CHAPTER - V

SUMMARY AND CONCLUSIONS
5.1 SUMMARY:

In the present investigation, an attempt was made to study the relationship of leadership behaviour and self concept of principals on the organizational climate of the primary and secondary schools of Kerman City (Iran).

This chapter contains a summary of the total investigation, the problem, objectives, hypotheses, sample, as well as design and the tools used in the study. Also are included in this chapter the main findings of this study and suggestions for further research and educational implications in this area.

5.1.1 STATEMENT OF THE PROBLEM:

The study in hand has been precisely stated, as "A Study of Organizational Climate In Relation To The Leadership Behaviour And Self Concept of Principals In The Primary And Secondary Schools of Kerman City (Iran)."

5.1.2 OBJECTIVES OF THE STUDY:

The following objectives have been formulated for the present study:

I. To find out the Organizational Climate of the Primary and Secondary Schools of Kerman City.
II. To study the impact of leadership behaviour on the organizational climate of Primary and Secondary Schools of Kerman City.

III. To work out the influence of Self Concept of the Principals on the organizational climate.

IV. To find out the interaction effect of leadership behaviour and self concept on the organizational climate of the schools.

V. To find out intercorrelations among the variables of organizational climate, leadership behaviour, and self concept.

5.1.3 HYPOTHESES OF THE STUDY:

The hypotheses framed for the present investigation are as follows:

I. There will be significant differences in the organizational climate of the schools, with high and low leadership qualities of the principals.
II. The differences in the organizational climate of the schools, with the high and low self concept of the principals, will be significant.

III. The interaction between levels of leadership behaviour and self concept of the principals will yield significant results in respect of the organizational climate of the schools.

IV. The intercorrelations among the variables under the study will be positive and significant.

5.1.4 DESIGN OF THE STUDY:

The present study was conducted on a 2x2 factorial design. First part of the design of the study contained two independent variables, that is, leadership behaviour and self concept. The organizational climate of schools was studied as dependent variable, upon which the influences of independent variables were studied both in terms of variables taken singly as well as taken together in various combinations to determine their double interaction effects. The two independent variables i.e., leadership behaviour and self concept were varied at two levels end, high and low.
The study, therefore, resulted into the 2x2 factorial design. There were four treatment combinations, as under:

(I) \( L_1 S_1 \) (High leadership behaviour & high self concept)
(II) \( L_1 S_2 \) (High leadership behaviour & low self concept)
(III) \( L_2 S_1 \) (Low leadership behaviour & high self concept)
(IV) \( L_2 S_2 \) (Low leadership behaviour & low self concept)

The second part of the design consisted of intercorrelation among the three variables of leadership behaviour, self concept and the organizational climate in the total sample. The correlation matrix was designated to check the extent to which the three variables were correlated. Under this design, correlation was studied between different combinations taking two variables at each time.

5.1.5 SAMPLE:

The study encompassed the target population of almost all the principals of the primary and secondary schools of Kerman City. Only a few principals who returned incomplete questionnaires were not included in the study. So the total number of principals included in the study are 150 principals of the primary and secondary schools of Kerman City.
5.1.6 **TOOLS USED:**

Following tools were used for the collection of data:

(I) Organizational Climate Description Questionnaire (by Halpin and Croft, 1963),

(II) Leadership Behaviour Description Questionnaire (by Personnel Research Board, Ohio State University, 1957) and

(III) Personality Word List (Rating), (PWL) for the measurement of Self Concept (by Pratibha Deo, 1971).

All these questionnaires have been translated into Persian before distributing them to the subjects.

5.1.7 **ANALYSIS OF DATA:**

The data were analysed with the help of analysis of variance technique to determine the main and interaction effects of two independent factors viz., leadership behaviour (L) and self concept (S); upon the dependent variable of Organizational Climate.

Correlation matrix was applied to study the intercorrelation among the variables, leadership behaviour,
self concept and organizational climate for the total sample.

Also, wherever, F-ratio was found to be significant, t-test was applied and computed to examine the exact nature of differences between different combinations.

5.1.8 RESULTS OF THE STUDY:

The F-ratio for the main effect of leadership behaviour was obtained to be 95.65 for d.f. of 1 and 28. It was found significant at 0.01 level of confidence. The mean scores of high and low groups of leadership behaviour were observed to be 197.063 and 160.313, respectively.

The F-ratio of the main effect of self concept was found to be 182.41 for d.f. of 1 and 28. It was found significant at 0.01 level of confidence. The mean scores belonging to high group and low group of self concept were calculated to be 204.063 and 153.313, respectively.

The calculated value of correlation between organizational climate and leadership behaviour came out to be 0.519 and it was significant at 0.01 level of confidence. Further, the calculated value of correlation between organizational climate and self concept was 0.594 which was too significant at 0.01 level of confidence. But the relationship, though positive, between leadership behaviour
and self concept, it was not significant even at 0.05 level of confidence.

The interaction effects of variables of leadership behaviour and self concept were not found significant in any possible level of confidence.

5.2 CONCLUSIONS:

On the basis of analysis of data and discussion of results; the hypotheses were tested and verified. Two hypotheses were retained, one was partially retained and one of them was rejected. The general conclusions emerged out of data obtained empirically in the present investigation are as follows:

- Leadership behaviour of principals affects the organizational climate of schools significantly. The organizational climate of the schools is influenced highly by the principals having high leadership behaviour than by those having low leadership qualities.

- The two levels of self concept viz. high group and low group differ significantly with respect to scores of organizational climate. It may, further, be specified that the
principals belonging to high self concept group exhibit a strong effect on the organizational climate of the school than those principals falling in low self concept group.

- There is a positive and significant correlation between the organizational climate and leadership behaviour as well as between the organizational climate and self concept. However, the correlation between the two independent variables, leadership behaviour and self concept is negligible.

- Leadership behaviour does not interact with the self concept of principals to cause any significant impact upon the organizational climate of the schools.

It is, therefore, concluded that the aforesaid independent variables do not interact with each other to produce significant differences in the mean scores of organizational climate.

5.3 LIMITATIONS OF THE STUDY:

The applicability of the generalizations of the present study will be determined by the similarity of the conditions between the populations.
Though the data are collected empirically and are analysed by statistical methods, yet certain errors might have remained undiscovered during the conduct of the study. The findings could be better interpreted by taking the sampling errors into consideration according to the laws of probability.

5.4 SUGGESTIONS FOR FURTHER RESEARCH:

Some further possibilities of research in this field are suggested as under:

- An investigation may be designed to study the role of principals on the organizational climate of schools as perceived by teachers and students, as well as the parents of the students.

- Organizational climate of the schools may be studied in the light of the other variables like employment conditions, job satisfaction, social stratifications and sex differentials.

- Research may be made on academic climate as perceived by students and teachers in different schools in Iran.
Identical study may be replicated on another population in other cities and states of Iran to get wider generalization of results.

5.5 EDUCATIONAL IMPLICATIONS OF THE STUDY:

The present study has pinpointed the role of two important variables, i.e., leadership behaviour and self concept of principals in improving the organizational climate of any educational institution. Students are the most vulnerable, significant and responsive unit of the educational machinery. With the implementation of high leadership behaviour and high self concept, the students can be properly guided within a congenial environment and they can come out to be better citizens of a nation. The teachers and principals, manifesting the traits stressed upon by the present study, can bring about a qualitative change in the organizational climate of their institutions which will be reflected in substantial improvement of their individual professional careers as well. A healthy organizational climate will also permit them to put forth improved results and contribute towards the progress in the educational administration. The information from the present data can be very handy and useful for the parents/guardians who have to select effective schools for
their wards. Finally, the counsellors, keeping in view the conclusions of the present data, guide the principals, teachers and students for improving the general efficacy of the institution.