Chapter – VI

SUMMARY & SUGGESTIONS
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This chapter explains the summary of the study and also gives suggestions for the managers and the future researchers. It has been divided into the following chapters. First chapter covers Introduction about the concept of leadership, characteristics and review of literature including methodology and objectives. Second chapter presents an overview of Visakhapatnam Port Trust (VPT) and also historical background and performance of VPT. Third chapter explains leadership styles of Indian Managers. The fourth chapter presents Profile of Managers of VPT, which includes the data relating to the socio-economic background of the Selected Managers. Fifth chapter explains An Analysis of Leadership Styles of Managers in VPT and the last chapter i.e., chapter six deals with Summary and Suggestions. The summary of the present study is presented below:

Chapter – 1 Introduction:

The concept of leadership has undergone a sea change from the concept of ‘born-leader’ to ‘situation-leader’ and to effective leader. Views, assumptions and theories of leadership have changed significantly in recent years. Business and industry have set managers more as leaders to achieve the challenges. The quality of leadership provided by the managers determine the degree of success of business. Some people are born leaders and need little training or development. But many managers do not born with qualitative
leadership skills. They need training and development to develop leadership skills. However, born leaders can be more efficient with little training. Characteristics, leadership and management and women as managers also explained in this chapter. Review of Literature is also presented here.

Review of Literature:

The studies on leadership styles in Indian context are limited. The literatures so far reviewed relates to the studies conducted outside India. Only in the recent years some studies have started gaining proper attention from the academicians and the practising managers. A brief review of the studies on the Indian context on the Indian leadership styles is given in this chapter. Apart from the studies on the leadership in Indian context, concerns itself with identifying the authoritarian or democratic of business managers.

Objectives of the Study:

The main objective of the study is to examine the leadership pattern followed by the managers in Visakhapatnam Port Trust, Visakhapatnam, Andhra Pradesh. The other objectives of the study are;

1. To find out the leadership style of managers at higher, middle and lower levels in order to determine their suitability for practical use and find out various variables forming the different styles.

2. To examine relationship of socio-economic variables with the leadership styles of selected manger-leaders.
3. To find out the difference in the style of leadership between the operational and non-operational managers of Visakhapatnam Port Trust.

4. To identify the basis on which the leader’s style can be identified.

5. To assess the effectiveness of each leadership style in terms of achieving individual and organizational goals.

Need for the Study:

Economic performance of productivity and general level of efficiency in the Industrial sector are still lagging behind. While successful countries have developed management styles including that of leadership in business in consonance with their own cultural ethos and experiences, India has been importing the 'latest' in management systems and styles. Therefore, there is a great need to generate relevant literature in regard to our country in this sphere. Under the increasing pressures for change on technological, economic and political fronts, there is increasing realisation that the managers have to delegate and adopt democratic approach to manage effectively. Hence, a study of this type by exposing the reader to various aspects of managerial leadership patterns will increase the awareness about the alternatives available to a manager and may help them in selecting the one that they may deem most suitable.
Research Problem:

The present study is aiming at the exploration of the leadership patterns that are followed by managers of Visakhapatnam Port Trust, keeping in view their situational needs and work ethos, the study focuses the leader as a change-agent towards his followers by setting his standards through his acts. The study also analyses the socio-economic background of managers of Visakhapatnam Port Trust and attempts to compare their socio-economic status with their achieved goals assuming that leaders behaviour in an organization depends on the system of values generated by the culture setting. Moreover, the study tries to find out the appropriate leadership style relevant to the Indian situation

Hypothesis:

The present study is explorative in nature. Hence the following hypothesis has been developed which will be a basis for testing the results of the study.

1. The style can be distinguished on the basis of leader’s use of authoritarianism and participative approach towards the people.

2. The socio-economic background of the managers plays a crucial role in choosing an appropriate leadership style.

3. The style that a leader adopts, will be influenced by cultural ethos in which he grows and works.
4. The post independence Indian managers are the change seekers and more participative as they might be influenced by the policies and practices adopted in the democratic India.

5. The mangers of the operational and non-operational are likely to differ in the use of authoritarianism and participative approach towards the people.

6. The perceived personal and organisational goals may influence the style of behavior.

7. The motivators, the beliefs and values influence the style of leadership.

8. The managers of top level, middle level, and lower level have different styles of leadership.

**Scope of the Study:**

The present study is confined to different departments of Visakhapatnam Port Trust, Visakhapatnam, such as personnel department, administration department, civil engineering department, mechanical engineering department, marine department, maintenance department, medical department, research and planning, finance department and traffic department. It is hoped that the investigations in Visakhapatnam port trust can yield effective results to draw pertinent and meaningful conclusions.
Sources of Data:

The study is based on primary and secondary sources of data. The main sources of primary data are the managers belonging to the various departments of Visakhapatnam Port Trust. Data collected through primary sources consist of information collected through structured open end questionnaire designed for personal interviews with the managers and on the other hand data is collected through secondary sources consisting of information collected through booklets, personal manuals, magazines of Visakhapatnam port trust, Journals and Reference books etc

Methodology:

The study is explorative as well as comparative in nature. It intends to explore the leadership behavior of the managers of Visakhapatnam Port Trust and compare the role and effectiveness of operational and non-operational managers of VPT. The sample is selected on the basis of random sampling technique drawn from Visakhapatnam Port Trust. A sample of 100 managers out of 408 managers (covering 25% of population) 36 from top level, 48 from middle level and 16 from lower level were chosen for the study. Area wise respondents are 65 from operational and 35 from non-operational managers are selected in Visakhapatnam Port Trust.
Techniques of Data Collection:

For the purpose of collecting primary data from the managers of Visakhapatnam Port Trust both operational and non-operational managers, a structured open end questionnaire has been designed to elicit information on leadership styles. The study requires data relating to behaviour, attitudes and perceptions of managers. Hence with the help of structured questionnaire, personal interviews are conducted by the Researcher. The collection of primary data was done in three phases, in the first phase the purpose and objectives of the study were explained to a few of the sample respondents picked out of the total sample and the questionnaire were given to them. At the second phase, doubts in respect of questions if any, were clarified and suitable modifications were made and then questionnaires were administered in the pilot study. In the third phase the questionnaires were collected from the respondents.

Pilot Study:

In view of the accuracy, appropriateness and feasibility of the questionnaire and to measure the time consumed in filling the questionnaire a pilot study was conducted, 10 managers from two areas were personally contacted and requested to fill the questionnaire. The pilot study thus helped to modify the questionnaire in some minor aspects, which are not very significant.
Data Analysis:

While analysing the data relating to the comparative study of the leadership styles of managers in Visakhapatnam port trust, the following statistical tools have been employed.

- Simple Percentages
- Mean and Standard Deviation
- Co-relation analysis
- Weighted averages

Chapter – II An Overview of Visakhapatnam Port Trust:

Visakhapatnam Port Trust was constructed at a cost of Rs.3.78 crores by the Railway in 1933. The port of Visakhapatnam lies on the east-coast of India in Andhra Pradesh at 17° 41’N latitude and 18°E longitude almost midway of Madras (780 km) and Calcutta (880 km). With the protection afforded by a high promontory into the sea, picturesquely known as Dolphin’s Nose, and a low tidal range of 1.83 meters, the port has an ideal location. But the natural harbour could hold ships only up to 36,000 dwt. Therefore an outer harbour has been constructed which can safely accommodate vessels of about 100,000 dwt initially, and 200,000 dwt ultimately. The total strength of the employees of Visakhapatnam Port Trust is 9,819. The total managers employed in Visakhapatnam Port Trust is 408 as on 31st March 2000. Historical background, VPT performance and achievements have also explained in this chapter.
Chapter – III The Leadership Styles of Indian Managers:

Leadership styles are the patterns of behaviour used by the leader in influencing the behaviour of his subordinates in the organizational context. The styles practiced by leader may be positive or negative. These pattern are different from one leader to another leader. The patterns are also different from manager to manager. Managers are followed various styles in influencing the followers to do the work basing on the situation and attitudes, belief, values of people in the organisation. The pattern is also depending upon the leader’s role and his objectives. The patterns which are followed by leaders, also depends up on the nature of leader and organisation structure.

Various researchers have proposed different leadership styles based on the different theories and these can be classified as given below.

- Styles based on the behavioural theories.
- Situational Theories
- Modern theories

Styles Based on the behavioural Theories:

- Power orientation
- Leadership as a continuum
- Employee production orientation
- Likertt’s management system
- Managerial grid
- Tri-dimensional grid
Styles Based on situational Theories:
- Fiedher’s contingency model
- Hursey and Blanchard’s structural model.
- Path goal model.

Styles based modern theories:
- Envisioning
- Energizing
- Enabling

Chapter – IV Profile of the Managers:

This chapter explains the socio-economic background of the selected managers of VPT. The success of leadership is depending upon the leader’s outlook, values and responsibility. Obviously his choices are governed by his intelligence, cognition, reasoning ability, cultural background, motivation and training. Thus socio-economic background of the leader plays a vital role in the exposition of his leadership qualities.

The present study explains the psycho-sociological background of the managers and to identify the influences of these factors on decision-making. The first section of the survey questionnaire given contains age, education, family background, occupation etc. The selected managers of the present study are hundred (100). They have come from a variety of occupational groups. The data has been collected from the selected managers of Visakhapatam Port Trust. The data relating to the age of the respondents, sex
of the respondents, mother tongue of the respondents, place of birth of the respondents, neighbourhood of the respondents, educational qualifications of the respondents, special courses participated by the respondents, academic performance, economic status and beliefs in supernatural power etc., has been collected.

Chapter – V Analysis of the Study:

This chapter has been broadly divided into two sections. They are (1) An analysis of all the selected managers of Visakhapatnam Port Trust and (2) An analysis of the behavioural characteristics of the managers based on the style of leadership. In the first section of the managers are classified into two areas such as Operational area and Non-operational area. The managers are also classified according to the style of leadership. They are top-level managers, middle level manager and lower level managers. The present study was conducted at Visakhapatnam Port Trust. The managers of operational departments taken from the sample are 65 in number and the non-operational managers are 35 in number from various departments of Visakhapatnam Port Trust. Hence the chapter analyses all the variables have been selected in Visakhapatnam Port Trust.

The main findings in this chapter are;

One hundred managers belonging to the various departments of Visakhapatnam Port Trust and areas of the operational and non-operational
departments, have responded to the questionnaire. An analysis of the total number of the selected managers reveals that the "authoritarianism" is less popular which is indicated by the mean score of this variable being less than the average of the scale 3.00. The variable "participation" scores more than its average of the scale. This indicates that better interpersonal and cordial relationships exist between the responding managers and their subordinates.

The variable 'adoption propensity' shows that the score on this count is more than the average of the scale. The higher score of adoption propensity shows the willingness of the VPT manager towards the implementation of innovative techniques and in adapting to new situations and practices in the organization.

The variable "risk-taking" is the eighth variable which has the score 28.424 which is less than its average of the scale 33.0. The score for risk-taking being lower indicates that Indian managers are rather poor at the risk-taking. This may be due to the respect for authority and tradition and also the impact of Indian ethos and cultural imperatives. The data given by the executives belonging to the operations explain that the democratic style, indicated by high score for participation (2.890 is the actual score whereas the average of the scale is 2.5) and interpersonal trust (15.06 is the actual whereas the average of the scale is 12.5) is more popular. The achievement of
organizational goals (4.02) is comparatively higher than the achievement of personal goals (3.66) among the executives of the operational area.

The score for the variable 'adoption propensity' is 20.55, which is more than its average of the scale 16.00. This shows that the managers of the operational area have shown better inclination to adopt and use better techniques and methods. The data pertaining to the managers of the non-operational area shows that they are more inclined towards 'participation' in their leadership style. The score for participation is 2.849, which is more than its average of the scale, 2.5. The authoritarianism of non-operational area has a higher score than the score of operational area for the same variable.

The chapter also discusses the nature of style and the impact of perceived beliefs or values on the behaviour and style adoption. It has also discussed the achievement of organisational and personal goals of various types of executives working in VPT. The first part covers the nature of beliefs and the impact of perceived beliefs / values on behaviour and style adoption. In the second part of the chapter, a brief conceptual framework of the organisational goals; the analysis of organisational goals in relation to the leadership styles; and the importance of personal goals and the analysis of personal goals in relation to the leadership styles have been discussed. The third part explains the influence of motivational factors.
Chapter – VI Summary and Suggestions:

The researcher has been presented the following guidelines and suggestions to the managers to be effective as leaders. These guidelines and suggestions are given below:

1. As per the study leadership style is participative oriented; however, it has been found that the effective managers have been adopting different styles based on the situations. As such, the style of a leader is revealed to be situational. Therefore, it is suggested that the manager should be motivated and trained in such a manner that he is open-minded and flexible. He should also be trained to identify the situation and elements of varying styles of leadership.

2. The factors in respect of socio-economic background can be divided into two viz., those, which can be controlled by the organizations and those which cannot be controlled by the organization. Caste, occupation of the parents, family profession, early education etc., are deemed as factors, which cannot be controlled. But, technical knowledge and managerial skills can be imparted in the organization through formal and on the job training. It has been discussed through study that managers/leaders who have achieved organizational goals to a considerable extent are those who possess both management discipline and in technical sphere. Hence, it can be suggested that those who are
spotted for future leadership in the industry should also be trained in these two areas.

3. The study reveals that 'participation' and 'Interpersonal trust' help in achieving organizational objectives and in creating an organizational culture suitable to a democratic situation. Therefore, the elements of democratic approach, interpersonal trust and adoption propensity should be encouraged through. Understanding of the behaviour of subordinates mutual trust and co-ordination among the members. Interpersonal trust can be encouraged through maintaining good rapport and cordial relationships with superiors and subordinates. The adoption propensity is the extent of willingness in adopting new ideas techniques and changes in managerial methods. So, it can also be encouraged through innovation. These variables are to be highlighted in achieving excellence in management.

4. One of the major perceived goals of the managers as revealed by the study is 'employee welfare and social responsibility. Therefore, it is suggested that the goals of the organization could be stipulated accordingly.

5. 'Discipline' is the most preferred perceived personal goal of the managers. Discipline is necessary to achieve the goals through appropriate activity. Discipline creates better working environment and
motivation to do the work effectively. Therefore managers have to keep in mind that discipline should be maintained for proper functioning.

6. The leadership style is a spontaneous. It consists of beliefs and values, attitudes, dispositions and the like of a person or the group. Hence, it can be said that the personal beliefs and value systems influence a man of its perception of situations. The personal belief/value system influences the extent to which, a manager will accept / resist organizational pressures and the goals.

7. The present study reveals that the 'belief in change and openness' is the most preferred perceived belief of the respondents. Therefore, it can be suggested that the belief in change and openness should be developed among managers through motivations and training.

8. The study reveals that reward and appreciation is the most preferred motivator by the respondents. Therefore, it can be suggested that higher rewards such as monetary rewards or awards, recognition and appreciation should be the key elements in motivating managers.