Chapter-VI

SUMMARY
The present study aimed at studying the interrelationship between leadership style, personality pattern and their impact on the organizational climate, psychological well being and turnover (output) of the four subsidiaries of General Insurance Company i.e. Oriental Insurance Company (OIC), United Insurance Company (UIC), National Insurance Company (NIC) and New India Assurance (NIA). It incorporated five major variables:- Leadership Style, Personality Pattern, Organizational Climate, Psychological Well Being and Turnover (Productivity)

Leadership style refers to the authority delegated by the manager when self-perceived. It led to 6 measures of leadership style i.e. Bureaucratic (B), Authoritarian (F), Task Oriented (T), Nurturant (N), Nurturant Task (NT) and Participative (P). In addition, the Leadership Behaviour Style was also measured in terms of rating of leadership made by the leader’s immediate subordinates leading to 6 measures. Further, Management Style was also operationalized in terms of Average of leadership styles of all the managers in a unit leading to 6 separate measures. Therefore the total 18 measures were obtained by leadership style variable.

Personality Pattern has been studied as an overt behavioural syndrome characterized by extremes of competitiveness, striving for achievement, aggressiveness, impatience, restlessness, tenseness of facial muscles and feelings of being under the pressure of time and under
the challenge of responsibility. It was measured in terms of JAS which gave 4 measures i.e. Type A behaviour pattern, Job Involvement, Hard Driving and Speed & Impatience.

Organizational Climate has been operationalized in terms of quality or property of the organizational environment as perceived by the organizational members. Eleven dimensions of organizational climate i.e. conflict resolution (CR), communication (Co), motivation (M), identity (I), warmth (W), support (S), decision making (D), performance standard (PS), organizational structure (OS), responsibility (R), reward structure (RS) were measured. Their sum total was taken as an index of global organizational climate.

Psychological Well Being is regarded in relation to general well being of employees and their mental status i.e. control, relaxed emotional behaviour, social support (Kassler & Mclead, 1985 etc.). It led to one measure of one’s well being.

Turnover was taken as trend index of performance defined in terms of financial output i.e. premium procured from the clients in 1994 and 1995 in comparison to 1993.

Keeping the above mentioned variables in view, the following hypotheses were formulated :-
1. There would be a positive relationship between Task oriented, Authoritative, Bureaucratic leadership style and TABP and negative relationship between Task oriented, F, B leadership style and TBBP.

2. There would be differential relationship between leadership style, personality pattern and performance parameters:

   (a) Positive relationship between Task Oriented, Authoritarian, Bureaucratic leadership style, Type A Behaviour Pattern and turnover.

   (b) Negative relationship between Task Oriented, Authoritarian, Bureaucratic, Type A Behaviour Pattern and organizational climate.

   (c) Negative relationship between Task Oriented, Authoritarian, Bureaucratic, Type A Behaviour Pattern and psychological well being of employees.

3. There would be positive relationship between turnover, organizational climate and psychological well being.

The study focused at two hierarchical levels i.e. managerial and clerical of the different subsidiaries of GIC. For each of these levels, separate variables were undertaken. A two group multivariate (correlational) design was used. The data was collected on a census sample of 125 managers and random sample of 202 employees of
clerical cadre. Tools used in the study were Leadership Style Scale and Leadership Behaviour Scale (Sinha, 1987), Jenkins Activity Survey (Form C, Jenkins, Zyzanski & Roseman, 1979), Organizational Climate Inventory (Chattopadhyay & Aggarwal, 1988), P.G.I. General Well Being Scale (Verma, Dubey & Gupta, 1988). All these tests were individually self-administered. The scoring was done with the help of scoring keys available for some tests while some of the scoring was done manually as per instructions given in manual.

The data were subjected to three types of analyses at both the levels, i.e., managerial and clerical, separately as product moment correlation, chi-square, t-test principal component factor analysis and multiple regression. Intercorrelations between subjects revealed (as hypothesised) positive interrelationship between Bureaucratic and Authoritative & Task oriented leadership style in one cluster and between nurturant & nurturant task and participative leadership style in another cluster. While correlating leadership styles with Type A behaviour pattern a highly negative relationship was obtained between nurturant, nurturant task & participative leadership style in relation to Type A Behaviour Pattern (TABP). While highly significant positive relationship at .01 level was found between Bureaucratic, Authoritative and Task oriented leadership style in relation to TABP. Nurturant task leadership style occurred with highest frequencies in Type B managers and bureaucrats in Type A managers.
Principal component factor analysis of all the variables at both the levels of sample: managerial and clerical was made separately. At managerial level five significant factors explaining a total of 69.1% of the total variance were extracted.

Factor-I dealt with "leadership behaviour style" and rendered: 'Bipolar loadings' such as participative, nurturant and nurturant task leadership behaviour style on one pole while task oriented, bureaucratic and authoritarian on the other. Leadership style did not loaded significantly on this factor.

Factor-II clearly reconﬁrmed the ‘construct validity’ of Jenkins Activity survey as each of the four components (Type A Behaviour Pattern, Job Involvement, Hard Driving, Speed and Impatience) showed highly positive loadings.

Factor-III dealt with correlates of well being. It revealed the highly significant (+ve) relationship between Nurturant leadership style, participative leadership behaviour style, global organizational climate, psychological well being and turnover (output). In simple words, this factor clearly revealed the positive impact of Nurturant leadership style on the organizational climate, mental health of employees and output of an organization.
Factor-IV dealt with ‘Leadership Behaviour Style’ rendering bipolar loadings such as P, NT & N on one pole while Bureaucratic and Authoritarian on the other pole.

Factor-V dealt with the congruence between leadership behaviour and leadership style. The findings revealed the significant, +ve relationship between task oriented, Bureaucratic & Authoritarian leadership style with the task oriented leadership behaviour style. It means that the self-perception of T, B and Authoritarian leadership style leads to the perception of Task oriented leadership behaviour style by subordinates.

The second part of the factor analysis for the data obtained from the clerical staff, rendered five significant factors explaining a total 76.5% of the total variance. The nature of significant loadings revealed following descriptions of factors:

Factor-I dealt with ‘organizational climate-I’ rendering significant (+ve) loadings on a dimensions i.e. CR, S, D, CO, RS, W, M, I and PS.

Factor-II revealed that the 4 management styles i.e. Nurturant, Authoritarian, Nurturant Task & Bureaucratic emerged on one factor together. It is averaging of leadership styles to be assigned to clerks. Overall management thus have employee as well as task orientation and both things are not contradictory.
Factor-III dealt with organizational climate-II as showing positive loadings on 5 dimensions of organizational climate i.e. M, I, R, OS & PS.

Factor-IV revealed effectiveness, showing significant relationship between participative management style, psychological well being and turnover of the organization.

Factor-V emerged as a specific 'Task oriented leadership style'.

'Multiple Regression Analysis' was undertaken in order to predict the leadership style and leadership behaviour style on the basis of 4 different components of personality pattern i.e. Type A, job involvement, hard driving and speed and impatience. The obtained findings revealed that in predicting Bureaucratic & Task oriented leadership style there were the other hand, speed and impatience and Hard driving respectively which served as significant predictors. On the other hand, it was only speed and impatience that was identified as a significant predictor in determining Nurturant, Nurturant task and participative leadership styles.

Further, none of the leadership behaviour style could be predicted on the basis of personality pattern.

At clerical level- An attempt was made to predict the psychological well being of employees on the basis of different dimensions of organizational climate i.e. CR, Co, M, I, PS, R, RS, W, S, D, Os. The obtained findings revealed that out of these 11 dimensions of organizational climate, there were only 2 dimensions i.e. communication
and motivation which served as significant positive predictors while the responsibility emerged as a negative predictor. It means that clarity in communication and motivating environment and less responsibility, leads to congenial organizational climate.

On the basis of obtained results, it was concluded that there was more prevalence of Type B behaviour pattern among Type B managers than Type A. Moreover, Type B managers were found more delegating Participative leadership style. Two clusters of leadership style were identified as first cluster comprised Nurturant, Nurturant Task and Participative leadership style while the second cluster constituted Task Oriented, Bureaucratic and Authoritarian leadership style. The Nurturant leadership style and Participative behaviour styles were found most effective in creating congenial organizational climate, high psychological well being of employees and turnover (productivity) of the branch. In addition, there existed highly significant intercorrelations between organizational climate, psychological well being and turnover. At last, but not least, Participative management style was found most effective in enhancing psychological well being and turnover of the branch.