CHAPTER 9

SUMMARY, CONCLUSIONS AND LIMITATIONS

9.1 Summary

The researcher has studied leadership in diverse organisations, viz. Public sector, Private sector, MNCs, NGOs, and IT organisations. The focus was mainly on the differences in leadership styles across the organisations and the match/mismatch between leaders’ self perception and the subordinates’ expectations about leadership styles of their bosses. The diversity in leadership can be on various dimensions. However, in this study, personality factors (agreeableness, openness to experience, and conscientiousness), resonance, attribution (internal, external), and emotional intelligence are related to leadership in different organisations.

The sample unit consisted of one Manager (Leader) and his/her two subordinates who reported directly to him/her. Such sample units were selected for data collection across five types of organisations viz. Public Sector, Private Sector, MNCs, NGOs and IT.

The researcher has used a number of standardized inventories for the measurement of aforesaid dimensions.

1. NEO-PI-R for measuring Agreeableness, Openness to experience and Conscientiousness.
2. ‘Your Operating Philosophy’ for measuring resonance.
3. A test using Projective technique to measure Emotional Intelligence.
4. ‘ASUFA’ (Attribution of Success and Failure) for measuring Attribution.
5. LEAD SELF and LEAD OTHER and Maturity Scale
Since leadership effectiveness depends on the interaction of the leader with their subordinates, the researcher designed a questionnaire to study the expectations of the subordinates from their bosses. The 19 factors studied with the help of this questionnaire were identified by literature review and also based on the opinion of the researcher. The questionnaire is attached in Appendix 1.

Sixteen hypotheses are clubbed into six groups. Second, fourth and fifth group of hypotheses deal with personality factors of NEO-PI-R, first, third, and sixth groups concentrate on emotional stability, resonance and attribution of success and failure respectively.

In analyzing the data, appropriate parametric measures of descriptive statistics and inferential statistics are computed. The graphic presentation of the descriptive measures is done by plotting the bar diagrams. The hypotheses are tested by using appropriate parametric tests of significance after examining the basic assumptions relevant to these tests. A qualitative analysis was used for profiling the leadership styles of the leaders of five Organisations and for testing their match/mismatch with the subordinates’ expectations.

The major findings of the study are discussed by using Hersey and Blanchard life cycle theory and the Integrative theory proposed by Chemmers. The findings on personality factors and the attribution for success and failure are discussed by FFM model and Weiner’s model respectively.

9.2 Conclusions

1. Leaders from different organisations differ significantly on Emotional Intelligence. The Leaders from NGO’s appear to be the most emotionally stable and those from the Public sector the least.
2. Leaders from different organisations differ significantly on Conscientiousness too. The leaders from MNCs are significantly more conscientious and those from the NGOs and those from the Public sector.

3. The parameter of Resonance, is measured using the score of Pragmatic value. The leaders from the Public sector Organisations and from the MNCs have a highest score on Pragmatic value and NGO leaders have the least. The difference is found to be statistically significant. The Leaders from MNCs do not differ significantly from those of the Public sector.

4. The Leaders from the NGOs are highest in openness to experience and those from the Public sector are the lowest. They are found to be significantly different from each other.

5. The data on Agreeableness shows that the Leaders from MNCs are most agreeable and those from the Public sector are least agreeable. The f value (ANOVA) is significant at p>0.001 and using Post Hoc analysis, the Public sector leaders are seen to be significantly different from the NGO, MNC and Private sector leaders.

6. The internal attribution is significantly higher than the external attribution in leaders from the NGOs and the Private sector organisations.

7. S2(Selling) is the prominent leadership style preferred by leaders from all types of organisations. The preference of this style is higher in IT organisations.

8. Subordinates from all the five organisations prefer their bosses to use S2 style. However, this preference is higher in IT organisations.

9. Less than 50% of the leaders use a leadership style which their subordinates expect them to use. However, a number of subordinates of the public sector show a progressive trend ie. they expect their leaders to use S3 (Participating) style when they are actually using S2 (Selling). Whereas some subordinates from NGOs expect
their leaders to use a regressive (S1) style of leadership when they are actually seen to be using S2(Selling) style.

10. Subordinates from all organisations prefer their bosses who have a bureaucratic orientation, and are supportive. Subordinates from MNCs like their bosses to be high on self monitoring in addition to having a bureaucratic orientation and being supportive; whereas the subordinates from IT prefer that their bosses have a sense of humor too in addition to the above given two common expectations.

9.3 LIMITATIONS

The main limitation of the study is the small size of the sample. It was extremely difficult to get the managers to respond to the questionnaires, which they deferred indefinitely despite reminders. Surprisingly, the leaders and subordinates from the Private sector and MNCs submitted their response sheets in due time whereas the leaders and subordinates from public sector Organisations took an unusually long time despite multiple reminders. IT sector managers were the most responsive of all the sectors studied.

Another limitation which is inherent in the methodology is the response bias of self fulfilling prophecy while responding to the items of ASUFA (Attribution of Success and Failure). Therefore, the conclusions on attributions need to be considered with reservations.

Analysis on the bases of demographic variables, viz. age, gender, and tenure could not be performed due to a small sample size.

9.4 AREAS FOR FURTHER RESEARCH

- Power dimension could be included in the analysis of style profiling. In addition, the present work could be extended to include cross cultural samples.
• There are many situational variables that impact the effectiveness of a leadership style. Organisational culture could be added to the list.

• The effect of demographic variables such as age, gender, and tenure could be studied with a larger sample.

• Though the Emotional Intelligence as a whole is found to be similar across the organisations, a detailed analysis on the five components of EI may reveal differences in leaders.