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5.0 Introduction

The main purpose of this study was to get knowledge whether gender affects the communication styles and leadership styles, whether designation affects the communication and leadership styles and to see whether gender role orientation affects the communication styles and leadership styles. The findings regarding the objectives specified in the study are described in this chapter. The results of the verification of the hypotheses are explained in this part. The conclusion, study based implications for managerial practice and scope for further research are also described in this chapter.

5.1 Summary of the Study

It is useful here to provide a brief summary of the approach and findings of the study. The report has been divided into five chapters covering general introduction, conceptual framework, review of past studies and methodology and result and discussion to provide the general background of this research. This discussion provides a framework within which to analyze the communication styles and leadership style and gender role among the executives in bank employees.

Chapter I of the report begin with a general introduction of the communication and leadership phenomenon and highlights on the role of supervisor and subordinates as leaders giving direction to their organization for increasing organizational efficiency and effectiveness. The factors leading to the changes in present organization environment and the impact it makes on the working of an organization is discussed in this chapter. Also the changing demography of the workforce and the need for change in approach of communication and leadership is focused through some past studies. In the chapter II of the report the conceptual framework of communication, leadership and gender role,
chapter has been discussed in three parts. Part-A It highlights the findings of eminent scholars like Brovman, Rosenkrantz, Donelson, Fausto and many more. These studies mainly indicate the role of employees gender role as leader in an organization. Further they give the evidence of different type of gender role followed by supervisors and subordinates and also focused on the factors which guide such gender role, studies helps in understanding the different gender role of the employees their communication styles and leadership style in Indian organization. To Explain gender role, its definition and concept as given by Anselmi & Law and Risman its role in communication and management and the importance of gender role for an organization. The chapter thoroughly discusses the importance of gender role for employees to effectively manage all resources including Human resource. The evolution or movements of gender role, its theories and approaches are discussed highlighting the different gender role exhibited by the supervisors and subordinates. Part- B It Highlights the findings of eminent scholars Lakoff, Chodorow, Kim, Gray, Canary and many more. These studies mainly indicate the role of managers as leaders in an organization and their communication styles. Further they give the evidence of different type of gender role and their communication styles followed by managers and also focused on the factors which guide such communication styles, its definition and concept as given by Fred G. Meyer and Barrett its role in communication styles and management and the importance of communication for an organization. The chapter thoroughly discusses the importance of communication for employees to effectively manage all resources including Human resource. The evolution or movements of communication styles, its theories and approaches are discussed highlighting the different communication styles exhibited by the supervisors and subordinates. Part C It highlights the findings of eminent scholars like Zaleznik, Yukl, Bogardus, Peter Drucker, Kanter, Houses Mitchell, Dessler and many more. These studies mainly indicate the role of supervisors as leaders in an organization. Further they give the evidence of different type of leadership styles followed by supervisors and also focused on the factors which guide such leadership styles. Indian studies on leadership especially in Public Sectors are discussed in this chapter such as the empirical finding of Goswami and Ghosh, Ganguli, Saiadain, Hinger etc studies helps in understanding the different dimensions of the supervisor’s leadership style in Indian organisation. explains
leadership styles, its definition and concept as given by Fred G. Meyer and Barrett its role in leadership and management and the importance of leadership styles for an organization. The chapter thoroughly discusses the importance of leadership styles for employees to effectively manage all resources including Human resource. The evolution or movements of leadership styles, its theories and approaches are discussed highlighting the different leadership styles exhibited by the supervisors and subordinates. The approaches of leadership discussed are trait approach; attitudinal approach which includes Ohio States, Michigan studies, Likert’s management and leadership grid study; situational approach including path-goal theory; and some recent approaches such as charismatic, transactional and transformational leadership.

Chapter III, Overall, Three questionnaires are employed for the study for measuring Gender role, Communication Styles and leadership styles. Responses were collected for identifying four Gender Role, Five Communication Styles and Six Leadership Styles of the superior and subordinates. For identifying gender role a questionnaire was prepared by Bem. Gender role named as Feminine, Masculine, Androgynous and Undifferentiated. Respondents give their response on 7 point scale. Second Scale For identifying Communication Styles a questionnaire was prepared by Don Michalk. Communication Styles named as Open, Funnel, Compromiser, Interviewer and Autocrat. Respondents give their response on 5 point scale. This questionnaire contains 20 items covering five styles. Another tool were employed which is prepared by C. N. Daftuar for identifying leadership Styles. Leadership Styles named as Task-Oriented, Bureaucratic, Personal Relation, Nurturant, Authoritative and A,P+N. Respondents give their response on 5 point scale. This questionnaire contains 24 items covering six styles In order to accomplish different objectives of the study a systematic stepwise procedure have been adopted. Population considered for the study was employees of organization. Sample was collected randomly covering employees from different age groups. After receiving filled questionnaire, researchers and done coding of demographic data of respondents, asked in the first part of the questionnaire. Data analyses have bone with the help of computer using Statistical Package for Social Sciences (SPSS). Mean, SD, Frequency, Percentage,
Reliability, F-ratio, and correlation analysis have been done for achieving objective of the study.

Last portion of the chapter is devoted to the plan of the study which covers different chapters of the thesis. This discuss about contents in chapter I covered such as Introduction, relevance, convent economic scenario, significance and scope of the study. Chapter II covers conceptual framework of gender role, communication styles and leadership. Different models and approaches of the topics are covered in this part. Contents in chapter III are given information about research design, tools of research for gender role, communication styles and leadership styles. In brief contents of Chapter IV of Research Methodology are given. Results and discussion chapter’s contents are discussed in chapter V and at last final chapter contents are given. In the chapter V the researcher has tried to analyze the response and discusses the reasons for a particular type of response. The overall chapter has been classified into four sections. First part of the chapter discusses the introductory remarks about statistical techniques used. The researchers has recapitulated the primary objective of the study and justified the various statistical techniques applied in order to achieve objectives of the study. Second section of this chapter is focused on profile of the supervisors and subordinates respondents in the form of frequency and percentage based on their demography; which includes Age, Salary, Experience.

The chapter also focuses on calculation of mean, SD, F-values of the response of supervisors and subordinates. This is clearly evident from F-values that income, age and job experience wise responses do not differ significantly. Variation in the response significantly exists while comparing response on the basis of biological sex and status, received for gender role, communication styles and leadership styles through mean and F values. One-Way ANOVA for gender roles impact on communication styles and leadership styles, result shows that significant impact on five communication styles and three leadership styles(Task-oriented, Bureaucratic and A,P+N) are significant. Correlations are also calculated in this section of the chapter. Different communication styles and leadership styles are positively correlated.
5.2 Conclusion of the Study

Respondents’ responses were scored as per the instructions and through appropriate statistical techniques. Null hypotheses were examined as per results finding are furnished herewith.

5.2.1 Three Way ANOVA

$H_{01}$ There is no significant difference mean between scores of gender role of Sex, Status and Income among organizational employees.

$H_{0a}$ There is significant difference between scores of gender role of female and male organizational employees.

$H_{0b}$ There is significant mean difference between scores of gender role of employees having different status (Supervisors and Subordinates) in organizations.

$H_{0c}$ There is no significant mean difference between scores of gender role of an employee having salary below 50000 and above 60000.

$H_{0d}$ There is no significant interaction effect of sex and status on gender role of organizational employees.

$H_{0e}$ There is no significant interaction effect of sex and income on gender role of organizational employees.

$H_{0f}$ There is no significant interaction effect of status and income on gender role of organizational employees.

$H_{0g}$ There is significant interaction effect of sex, status and income on gender role of organizational employees.

$H_{02}$ There is no significant mean difference between scores of communication styles of Sex, Status and Income among organizational employees.
\( H_{o_1} \quad \text{There is significant mean difference between scores of communication styles of female and male organizational employees.} \\
\( H_{o_6} \quad \text{There is significant mean difference between scores of communication styles of employees having different status (Supervisors and Subordinates) in organizations.} \\
\( H_{o_c} \quad \text{There is no significant mean difference between scores of communication styles of an employee having salary below 50000 and above 60000.} \\
\( H_{o_d} \quad \text{There is no significant interaction effect of sex and status on communication styles of organizational employees.} \\
\( H_{o_e} \quad \text{There is significant interaction effect of sex and income on communication styles of organizational employees.} \\
\( H_{o_f} \quad \text{There is no significant interaction effect of status and income on communication styles of organizational employees.} \\
\( H_{o_g} \quad \text{There is no significant interaction effect of sex, status and income on communication styles of organizational employees.} \\
\( H_{o_3} \quad \text{There is no significant mean difference between scores of leadership styles of Sex, Status and Income among organizational employees.} \\
\( H_{o_5} \quad \text{There is no significant mean difference between scores of leadership styles of female and male organizational employees.} \\
\( H_{o_6} \quad \text{There is significant mean difference between scores of leadership styles of employees having different status (Supervisors and Subordinates) in organizations.}
Ho_c  There is no significant mean difference between scores of leadership styles of an employee having salary below 50000 and above 60000.

Ho_d  There is no significant interaction effect of sex and status on leadership styles of organizational employees.

Ho_e  There is no significant interaction effect of sex and income on leadership styles of organizational employees.

Ho_f  There is no significant interaction effect of status and income on leadership styles of organizational employees.

Ho_g  There is no significant interaction effect of sex, status and income on leadership styles of organizational employees.

Ho_4  There is no significant mean difference between scores of gender role of Sex, Status and age factor among organizational employees.

Ho_a  There is significant mean difference between scores of gender role of female and male organizational employees.

Ho_b  There is no significant mean difference between scores of gender role of employees having different status(Supervisors and Subordinates) in organizations.

Ho_c  There is no significant mean difference between scores of gender role of an employee having age below 30yr and above 50yr.

Ho_d  There is no significant interaction effect of sex and status on gender role of organizational employees.

Ho_e  There is no significant interaction effect of sex and age on gender role of organizational employees.
H_{Of}  
There is no significant interaction effect of status and age on gender role of organizational employees.

H_{0g}  
There is no significant interaction effect of sex, status and age on gender role of organizational employees.

H_{05}  
There is no significant mean difference between scores of communication styles of Sex, Status and age among organizational employees.

H_{0a}  
There is significant mean difference between scores of communication styles of female and male organizational employees.

H_{0b}  
There is significant mean difference between scores of communication styles of employees having different status (Supervisors and Subordinates) in organizations.

H_{0c}  
There is no significant mean difference between scores of communication styles of an employee having age below 30 year and above 50 year.

H_{0d}  
There is significant interaction effect of sex and status on communication styles of organizational employees.

H_{0e}  
There is no significant interaction effect of sex and age on communication styles of organizational employees.

H_{0f}  
There is no significant interaction effect of status and age on communication styles of organizational employees.

H_{0g}  
There is no significant interaction effect of sex, status and age on communication styles of organizational employees.

H_{0h}  
There is no significant mean difference between scores of leadership styles of Sex, Status and age among organizational employees.
Ho_a There is significant mean difference between scores of leadership styles of female and male organizational employees.

Ho_b There is significant mean difference between scores of leadership styles of employees having different status (Supervisors and Subordinates) in organizations.

Ho_c There is no significant mean difference between scores of leadership styles of an employee having age below 30 year and above 50 year.

Ho_d There is no significant interaction effect of sex and status on leadership styles of organizational employees.

Ho_e There is no significant interaction effect of sex and age on leadership styles of organizational employees.

Ho_f There is no significant interaction effect of status and age on leadership styles of organizational employees.

Ho_g There is no significant interaction effect of sex, status and age on leadership styles of organizational employees.

Ho_7 There is no significant mean difference between scores of gender role of Sex, Status and job experience among organizational employees.

Ho_a There is significant mean difference between scores of gender role of female and male organizational employees.

Ho_b There is significant mean difference between scores of gender role of employees having different status (Supervisors and Subordinates) in organizations.
$H_0c$ There is no significant mean difference between scores of gender role of an employee having job experience below 15 year and above 25 year.

$H_0d$ There is no significant interaction effect of sex and status on gender role of organizational employees.

$H_0e$ There is no significant interaction effect of sex and job experience on gender role of organizational employees.

$H_0f$ There is no significant interaction effect of status and job experience on gender role of organizational employees.

$H_0g$ There is no significant interaction effect of sex, status and job experience on gender role of organizational employees.

$H_0h$ There is no significant mean difference between scores of communication styles of Sex, Status and job experience among organizational employees.

$H_0i$ There is significant mean difference between scores of communication styles of female and male organizational employees.

$H_0j$ There is no significant mean difference between scores of communication styles of employees having different status (Supervisors and Subordinates) in organizations.

$H_0k$ There is no significant mean difference between scores of communication styles of an employee job experience below 15 year and above 25 year.

$H_0l$ There is no significant interaction effect of sex and status on communication styles of organizational employees.

$H_0m$ There is significant interaction effect of sex and job experience on communication styles of organizational employees.
$H_0f$ There is significant interaction effect of status and job experience on communication styles of organizational employees.

$H_0g$ There is no significant interaction effect of sex, status and job experience on communication styles of organizational employees.

$H_0h$ There is no significant mean difference between mean scores of leadership styles of Sex, Status and job experience among organizational employees.

$H_0i$ There is significant mean difference between scores of leadership styles of female and male organizational employees.

$H_0j$ There is significant mean difference between scores of leadership styles of employees having different status (Supervisors and Subordinates) in organizations.

$H_0k$ There is no significant mean difference between scores of leadership styles of an employee having job experience below 15 year and above 25 year.

$H_0l$ There is no significant interaction effect of sex and status on leadership styles of organizational employees.

$H_0m$ There is no significant interaction effect of sex and job experience on leadership styles of organizational employees.

$H_0n$ There is significant interaction effect of status and job experience on leadership styles of organizational employees.

$H_0o$ There is no significant interaction effect of sex, status and job experience on leadership styles of organizational employees.
5.2.2 One Way ANOVA

$H_{0_{10}}$ There is significant mean difference among scores of communication style of Open and gender role (sex role orientation) of organizational employees.

$H_{0_{11}}$ There is significant mean difference among scores of communication style of Funnel and gender role (sex role orientation) of organizational employees.

$H_{0_{12}}$ There is significant mean difference among scores of communication style of Compromiser and gender role (sex role orientation) of organizational employees.

$H_{0_{13}}$ There is significant mean difference among scores of communication style of Interviewer and gender role (sex role orientation) of organizational employees.

$H_{0_{14}}$ There is significant mean difference among scores of communication style of Autocrat and gender role (sex role orientation) of organizational employees.

$H_{0_{15}}$ There is significant mean difference among scores of leadership style of Task Oriented and gender role (sex role orientation) of organizational employees.

$H_{0_{16}}$ There is significant mean difference among scores of leadership style of Bureaucratic and gender role (sex role orientation) of organizational employees.

$H_{0_{17}}$ There is no significant mean difference among scores of leadership style of Personal Relation and gender role (sex role orientation) of organizational employees.

$H_{0_{18}}$ There is no significant mean difference among scores of leadership style of Nurturant and gender role (sex role orientation) of organizational employees.

$H_{0_{19}}$ There is no significant mean difference among scores of leadership style of Authoritative and gender role (sex role orientation) of organizational employees.

$H_{0_{20}}$ There is significant mean difference among scores of leadership style of A,P+N and gender role (sex role orientation) of organizational employees.

5.2.3 Cor-relation

$H_{0_{21}}$ There is significant relationship between communication Styles of open, funnel, compromiser, interviewer and autocrat styles and leadership styles of Bureaucratic, Personal Relation, Nurturant, Authoritative and A,P+N of organizational employees.
Ho22 There is significant relationship between communication Styles of funnel, open, compromiser, interviewer and autocrat styles and leadership styles of Personal Relation, Nurturant and A,P+N of organizational employees.

Ho23 There is significant relationship between communication Styles of compromiser, and open, funnel, compromiser, interviewer and autocrat styles and leadership styles of task oriented, bureaucratic and A,P+N of organizational employees.

Ho24 There is significant relationship between communication Styles of interviewer compromiser, open, funnel and autocrat styles and leadership styles of bureaucratic, personal relation and A,P+N of organizational employees.

Ho25 There is significant relationship between communication Styles of autocrat, open, funnel, compromiser, interviewer and leadership styles of task oriented, Bureaucratic, Authoritative and A,P+N of organizational employees.

5.3 Recommendations of the Study

A precisely designed plan of action is essential to transform our nation into a developed one. Our industrial arena needs to be revamped to tap its potential to the maximum possible extent. This is possible only by improving the performance of executives. Innovative strategies must be deployed for increasing executive performance. Gender-role Orientation can be taken as one of the parameters to be coined with higher level executive performance. Gender based elimination of executives without any real reason should be avoided. Sex-wise elimination may be a reason for lower level representation of females. Male-female representation is not a major concern, but all possible steps should be taken to make sure that those aspirants to the executive positions should be evaluated with valid parameters instead of false beliefs and dependence on traditionally followed gender stereotyped notions.

Human resource planners can add new dimensions such as Gender-role Orientation, Communication Styles and leadership styles and gender role for a deep evaluation about the future performance of job aspirants. These factors can be considered in selection and promotion decisions. Business schools can consider the role of Gender-role Orientation and biosocial profile in their selection criteria in order to equip their students in a better way to glorify the image of their institution. These findings can be utilized in the
emerging organizations in order to solve their infancy problems in formulating an organizational structure. It is high time to alleviate gender wise segregation in recruitment and promotion decisions. The parameter should not be male-female difference but precisely Gender-role Orientation.

5.4 Suggestion for Further Study

It is desirable to explore the relationship between Gender-role Orientation and executive performance subject to various sub roles of managerial function. Reflection of executive's contribution to the balance sheet can be considered while analyzing executive performance.

1. The gender Role of an employees of an organization, may be affected by the climax of the organization. The atmosphere, the surroundings affects the gender role of an employees.

2. The nature of the business and the type of the business organization, whether its small scale of the organization or it is big scale of organization also affects the adoption of Gender Role by an employees.

3. The same study can also be conducted by a students for verification of the subject matters within 5 years of the research.

4. The area covered under this study is limited only to Rajkot city. Hence It is necessary that some one conduct this study. For Saurashtra as a whole for Gujarat state.