six industries from study area and we also presented it graphically for a clear understanding.

In the present chapter we will recapitulate the major findings flavouring from the data analysed and based on them we will also present some useful suggestions.

6.1 MAJOR FINDINGS:

The data relating to six major dimensions of leadership namely Management of Attention, Management of Self, Management of Feeling, Management of Risk, Management of Trust & Management of Meaning are presented about but then all the data was subjected to finding out the mean values all the six dimensions. The results of this analysis are presented in the following table:

Table No. 6.1
Table showing Mean Values of All Respondents

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Industry</th>
<th>Mean Values</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Management Of</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Attention</td>
</tr>
<tr>
<td>1.</td>
<td>Engineering</td>
<td>4.00</td>
</tr>
<tr>
<td>2.</td>
<td>Textile</td>
<td>3.36</td>
</tr>
<tr>
<td>3.</td>
<td>Foundry</td>
<td>2.75</td>
</tr>
<tr>
<td>4.</td>
<td>Food</td>
<td>2.32</td>
</tr>
<tr>
<td>5.</td>
<td>Plastic</td>
<td>2.12</td>
</tr>
<tr>
<td>6.</td>
<td>Agro-based</td>
<td>1.91</td>
</tr>
</tbody>
</table>
It can be seen from the above table that the mean values of the various leaders from various industries categorized in six different categories of industries resulted in giving us different mean values. The results so obtained are given in the above table and their interpretation are presented in the following paragraphs.

A] **Mean values for leadership dimension Attention:**

Mean values calculated for the dimension of Management of Attention indicated the highest mean score value of 4.00 is found in respect of respondents from engineering industry while the lowest mean value 1.92 is found in respect of agro-based industries. It means that the respondents from engineering pay more attention to the people with whom they are communicating. Similarly they are more focused on key issues in a situation on the other hand the respondents from agro-based industry are weak in management of attention as reflected by the lowest mean value.

B] **Mean values for leadership dimension Self:**

Management of Self is the second dimension of leadership for which the data were collected and the analysis of the data reflected the highest value of 3.93 in respect of engineering industry and lowest of 1.92 in respect of agro-based industry. The Management of Self actually implies that the quality of a leader is not to over impose himself upon the others and therefore the highest mean value here implies minimum reflection of self obsessed in respect of engineering industry.

C] **Mean values for leadership dimension Feeling:**

The third dimension of leadership strongly relates to the feeling of the people. It is perhaps a most important quality of leadership because when the leader reflects in feeling for the people working with him, the others attach a greatest value to anything communicated by the leader; it transforms the subordinate or a co-worker into almost a family member of the leader. The mean values given in the above table reflects their Management of feeling denotes capacity of the person to help others feel more competent in what they do, and make others work more meaningful. In this regard respondents from engineering industry have demonstrated highest mean value of 3.93. Whereas lowest mean value 1.92 of the respondents from agro-based industry shows
that have less capacity compared to other respondents to generate set of positive feeling in others.

D] Mean values for leadership dimension Risk:

As regards to the dimension Management of Risk the highest mean value 3.99 was obtained in respect of respondents from engineering industry. This higher value indicates that the leaders from engineering are the best managers of risk or they always take calculated risk. They do not treat failure as matter of worry but look upon it as means to learning something new. Here also the lowest mean value of 1.81 was reflected by agro-based industry.

E] Mean values for leadership dimension Trust:

The data relating to fifth leadership dimension of Management of Trust also reflected the highest mean value of 3.92 in case of engineering industry and lowest mean of 1.87 is recorded by agro-based industry. The dimension of Management of Trust with a higher mean value implies a greater amount of trust passed on by the leader to his subordinates. While the lower value implies a lesser amount of trust created.

F] Mean values for leadership dimension Meaning:

Management of meaning implied the persons skill of communicating. In fact this dimension of leadership is more related to a meaningful communication system followed by leader of an organization. In this case also the highest mean value of 3.95 is obtained in respect of engineering industry and lowest mean value of 1.69 observed in case of Plastic industry. The highest mean value here implies better skill of meaningful communication while the lowest mean value shows the opposite.

6.2 SUGGESTIONS:

The conclusions drawn above and acceptance of hypothesis helped us in offering following suggestions.
Based on the table No.6.1 relating to mean values of all respondents in respect of the six dimensions of leadership; it is necessary that the important suggestions given herewith are followed by the concerned industries.

A] It can be seen that the leaders of Agro-based Industry are lacking in respect of all the six dimensions of leadership. All the primary data measured indicates that they have lowest score in respect of all the six dimensions. The researcher of this study when probed into, indicated that the agro based industries included in the survey are run by farmers in a traditional and orthodox manner as such one cannot expect those farmer entrepreneurs to exhibit the professional leadership skills and qualities. Therefore it is suggested that the agro based entrepreneurs should be trained for professional leadership and management in order that they give better performance for this industry. An institutional orientation is recommended. Any management institute can prepare simpler courses imparting the professional leadership training for such farmer entrepreneurs. If this training can be given in their mother tongue that will be more effective.

B] In respect of the respondents of Plastic industry it was found that they were only little better on the scores relating to all the six dimensions of leadership. It is therefore suggested that the entrepreneurs of Plastic industry who have some formal education in their field can be given management development programmes by inculcating suitable topics and thus such management development programme can be designed and implemented by Management Institutes or by Non Government Organisations.

C] Regarding the respondents from the Food industry it is noted that they are also below average on the scales of mean score relating to all the six dimensions of leadership. It is seen that food industry is not a well organized industry. Since our country is a agro-based country there is great potential for development of food industry. If the leaders are trained by the professional management institutes, they can improve their performance. A number of Self Help Group women are engaged in the Food
Industry. Management skills, technical skill may be inculcated in them with the help of Non Government Organizations.

D] Compared to respondents from Agro-based, Plastic & Food industry, respondents from Foundry industry have shown better performance on the scale of mean scores relating to all the six dimensions of leadership. It is noted that foundry industry is a big budget industry and these people need technical knowledge for their working. So they are good at that but they are somewhat lacking in the management skills. Management Institutes should arrange for them short term courses which will boost their performance.

E] Respondents from Textile industry have ranked second in the order of merit of mean scores relating to six dimensions of leadership. Leaders of textile industry are mostly trained and educated people. But they are mostly trained in technical aspect. They should be provided management skills. So that they can match the performance of respondents from engineering industry.

F] It is noted that respondents from engineering industry are the best in practicing six dimensions of leadership which is apparent from their best mean score values exhibited above. They are role model of the respondents from various industries studied. If respondents from other industries can follow their trait of practicing leadership, they can attain best performance in their work.