CHAPTER V

SUMMARY AND CONCLUSIONS

The superiors' task is to see that the organization function well so that the goals of the organization are met. For this purpose, the superior excercises certain amount of power to make the subordinates work. So, power is not a dirty secret, but secret of success. One should use the influence tactics most likely to be successful with the individual, one is trying to influence. Different techniques are effective with different people. It makes good sense to use the strategy that is most likely to be most effective.

The superiors use downward influence strategies to influence their subordinates to get the work done by them. In line with this, subordinates' perception of their superior's leadership style depends. The perception of the leadership behaviour by the subordinates and the use of influence strategies of the superiors will pave the way for understanding the superior-subordinate relations. The use of influence
strategies makes the subordinates in getting themselves more involved in their work, get more satisfaction and perceive the organizational climate favourably.

The sample consists of 300 superiors and 300 subordinates for the present study. Hundred each superiors and subordinates were drawn from three different organizations, i.e., Banks, Schools and Government offices. The tenure, i.e., total years of service of the employees was categorised into three groups (short, medium and long job tenure).

The questionnaires that were distributed to these groups were collected, scored and the scores were subjected to statistical analysis, such as, means, standard deviations, 't' tests, Stepwise Multiple Regression Analysis, Duncan’s Multiple Range Test and Three way Analysis of variance. The results thus obtained were described and discussed hypothesis-wise and the following conclusions are drawn:

1. Work involvement of the subordinates is being influenced by the nurturant-task leadership style in the schools and bureaucratic leadership style in government offices.

2. Job involvement of the subordinates is being influenced by the bureaucratic leadership style in banks, nurturant-task leadership style in schools, and bureaucratic and authoritarian leadership styles in government offices.
3. Job satisfaction of the subordinates is being influenced by participative and bureaucratic leadership styles in banks, nurturant-task and bureaucratic leadership styles in schools and participative leadership style in government offices.

4. The perception of organizational climate of the subordinates is being influenced by nurturant-task leadership style in banks, participative leadership style in schools and bureaucratic and authoritarian leadership styles in government offices.

5. Work involvement of the subordinates is being influenced by the superiors influence strategy-expertise and reasons in government offices.

6. Job involvement of the subordinates is being influenced by the superior's expertise and reasons, coalition and manipulation, assertion, showing dependency and personalised help strategies in the government offices.

7. Job satisfaction of the subordinates in the government offices is being influenced by the superior's exchange and challenge, and coalition and manipulation strategies.

8. The perception of organizational climate of the subordinates in the government offices is being influenced by the superior's assertion, and coalition and manipulation strategies.
9. Nurturant-task leadership style significantly contributed to the showing dependency strategy in the banks, personalised help strategy in the schools and assertion strategy in government offices.

10. Participative leadership style significantly contributed to the assertion strategy in the schools and expertise and reasons strategy in the government offices.

11. Bureaucratic leadership style significantly contributed to the expertise and reasons, upward appeal and assertion strategies in the government offices.

12. Authoritarian leadership style significantly contributed to the assertion strategy in the schools and exchange and challenge and personalised help strategy in the government offices.

13. The superiors in the banks and government offices used the expertise and reasons strategy and upward appeal strategy in the schools more to influence their subordinates.

14. The superiors in the three organizations, viz., Banks, Schools and Government offices, significantly differed in the use of exchange and challenge, personalised help, showing dependency and upward appeal strategies.

15. Nurturant-task leadership style is predominantly used by the superiors in the banks and the bureaucratic style in
the schools and government offices as perceived by their subordinates.

16. The subordinates in the three organizations, viz., Banks, Schools and Government offices, differ significantly in perceiving their superiors' behaviour as nurturant-task and authoritarian.

17. The job level superior-subordinate, has significantly influenced the employees' work involvement, job involvement and the perception of organizational climate.

18. Type of organization - Banks, Schools and Government offices, has significantly influenced the employee's job satisfaction and the perception of organizational climate.

Suggestions for Further Study

The success of an organization mainly depends on the superior who leads his workforce towards the objectives/goals of an organization. The superior has to make his subordinates work effectively inorder to meet the goals of an organization. The government employees in India are the most protected group. To 'hire or to fire' an employee involves a great deal of procedural and legal implications in the government. Because of this, most people get into the government rather than a private organization. In the private organization the employees are at the mercy of the management. This leads to more insubordination
and job insecurity among them. In view of this, it would be worth a while to study the employees of purely private organizations.

In view of the current emphasis on more privatisation of industry in India, the superior-subordinate relation would play an important role in enhancing the quality and quantity of production. Hence, it would be desirable to study the influence of superior-subordinate relation on the quality and the quantity of production.

Implications

In the present investigation, it was found that in the banking organization the job related aspects like work involvement, job involvement and job satisfaction are the highest when compared to the other two organizations. This is attributed to the type of superior-subordinate relations that prevail in the banking organizations. In the light of this finding, it appears important to consider the application of the same type of relations in the other two organizations also.

In the banking organization the dominant style of leadership is 'nurturant-task'. In the other two organizations, the bureaucratic style of leadership is more dominant. In view of this, the schools and government offices would profit if they also follow the nurturant-task leadership style that is being practiced in the banking organization.