FINDINGS AND RECOMMENDATIONS

Section 1

FINDINGS

5.1.1 Introduction

5.1.2 Findings Related to the Socio-Demographic and Economic Profile of the Respondents

5.1.3 Findings Related to Leadership Characteristics of IT and Non-IT Managers

5.1.4 Findings Related to Leadership Characteristics and Gender of Managers

5.1.5 Findings Related to Leadership Characteristics and Number of Training Programmes Attended

5.1.6 Findings Related to Leadership Characteristics and Nature of Job in IT Organizations

5.1.7 Findings Related to Organizational Synergy of IT and Non-IT Respondents

5.1.8 Findings Related to Organizational Synergy and Gender

5.1.9 Findings Related to Organizational Synergy and Number of Training Programmes Attended by Managers

5.1.10 Findings Related to Organizational Synergy and Nature of Job in IT Managers

5.1.11 Findings Related to Organizational Excellence and IT/Non-IT Respondents

5.1.12 Findings Related to Organizational Excellence and Gender

5.1.13 Findings Related to Organizational Excellence and Number of Training Programmes Attended by Managers

5.1.14 Findings Related to Organizational Excellence and Nature of Job in IT Managers
Chapter V  
Findings and Recommendations

5.1.15 Findings Related to Relationship Between Leadership Characteristics and Organizational Synergy 296

5.1.16 Findings Related to Relationship between Organizational Synergy and Organizational Excellence 298

5.1.17 Administrative Leadership Excellence (ALEx) Model 298

5.1.18 Receptivity Analysis of the Integrated ALEX Model 300

Section 2

RECOMMENDATIONS 301-317

5.2.1 Introduction 301

5.2.2 Recommendations Regarding Socio-Demographic Profile of the Respondents 301

5.2.3 Recommendations for Improving Leadership Characteristics 305

5.2.4 Recommendations Regarding Organizational Synergy and Organizational Excellence 309

5.2.5 New Leadership Model For Organizational Excellence Suggested by the Researcher- ALEX Model 313
5. INTRODUCTION:

The purpose of the study is to understand the leadership characteristics of managers in IT and Non-IT organizations. The study also examines the link between the leadership characteristics of managers and organizational synergy, which further demonstrates organizational excellence.

The researcher has collected, for the purpose of the study primary data from 304 respondents, 152 each from managers of IT organizations in Infopark, Kochi and Non-IT organizations in Ernakulam district of Kerala registered with KSIDC. The findings of the study are not only significant to the academia, but also relevant to the practicing professionals. This chapter is divided into two sections:

**SECTION-1: FINDINGS OF THE STUDY**

The first section of this chapter presents a detailed description of the findings of the study.

**SECTION-2: RECOMMENDATIONS**

Practical recommendations are given in the second part of this chapter.
Chapter V
Findings and Recommendations

Leadership Characteristics of Managers of IT and Non-IT Organizations- A Comparative Study

5.1.1 INTRODUCTION

The findings of the study are scripted under various sub-headings. These findings enable IT and Non-IT organizations to develop and sustain appropriate leadership characteristics for managers in ensuring organizational synergy which leads to organizational excellence.

5.1.2 FINDINGS RELATED TO THE SOCIO-DEMOGRAPHIC AND ECONOMIC PROFILE OF THE RESPONDENTS

The profile of the respondents is understood in terms of their age, gender, educational qualification, religion, place of living, marital status, family income, current managerial level, type of industry, total length of service, number of training programmes attended, and size of organization. Findings related to socio-demographic and economic profile are given below.

a) The majority (67.8%) of the respondents from IT industry is of the age group between 22 and 33 years

b) Respondents from Non-IT industry are almost equally distributed in all the age groups.

c) About 81.3% of the total respondents are males. Female participations are very less (IT: 22.4%; Non-IT: 15.1%).

d) The majority (75.7%) of the IT respondents are from technical background (BTech/MCA)

e) More than one-half (54.3%) of the respondents are Hindus.
f) Muslim participation is very less (5.3% each from IT and Non-IT).

g) Majority of the respondents (IT: 48.7%; Non-IT: 44.1%) draws salary between Rs. 15,000-30,000.

h) Majority of the respondents from IT industry (73%) is with ‘less than or equal to 10’ years of service.

i) Only 9.2% of the respondents from IT industry are with more than 20 years of service; while non-IT respondents are 44.15%.

j) The majority of the respondents (IT: 71.7%, Non-IT: 57.9%) are settled in urban area.

k) More than three-fourth (76%) of the respondents follow nuclear family system.

l) Though 29.9% of the respondents are single, the majority (69.4%) of the respondents are married.

m) The majority (68.1%) of the respondents are from medium level organizations.

n) Though 23% of the respondents have not attended any of the training programmes, 62.8% of the respondents have attended less than five training programmes.

o) Among the respondents, 43.4% are from lower, 37.8% from middle and 18.8% from top level managers.

p) Among the IT, majority (57.2%) of the respondents are non-developers.
5.1.3 FINDINGS RELATED TO LEADERSHIP CHARACTERISTICS OF IT AND NON-IT MANAGERS

The leadership characteristics of the respondents are analysed in detail, based on the type of industry they work in, benchmarked against the transformational, transactional and passive/avoidant leadership styles. The details are discussed below.

5.1.3.1 TRANSFORMATIONAL LEADERSHIP OF IT AND NON-IT MANAGERS

a) Transformational leadership mean of IT managers seems to be 71.875 with a standard deviation of 9.642.

b) Transformational leadership mean of Non-IT managers is found to be 78.302 with a standard deviation of 9.026.

c) Since the score of transformational leadership ranges from 20 to 100, the mean score of transformational leadership for IT (71.875) is high.

d) Since the score of transformational leadership ranges from 20 to 100, the mean score of transformational leadership for Non-IT (78.302) is also found to be high.

e) It is seen that the transformational leadership is high for managers from the Non-IT organizations (Mean= 78.302, SD= 9.026) as compared to the non-IT organizations (Mean=71.875, SD=9.642).

f) It is also observed that the difference is significant with t= -6.00 and P<0.05.
5.1.3.2 TRANSACTIONAL LEADERSHIP OF IT AND NON-IT MANAGERS

a) Transactional leadership mean of IT managers is found to be 33.361 with a standard deviation of 2.939.

b) Transactional leadership mean of Non-IT managers is 31.750 with a standard deviation of 3.768.

c) Since the score of transactional leadership ranges from 8 to 40, the mean score of transactional leadership for IT managers (33.361) is considered to be high.

d) Since the score of transactional leadership ranges from 8 to 40, the mean score of transactional leadership for Non-IT managers (31.750) is also considered to be high.

e) It is found that the transactional leadership is more for managers from the IT industry (Mean=33.361, SD=2.939) as compared to Non-IT managers (Mean=31.750, SD=3.768).

f) It is also observed that the difference is significant with t=4.15 and p<0.05.

5.1.3.3 PASSIVE/AVOIDANT LEADERSHIP OF IT AND NON-IT MANAGERS

a) Passive/avoidant leadership mean of IT managers is 13.085 with a standard deviation 2.609.

b) Passive/avoidant leadership mean of Non-IT managers is 12.940 with a standard deviation of 2.733.
c) Since the score of passive/avoidant leadership ranges from 8 to 40, the mean score of passive/avoidant leadership for **IT managers** (13.085) is very low.

d) Since the score of passive/avoidant leadership ranges from 8 to 40, the mean score of passive/avoidant leadership for **Non-IT managers** (12.940) is also very low.

e) It is observed that there exists no significant difference (t=0.472 and P>0.05) between the passive/ avoidant leadership of managers of IT and non-IT organizations.

**5.1.4 FINDINGS RELATED TO LEADERSHIP CHARACTERISTICS AND GENDER OF MANAGERS**

**5.1.4.1 TRANSFORMATIONAL LEADERSHIP AND GENDER OF MANAGERS**

a) Transformational leadership mean of male managers is 75.591 with a standard deviation of 9.658.

b) Transformational leadership mean of female managers is 72.912 with a standard deviation of 10.522.

c) Since the score of transformational leadership ranges from 20 to 100, the mean score of transformational leadership of male managers (75.591) is considered to be high.

d) Since the score of transformational leadership ranges from 20 to 100, the mean score of transformational leadership for Non-IT (72.912) is considered to be high.

e) It is seen that the transformational leadership of male managers is high (Mean= 75.591, SD= 9.658) as compared to that of female managers (Mean=72.912, SD=10.522).
5.1.4.2 TRANSACTIONAL LEADERSHIP AND GENDER OF MANAGERS

a) Transactional leadership mean of male managers is 32.591 with a standard deviation of 3.390.

b) Transactional leadership mean of female managers is 32.403 with a standard deviation of 3.821.

c) Since the score of transactional leadership ranges from 8 to 40, the mean score of transactional leadership of male managers (32.591) is found to be high.

d) Since the score of transactional leadership ranges from 8 to 40, the mean score of transactional leadership of female managers (32.403) is also found to be high.

e) It is found that the transactional leadership of male managers is slightly higher (Mean=32.591, SD=3.390) as compared to that of female managers (Mean=32.403, SD=3.821).

f) It is also observed that the difference is not significant (P>0.05).

5.1.4.3 PASSIVE/AVOIDANT LEADERSHIP AND GENDER OF MANAGERS

a) Passive/avoidant leadership mean of male managers is 13.052 with a standard deviation 2.678.

b) Passive/avoidant leadership mean of female managers is 12.842 with a standard deviation of 2.644.
c) Since the score of passive/avoidant leadership ranges from 8 to 40, the mean score of passive/avoidant leadership of male managers (13.052) is found to be very low.

d) Since the score of passive/avoidant leadership ranges from 8 to 40, the mean score of passive/avoidant leadership of female managers (12.842) is also found to be very low.

e) It is observed that there exists no significant difference (P>0.05)

5.1.5 FINDINGS RELATED TO LEADERSHIP CHARACTERISTICS AND NUMBER OF TRAINING PROGRAMMES ATTENDED

5.1.5.1 TRANSFORMATIONAL LEADERSHIP AND TRAINING PROGRAMMES ATTENDED

a) Transformational leadership score is 73.085 (SD=8.976) for the managers who have not attended any training programme.

b) Transformational leadership increases to 74.848 (SD=10.140) for managers who have attended training programme below 5 numbers.

c) It has again increased to 78.880 (SD=8.398) for managers who have attended the training programme between 5 and 10 numbers.

d) Transformational leadership score has further increased to 80.166 (SD=9.629) for managers who have attended training programme above 10 numbers.
e) It is observed that the transformational leadership score is getting significantly higher ($F=3.793$, $p<0.05$) with the increase in the number of training programmes attended by managers.

5.1.5.2 TRANSACTIONAL LEADERSHIP AND TRAINING PROGRAMMES ATTENDED

a) Transactional leadership score is 31.528 (SD=3.192) for the managers who have not attended any training programme.

b) Transactional leadership increases to 32.942 (SD=3.490) for managers who have attended training programme below 5 numbers.

c) Further, it is learned that the transactional leadership score increases to 32.555 (SD=4.003) for managers who have attended training programme above 10 numbers.

d) Thus, it is observed that transactional leadership score is getting significantly higher ($F=2.893$, $p<0.05$) with the increase in number of training programmes attended by managers.

5.1.5.3 PASSIVE/ AVOIDANT LEADERSHIP AND TRAINING PROGRAMMES ATTENDED

a) Passive/avoidant leadership score is 13.257 (SD=2.922) for the managers who have not attended any training programme.

b) Passive/avoidant leadership has decreased to 13.136 (SD=2.524) for managers who have attended training programme below 5 numbers.
c) It has again decreased to 11.88 (SD=2.55) for managers who have attended the training programme between 5 and 10 numbers.

d) But it is found that passive/avoidant leadership score has slightly increased to 12.33 (SD=3.00) for managers who have attended training programme above 10 numbers.

e) It is observed that the difference of passive/avoidant leadership score of managers with the increase of training programmes attended is not significant (p>0.05).

5.1.6 FINDINGS RELATED TO LEADERSHIP CHARACTERISTICS AND NATURE OF JOB IN IT ORGANIZATIONS

Managers in IT organizations are further grouped into two: Developers and Non developers.

5.1.6.1 TRANSFORMATIONAL LEADERSHIP AND NATURE OF JOB IN IT

a) Transformational leadership mean of Developers is found to be 64.415 with a standard deviation of 5.361.

b) Transformational leadership mean of Non Developers is 77.448 with a standard deviation of 8.268.

c) Since the score of transformational leadership ranges from 20 to 100, the observed mean score of transformational leadership for Developers (64.415) is observed to be fair.

d) Since the score of transformational leadership ranges from 20 to 100, the mean score of transformational leadership for Non Developers (77.448) is found to be high.
Chapter V

Findings and Recommendations

Leadership Characteristics of Managers of IT and Non-IT Organizations- A Comparative Study

282

e) It is seen that the transformational leadership is high for Non Developers (Mean= 77.448, SD= 8.268) as compared to the Developers in IT organizations (Mean=64.415, SD=5.361).

f) It is also observed that the difference is statistically significant with \( t = -11.76 \) and \( P < 0.05 \).

5.1.6.2 TRANSACTIONAL LEADERSHIP AND NATURE OF JOB IN IT

a) Transactional leadership mean of Developers is 33.092 with a standard deviation of 3.008.

b) Transactional leadership mean of Non Developers is 33.563 with a standard deviation of 2.888.

c) Since the score of Transactional leadership ranges from 8 to 40, the mean score of Transactional leadership for Developers (33.092) is found to be high.

d) Since the score of Transactional leadership ranges from 8 to 40, the mean score of Transactional leadership for Non Developers (33.563) is also found to be high.

e) It is seen that the Transactional leadership is slightly high for Non Developers (Mean= 33.563, SD= 2.888) as compared to the Developers in IT organizations (Mean=33.092, SD=3.008).

f) It is observed that the difference is not statistically significant (\( P > 0.05 \)).
5.1.6.3 PASSIVE/AVOIDANT LEADERSHIP AND NATURE OF JOB IN IT

a) Passive/avoidant leadership mean of Developers is 13.646 with a standard deviation of 2.689.

b) Passive/avoidant leadership mean of Non Developers is 12.666 with a standard deviation of 2.480.

c) Since the score of passive/avoidant leadership ranges from 8 to 40, the mean score of transformational leadership for Developers (13.646) is found to be low.

d) Since the score of passive/avoidant leadership ranges from 8 to 40, the mean score of passive/avoidant leadership for Non Developers (12.666) is also found to be low.

e) It is observed that the passive/avoidant leadership is low for Non Developers (Mean= 12.666, SD= 2.480) as compared to the Developers in IT organizations (Mean=13.646, SD=2.689).

f) It is also observed that the difference is statistically significant with $t=2.32$ and $P<0.05$.

5.1.7 FINDINGS RELATED TO ORGANIZATIONAL SYNERGY OF IT AND NON-IT RESPONDENTS

The concept of organizational synergy for the purpose of the study is understood in terms of employee empowerment, organizational transformation and organizational culture. The details are explained below.
5.1.7.1 EMPLOYEE EMPOWERMENT AND IT/ NON-IT MANAGERS

a) Employee empowerment mean of IT managers is found to be 36.059 with a standard deviation of 4.553.

b) Employee empowerment mean of Non-IT managers is seen to be 39.552 with a standard deviation of 3.922.

c) Since the score of employee empowerment ranges from 11 to 55, the mean score of employee empowerment for IT managers (36.059) is found to be high.

d) Since the score of employee empowerment ranges from 11 to 55, the mean score of employee empowerment for Non-IT managers (39.552) is also found to be high.

e) It is observed that mean score of employee empowerment is higher for Non-IT managers (Mean=39.552 and SD =3.922) than that of IT managers (Mean=36.059 and SD= 4.553). It is also proved that the difference is statistically significant with t= -7.16, df=302, and p<0.05.

5.1.7.2 ORGANIZATIONAL TRANSFORMATION OF IT AND NON-IT MANAGERS

a) Organizational transformation mean of IT managers is 12.381 with a standard deviation of 1.922.

b) Organizational transformation mean of Non-IT managers is 13.763 with a standard deviation of 1.763.
c) Since the score of organizational transformation ranges from 4 to 20, the mean score of organizational transformation for IT managers (Mean=12.381) is found to be high.

d) Since the score of organizational transformation ranges from 4 to 20, the mean score of organizational transformation for Non-IT managers (Mean=13.763) is also found to be high.

e) It is observed that the mean score of organizational transformation is more for managers from non-IT industry (Mean= 13.763, SD= 1.763) when compared to the IT industry (Mean=12.381, SD= 1.922).

f) It is further observed that the difference is statistically significant with t= -6.53, df=302, and p<0.05.

5.1.7.3 ORGANIZATIONAL CULTURE OF IT AND NON-IT MANAGERS

a) Organizational culture mean of IT managers is found to be 20.782 with a standard deviation of 2.366.

b) Organizational culture mean of Non-IT managers is 22.006 with a standard deviation of 2.393.

c) Since the score of organizational culture ranges from 6 to 30, the mean score of organizational culture for IT managers (Mean=20.782) is found to be high.

d) Since the score of organizational culture ranges from 6 to 30, the mean score of organizational culture for Non-IT managers (Mean=22.006) is also found to be high.
e) It is seen that the mean score of organizational culture is higher for managers from Non-IT industry (Mean= 22.006, SD= 2.393) than that of managers from IT industry (mean= 20.782, SD=2.366).

f) It is further proved that the difference is statistically significant with $t= -4.482$, df= 302, and $p<0.05$.

5.1.8 FINDINGS RELATED TO ORGANIZATIONAL SYNERGY AND GENDER

5.1.8.1 EMPLOYEE EMPOWERMENT AND GENDER OF MANAGERS

a) Employee empowerment mean of male managers is 38.141 with a standard deviation of 4.511.

b) Employee empowerment mean of female managers is 36.350 with a standard deviation of 4.680.

c) Since the score of employee empowerment ranges from 11 to 55, the mean score of employee empowerment of male managers (38.141) is observed to be high.

d) Since the score of employee empowerment ranges from 11 to 55, the mean score of employee empowerment of female managers (36.350) is also found to be high.

e) It is observed that mean score of employee empowerment of male managers (Mean=38.141 and SD =4.511) is higher as compared to female managers (Mean=36.350 and SD= 4.680).

f) It is further proved that the difference is statistically significant with $t= 2.683$, df=302, and $p<0.05$. 
5.1.8.2 ORGANIZATIONAL TRANSFORMATION AND GENDER OF MANAGERS

a) Organizational transformation mean of male managers is found to be 13.105 with a standard deviation of 1.970.

b) Organizational transformation mean of female managers observed to be 12.929 with a standard deviation of 1.962.

c) Since the score of organizational transformation ranges from 4 to 20, the mean score of organizational transformation of male managers (Mean=13.105) is found to be high.

d) Since the score of organizational transformation ranges from 4 to 20, the mean score of organizational transformation of female managers (Mean=12.92) is also found to be high.

e) It is observed that the mean score of organizational transformation of male managers is higher (Mean= 13.105, SD= 1.970) than that of female managers (Mean=12.929, SD= 1.962).

f) It is further proved that the difference is not statistically significant (p<0.05).

5.1.8.3 ORGANIZATIONAL CULTURE AND GENDER OF MANAGERS

a) Organizational culture mean of male managers is 21.400 with a standard deviation of 2.470.

b) Organizational culture mean of female managers is 21.368 with a standard deviation of 2.402.
c) Since the score of organizational culture ranges from 6 to 30, the mean score of organizational culture of male managers (Mean=21.400) is found to be high.

d) Since the score of organizational culture ranges from 6 to 30, the mean score of organizational culture of female managers (Mean=21.368) is also found to be high.

e) It is observed that the mean score of organizational culture is higher for male managers (Mean= 21.40, SD= 2.470) than that of female managers (mean= 21.368, SD=2.402).

f) It is further proved that the difference is not statistically significant (p<0.05).

5.1.9 FINDINGS RELATED TO ORGANIZATIONAL SYNERGY AND NUMBER OF TRAINING PROGRAMMES ATTENDED BY MANAGERS

5.1.9.1 EMPLOYEE EMPOWERMENT AND TRAINING PROGRAMMES ATTENDED BY MANAGERS

a) Employee empowerment score is 36.642 (SD=4.357) for the managers who have not attended any training programme.

b) Employee empowerment has increased to 37.717 (SD=4.500) for managers who have attended training programmes less than 5 numbers.

c) It has again increased to 39.000 (SD=4.564) for managers who have attended the training programmes between 5 and 10 numbers.
d) Employee empowerment score has further increased to 46.111 (SD=4.407) for managers who have attended training programmes more than 10 numbers.

e) It is observed that the employee empowerment score has significantly increased (F=6.553, p<0.05) in line with the increase of training programmes attended.

f) Thus, it is proved that participation in training programmes raises professionalism of the managers and further empowers their employees.

5.1.9.2 ORGANIZATIONAL TRANSFORMATION AND TRAINING PROGRAMMES ATTENDED BY MANAGERS

a) Organizational transformation score is 12.814 (SD=1.835) for the managers who have not attended any training programme.

b) Organizational transformation has increased to 12.968 (SD=1.970) for managers who have attended training programmes less than 5 numbers.

c) It has increased to 13.560 (SD=1.938) for managers who have attended training programmes between 5 and 10 numbers.

d) Organizational transformation score has further increased to 14.5000 (SD=1.917) for managers who have attended training programmes more than 10 numbers.

e) It has observed that Organizational transformation score gets significantly increased (F=4.394, p<0.05) with the increase of attendance in training programmes.
f) Hence, it is observed that the training programmes augment organizational transformation.

5.1.9.3 ORGANIZATIONAL CULTURE AND TRAINING PROGRAMMES ATTENDED BY MANAGERS

a) Organizational culture score is 20.928 (SD=2.195) for the managers who have not attended any training programme.

b) Organizational culture has increased to 21.371 (SD=2.494) for managers who have attended training programmes less than 5 numbers.

c) It has increased to 22.000 (SD=2.198) for managers who have attended the training programmes between 5 and 10 numbers.

d) Organizational culture score has further increased to 22.611 (SD=2.892) for managers who have attended training programmes more than 10 numbers.

e) The analysis shows that the resultant organizational culture score has significantly increased (F=2.88, p<0.05) in line with the increase in the number of training programmes attended by the managers.

f) The result from the analysis shows that managers’ participation in the training programmes creates good organizational culture.
5.1.10 FINDINGS RELATED TO ORGANIZATIONAL SYNERGY AND NATURE OF JOB IN IT MANAGERS

5.1.10.1 EMPLOYEE EMPOWERMENT AND NATURE OF JOB IN IT MANAGERS

a) Employee empowerment mean of developers is found to be 33.015 with a standard deviation of 3.425.

b) Employee empowerment mean of Non Developers is observed to be 38.333 with a standard deviation of 3.928.

c) Since the score of employee empowerment ranges from 11 to 55, the mean score of employee empowerment for Developers (33.015) is found to be fair.

d) Since the score of employee empowerment ranges from 11 to 55, the mean score of employee empowerment for Non Developers (38.333) is observed to be high.

e) It is found that mean score of employee empowerment is higher for Non Developers (Mean=38.333 and SD =3.928) than that of Developers (Mean=33.015 and SD= 3.425).

f) It is also proved that this difference is statistically significant with \( t=-8.71, \text{ df}=150, p<0.05 \).

5.1.10.2 ORGANIZATIONAL TRANSFORMATION AND NATURE OF JOB IN IT MANAGERS

a) Organizational transformation mean of Developers is found to be 10.969 with a standard deviation of 1.310.
b) Organizational transformation mean of Non Developers is observed to be 13.436 with a standard deviation of 1.604.

c) Since the score of organizational transformation ranges from 4 to 20, the mean score of organizational transformation for Developers (Mean=10.969) is found to be average.

d) Since the score of organizational transformation ranges from 4 to 20, the mean score of organizational transformation for Non Developers (Mean=13.436) is observed to be fair.

e) It is observed that the mean score of organizational transformation is more for non Developers (Mean= 13.436, SD= 1.604) as compared to the Developers (Mean=10.969, SD= 1.310).

f) It is further proved that the difference is statistically significant with t=-10.12, df= 150, and p<0.05.

5.1.10.3 ORGANIZATIONAL CULTURE AND NATURE OF JOB IN IT MANAGERS

a) Organizational culture mean of Developers is 19.169 with a standard deviation of 1.858.

b) Organizational culture mean of Non Developers is 21.988 with a standard deviation of 1.955.

c) Since the score of organizational culture ranges from 6 to 30, the mean score of organizational culture for Developers (Mean=19.169) is found to be fair.

d) Since the score of organizational culture ranges from 6 to 30, the mean score of organizational culture for Non Developers (Mean=21.988) is observed to be fair.
e) It is observed that the mean score of organizational culture is higher for Non Developers (Mean= 21.988, SD= 1.955) than that of Developers (mean= 19.169, SD=1.858).

f) It is further proved that the difference is statistically significant with t= -8.97, df= 150, and p<0.05.

5.1.11 FINDINGS RELATED TO ORGANIZATIONAL EXCELLENCE AND IT /NON-IT RESPONDENTS

a) Organizational excellence mean of IT managers is found to be 16.328 with a standard deviation of 1.999.

b) Organizational excellence mean of Non-IT managers is observed to be 16.710 with a standard deviation of 1.814.

c) Since the score of organizational excellence ranges from 4 to 20, the mean score of organizational excellence for IT managers (Mean=16.32) is found to be high.

d) Since the score of organizational excellence ranges from 4 to 20, the mean score of organizational excellence for Non-IT managers (Mean=16.710) is also found to be high.

e) It is observed that mean score of organizational excellence of Non-IT managers is slightly high (Mean = 16.710 and SD =1.814) when compared to that of IT managers (Mean = 16.328 and SD= 1.999).

f) It is further observed that the difference of organizational excellence of IT and Non-IT managers is not statistically significant (p> 0.5).
5.1.12 FINDINGS RELATED TO ORGANIZATIONAL EXCELLENCE AND GENDER

a) Organizational excellence mean of male managers is found to be 16.651 with a standard deviation of 1.927.

b) Organizational excellence mean of female managers is 15.947 with a standard deviation of 1.766.

c) Since the score of organizational excellence ranges from 4 to 20, the mean score of organizational excellence of male managers (Mean=16.65) is observed to be high.

d) Since the score of organizational excellence ranges from 4 to 20, the mean score of organizational excellence of female managers (Mean=15.947) is also found to be high.

e) It is observed that mean score of organizational excellence of male managers is high (Mean = 16.651 and SD =1.927) when compared to that of female managers (Mean = 15.947 and SD= 1.766).

f) It is further proved that the difference is statistically significant with t= 2.666 and p<0.05.

5.1.13 FINDINGS RELATED TO ORGANIZATIONAL EXCELLENCE AND NUMBER OF TRAINING PROGRAMMES ATTENDED BY MANAGERS

a) Organizational excellence score is 16.257 (SD=1.96) for the managers who have not attended any training programmes.
b) Organizational excellence has increased to 16.54 (SD=1.89) for managers who have attended training programmes less than 5 numbers.

c) But it has slightly decreased to 16.480 (SD=1.661) for managers who have attended training programmes between 5 and 10 numbers.

d) Organizational excellence score has further increased to 17.277 (SD=2.136) for managers who have attended training programmes more than 10 numbers.

e) It is observed that the difference in organizational excellence score in line with the increase of training programmes attended is not statistically significant (p>0.05).

5.1.14 FINDINGS RELATED TO ORGANIZATIONAL EXCELLENCE AND NATURE OF JOB IN IT MANAGERS

a) Organizational excellence mean of Developers is found to be 16.292 with a standard deviation of 2.044.

b) Organizational excellence mean of Non Developers is observed to be 16.356 with a standard deviation of 1.976.

c) Since the score of organizational excellence ranges from 4 to 20, the mean score of organizational excellence for Developers (Mean=16.292) is observed to be high.

d) Since the score of organizational excellence ranges from 4 to 20, the mean score of organizational excellence for Non Developers (Mean=16.356) is also found to be high.
e) It is observed that mean score of organizational excellence of Non Developers is slightly high (Mean = 16.356 and SD =1.976) when compared to that of Developers (Mean = 16.292 and SD= 2.044).

f) It is further proved that the difference is not statistically significant (p>0.5).

g) Thus, it is seen that, both developers and non developers exhibit the same level of organizational excellence.

5.1.15 FINDINGS RELATED TO RELATIONSHIP BETWEEN LEADERSHIP CHARACTERISTICS AND ORGANIZATIONAL SYNERGY

The following sub sections discuss the relationship between leadership characteristics and organizational synergy in the context of the study.

5.1.15.1 RELATIONSHIP BETWEEN LEADERSHIP CHARACTERISTICS AND EMPLOYEE EMPOWERMENT

a) Transformational leadership (predictor variable) is highly positively correlated (r=0.869, p<0.05) with the employee empowerment (dependent variable).

b) Transactional leadership (predictor variable) is positively correlated (r=0.430, p<0.05) with employee empowerment (dependent variable).

c) Passive/avoidant (predictor variable) is negatively correlated (r=-0.207, p<0.05) with the employee empowerment (dependent variable).
d) It is proved that transformational, transactional and passive/avoidant leaderships are predictors (F = 313.16, p<0.05) of employee empowerment.

e) The analysis reveals that 75% of the variance in employee empowerment (dependent variable) is addressed by the predictor variables (Transformational, Transactional, and Passive/Avoidant Leadership).

5.1.15.2 RELATIONSHIP BETWEEN LEADERSHIP CHARACTERISTICS AND ORGANIZATIONAL TRANSFORMATION

a) Transformational leadership (predictor variable) is positively correlated (r=0.625, p<0.05) with organizational transformation (dependent variable).

b) Transactional leadership (predictor variable) is positively correlated (r=0.170, p<0.05) with organizational transformation (dependent variable).

c) Passive/avoidant (predictor variable) is negatively correlated (r=-0.199, p<0.05) with organizational transformation (dependent variable).

d) It is proved that transformational, transactional and passive/avoidant leaderships are predictors (F= 70.68, p<0.05) of organizational transformation.

e) It is also observed that 41% of the variance in organizational transformation (dependent variable) is addressed by the predictor variables (transformational, transactional and passive/avoidant).
5.1.15.3 RELATIONSHIP BETWEEN LEADERSHIP CHARACTERISTICS AND ORGANIZATIONAL CULTURE

a) Transformational leadership (predictor variable) is positively correlated \((r=0.749, \ p<0.05)\) with the organizational culture (dependent variable).

b) Transactional leadership (predictor variable) is positively correlated \((r=0.434, \ p<0.05)\) with organizational culture (dependent variable).

c) Passive/avoidant (predictor variable) was negatively correlated \((r=-0.272, \ p<0.05)\) with organizational culture (dependent variable).

d) It is proved that transformational, transactional and passive/avoidant leaderships are predictors \((F=132.03, \ p<0.05)\) of organizational culture.

e) It is also observed that 56\% of the variance in organizational transformation is addressed by the predictor variables (transformational, transactional and passive/avoidant).

5.1.16 FINDINGS RELATED TO RELATIONSHIP BETWEEN ORGANIZATIONAL SYNERGY AND ORGANIZATIONAL EXCELLENCE

a) Employee empowerment (predictor variable) is positively correlated \((r= 0.464, \ p<0.05)\) with the organizational excellence (dependent variable).
Chapter V  
Findings and Recommendations

b) Organizational transformation (predictor variable) is positively correlated (r = 0.273, p<0.05) with organizational excellence (dependent variable).

c) Organizational culture (predictor variable) is positively correlated (r = 0.443, p<0.05) with organizational excellence (dependent variable).

d) It is observed that employee empowerment, organizational transformation, and organizational culture are predictors (F = 35.30, p<0.05) of organizational excellence.

e) It is also seen that 26% of the variance in organizational excellence is addressed by the predictor variables (employee empowerment, organizational transformation and organizational culture).

5.1.17 ADMINISTRATIVE LEADERSHIP EXCELLENCE (ALEx) MODEL

a) The major contribution of the study is the development of an integrated model for organizational excellence called Administrative Leadership Excellence (ALEx) Model. This model is also tested for its acceptance in both IT and Non-IT organizations.

b) The model proposed in this study establishes the relationships between (a) leadership characteristics, (b) organizational synergy, and (3) organizational excellence. The ALEx model is already depicted in section 4 of Chapter 4 (figure 4.4.18) of this thesis.
c) A mix of transformational, transactional and passive/avoidant leadership which can be called Administrative Leadership characteristics will generate a synergy in the organization (organizational synergy), which is constituted by employee empowerment, organizational transformation and organizational culture.

d) The organizational synergy will ultimately lead the organization to organizational excellence. Hence this model is to be implemented in IT and Non-IT organizations for the Organizational Excellence.

5.1.18 RECEPTIVITY ANALYSIS OF THE INTEGRATED ALEx MODEL

a) The receptivity analysis carried out reveals that the model has been appreciated and accepted by the respondents.

b) It is also found that the proposed model can be successfully implemented in both IT and non-IT organizations.

c) It is also observed that organizational synergy will enhance the excellence of the organizations.
5.2.1 INTRODUCTION

This section discusses the practical recommendations of the study in line with the observed findings. On the basis of the findings, certain problems have been identified. An effort is made here to suggest recommendations which will help to enhance the leadership characteristics of IT and non-IT managers. That will lead to employee empowerment, organizational transformation and organizational culture and further organizational excellence. The recommendations are narrated below.

5.2.2 RECOMMENDATIONS REGARDING SOCIO-DEMOGRAPHIC PROFILE OF THE RESPONDENTS

The socio-demographic profile of the respondents is one of the factors that determine the leadership behavioral aspects and style of an individual. The following part of this section explains the researcher’s recommendation in this regard.

5.2.2.1 RETENTION OF EMPLOYABLE EMPLOYEES

a) In order to retain employable employees in the IT industry who possess professional experience, it is suggested that the stress related issues of the employees has to be adequately
addressed. Therefore, by designing and implementing appropriate stress management programmes and practicing the same as a ritual through the routine work procedures across the organization can result in reducing the stress among employees rather than allowing a lucent and free environment by compromising the fundamental discipline.

b) It is also suggested that different managerial positions are to be created in the industry for the employees. Then the young IT programmers will be attracted and retained in the industry looking at the higher opportunities in the same industry.

5.2.2.2 IN-HOUSE CREATION OF YOUNGER LEADERSHIP

a) Since the dependence on the younger executives is seen more in the IT organizations, these firms shall take precautions in adequately training them on the managerial capabilities. So that young leadership is raised in the organizations.

b) Organizations shall carefully handle the young group of potential human assets and harnessing them in achieving the goals and objectives of the organization. In case of IT companies, appropriate design of transparent and competitive career progression will motivate the young employees on leadership capabilities whereas in the case of Non-IT sector, it would be better if the firms take measures in giving orientation on managerial skills along with the technical training.
5.2.2.3 KNOWLEDGE REPOSITORY

a) Organizations can also think about having a repository of knowledge base within their organization and pool the knowledge from within by extracting ed from the employees. Such efforts enable the organizations in encouraging the elderly employees in sharing their valuable knowledge and experiences, further disseminate to the younger groups.

b) A culture of learning is to be developed among employees in line with the changing business environment and technological developments.

5.2.2.4 WOMEN EMPOWERMENT AND PARTICIPATION THROUGH RESERVATION POLICY AT THE MANAGERIAL LEVEL

a) The Government has to ensure better women participation in the industry by reservation policy.

b) Awareness should be created among the people that women have also equal rights; and their human rights have to be protected.

c) The respective organizations have to formulate its HR policy to ensure the women participation in their organizational activity, management and leadership, including Board level.

d) Top managers have to take appropriate steps and policies to uplift the women managers.
e) Organizations should have strict HR policies to train women managers to develop by themselves and improve the organizational synergy especially empowering capacity.

5.2.2.5 APPOINTMENT STRATEGY

a) It is recommended to appoint appropriate persons having special orientation for their work, for enhancing performance and the quality of the product.

b) Apart from academic qualifications the attitude of the employees are also to be considered at the time of appointment.

5.2.2.6 ESTABLISHMENT OF SEZ AND INFOPARKS IN RURAL AREAS

a) Government and Private Educational Agencies have to take utmost care to establish high standard educational institutions in the rural areas.

b) Government has to develop policies for declaring the Special Economic Zone (SEZ) in the rural area for establishing industrial organizations and IT companies.

c) Government of Kerala has to develop more Infopark in rural areas for developing IT industry.

d) If opportunities are created across the state especially at the rural area, the governmental and private level organizations shall attract many employees who are satisfied, have peace of mind and happy to work in minimum cost of living environment. Such prudent and focused, far reaching strategic project implementations shall bring
productivity and quality in the functioning of IT and Non-IT organizations.

5.2.2.7 NEED OF UPLIFTING MINORITY COMMUNITY

The Government in general and minority religious community in particular should orient the people for higher education and make them more responsible towards self, organizations they work for, and to the society.

5.2.2.8 STRATEGY FOR ENSURING QUALITY

a) It is suggested that quality among Muslims should be created through special programmes. So that they can also participate in decision making policies along with other majority communities.

b) Even though the percentage of Muslim working executives are lesser than Christian and Hindu working executives, the organizations shall focus more the quality of output rather than the distribution percentage of religion.

5.2.3 RECOMMENDATIONS FOR IMPROVING LEADERSHIP CHARACTERISTICS

This part gives recommendations regarding the improvement of transformational, transactional leadership characteristics and reduction of passive/avoidant characteristics of managers of IT and non-IT organizations.

5.2.3.1 LEADERSHIP IMPROVEMENT PROGRAMMES AT ORGANIZATIONAL LEVEL

a) It is recommended to conduct leadership programmes in organizations for their various levels of managers. Proactive debate, powerful dialogue, membership in professional bodies like
CSI, AIMA, NIPM, Public Leaders Network etc are to be fostered among the managers to develop the transformational and transactional leadership characteristics.

b) A culture of self training is to be developed by managers themselves to improve transformational leadership characteristics.

c) Organizations shall introduce focused programmes to address the attitudinal aspects of the passive/avoidant employees.

5.2.3.2 UPLIFT THE IT-DEVELOPERS TO MANAGERIAL STATUS

Strictly speaking, IT developers are not engaged in managerial duties but involved in programming level. It is a fact that the developers need technical skills more than human and conceptual skills. The non-developers are at the managerial positions and they need more transformational and transactional leadership characteristics. However, these developers shall require to take leadership positions in due course of time. Therefore, it is necessary to possess transformational and transactional leadership characteristics by the developers. Transformational and transactional leadership characteristics of IT managers especially IT-developers have to be improved because it generates additional outputs and they should be capable to assume higher managerial positions in the organization at appropriate time. Hence, it is highly recommended that leadership development programmes are to conducted in the organizations for the developers and technical skill development programmes for non-developers for the better output in the organization.
5.2.3.3 ESTABLISHMENT OF CLEAR HUMAN RESOURCE POLICY

The organizations have to develop clear HR policy for the training programme for its workforce based on career plan and succession plan. Organizations shall also take appropriate steps in placing women managers in suitable positions which may help to reducing gender difference.

5.2.3.4 DELEGATION OF DUTIES

The managers should delegate the power to team members to get the opportunities to use and hence to develop transformational and transactional leadership characteristics.

5.2.3.5 LEADERSHIP IMPROVEMENT PROGRAMMES FOR PROSPECTIVE MANAGERS

a) However, irrespective of the type of industry, transformational and transactional leadership generates better output in organizations. Hence, managers of both IT and non-IT organizations shall possess high level of transformational and transactional leadership. Since the development of leadership characteristics is a gradual process, universities and institutions have an important role to impart the leadership characteristics among prospective managers.

b) Universities have to include leadership subjects to all the courses, especially in the Engineering and Technology programmes.

c) Institutions shall take special interest to design the programmes, which offer opportunities to practice transformational and
transactional leadership characteristics by the prospective managers.

d) Debates and group discussions are to be promoted in the class rooms about leadership and management.
e) Special value added courses can be introduced in Universities and Colleges with the help of UGC and AICTE.

5.2.3.6 NEED OF TRAINING PROGRAMMES

a) Since training has a high positive effect on development of transformational and transactional leadership of managers, the appropriate need-based training is to be given to the managers and employees.

b) The management has to conduct training programmes regularly for their workforce to enhance the quality and attitude of the employees and evaluate the pre–post performance level in doing the job related function.

c) On job training, professional grooming, and training on attitudinal aspects are to be conducted in the organization regularly to reduce the passive/avoidant style of the managers.

5.2.3.7 PROPER SELECTION OF EMPLOYEES FOR TRAINING PROGRAMMES

Unfortunately, there is a lot of cynicism in organizations about the efficiency of training programmes. On many occasions “separable” employees are often deputed for training and not selected ones for whom this particular training will be beneficial. Equal opportunities are to be given to all the employees in the organization. However, one shall also keep in view that the training programmes are ultimately indented to sharpen the skill
sets and knowledge level of the employees in achieving the organizational goals. Therefore, the meaning of equal opportunities does not mean in giving equal opportunities to attend the training programmes for all the employees. There is no relevance in wasting resources in trying to develop employees who does not show appropriate attitude and sincerity towards their work and to the organizational development.

5.2.3.8 ASSESSMENT OF TRAINING NEEDS

It is recommended that the training needs are to be assessed and designed based on the job on their roles. A junior manager shall be given training on the attitudinal aspects rather than offering training on decision making skills, as the top or the middle level executives have to carry out the plans set by the responding authority and shall develop the right attitude in understanding and responding positively in achieving the organizational objectives. Thus, before offering the training programmes, organizations shall do an in depth study and design appropriate training programmes that finally bring better organizational results.

5.2.4 RECOMMENDATIONS REGARDING ORGANIZATIONAL SYNERGY AND ORGANIZATIONAL EXCELLENCE

This part of the section presents the recommendation for enhancing organizational synergy and organizational excellence of the managers. All the recommendations mentioned for the development of leadership is also applicable to this case. Apart from that, certain other recommendations are explained below.
5.2.4.1 ENHANCING EMPLOYEE EMPOWERMENT

In order to empower the team members and the followers, leaders have to pay attention to the following aspects.

a) They should share the most important organizational goals with the group.
b) They have to take the employees into consideration and trust and entrust them duties to do with their freedom.
c) When a problem occurs do not pinpoint what is wrong with the people.
d) Leaders should empower them to solve the problem by providing all the support to the employees.
e) Leaders should find out the time to listen the team members and hence they feel recognized.

5.2.4.2 ENHANCING ORGANIZATIONAL TRANSFORMATION

a) In order to make transformation in the organization, the managers have to face the internal and external challenges to the organizations as the opportunities and approach to it in a proactive manner.
b) They should be open to the challenging environment and ready to adapt changes in tune to the changing business environment.

5.2.4.3 ENHANCING ORGANIZATIONAL CULTURE

a) In the IT organizations, the experienced hands are to be appointed to the top positions. The criteria for the promotion to the managerial positions will not be mere technical
knowledge but will be the leadership qualities of the employees.

b) Organizational tradition and history are to be imparted to its employees at the time of the appointing employees in the organization.

c) In order to create value oriented culture in the organization, managers should learn the values and role of team members.

d) Managers should take initiative to create a culture of encouraging others and learning things from others who specialized in that area.

e) It is recommended that if the organizations irrespective of the industry provide continuous orientation programmes to their employees about the organization, its policies, culture, products and services so that the employees inculcate the organizational culture within them, resulting in less mismatch between the employee towards the organization commitments and job requirements.

5.2.4.4 ENHANCING ORGANIZATIONAL EXCELLENCE

a) In order to generate high organizational excellence, managers of both IT and non-IT organizations should acquire transformational and transactional leadership characteristics.

b) Since employee empowerment, organizational transformation and organizational culture influence the organizational excellence, awareness on these should be imparted to the managers.

c) Since publics and consumers are more conscious about the quality of the product, the management has to take appropriate
steps to maintain the quality. It is suggested to reduce the bottom level managers by increasing the number of middle level managers appropriately in the organizations for enhancing quality of the products. Though it calls for more commitment from the part of organizations in terms of salary, the organizations can maintain the good will and enhance quality of the products and establish their position in the market by this restructuring process.

5.2.4.5 NEED OF TRAINING

The findings show that training helps the managers to improve employee empowerment, organizational transformation and organizational excellence. Training programmes should focus in conceptual and human skills with public speaking, public relations, motivations, teaming etc. sessions, addresses by leading experts and lectures, classes, exercises in various subjects. Imparting conceptual skills is possible only with 100% participation of the participants. Hence motivating middle-aged top managers to get involved and participate is the key to successful leadership training.
5.2.5 NEW LEADERSHIP MODEL FOR ORGANIZATIONAL EXCELLENCE SUGGESTED BY THE RESEARCHER - ADMINISTRATIVE LEADERSHIP EXCELLENCE MODEL

The study indicates that Administrative Leadership Excellence (ALEx) Model is an effective and acceptable model in both IT and Non-IT organizations to create organizational synergy (employee empowerment, organizational transformation and organizational culture) and consequently organizational excellence. It is strongly suggested to the managements of IT and Non-IT organizations to take special interest to implement the ALEx model in their organizations for enhancing organizational synergy that leads to organizational excellence and effectiveness.

A brief report of the demerits of existing Full Range Leadership Model and merits of the proposed ALEx model is given below.

5.2.5.1 DEMERITS OF THE EXISTING MODEL

a) The existing model, Full Range Leadership Model, proposed by Avolio and Bass (1994) incorporates highly inactive and ineffective passive/avoidant leadership (PAL), transactional leadership (TSL) and to highly active and effective transformational leadership (TFL). The theory proposes that each leader displays all the style of leadership to a certain extent. But this model is silent about the combined effect of transformational,
transactional and passive/avoidant leadership characteristics. The Figure 5.2.1 presents the profile of each leadership style.

(Source: Avolio & Bass, 1994)

**Figure 5.2.1: Profile of Leadership Styles**

b) This model focuses only on transformational and transactional leadership characteristics or the augmenting effect of transformational leadership on transactional leadership. It keeps silent about the negative impact of passive/avoidant character of
managers. The following figure indicates the augmentation effect of transformational and transactional leadership as an effect of full range model. It totally neglects the influence of passive/avoidant leadership.

(Source: Avolio & Bass, 1994)

**Figure 5.2.2: Augmentation Effect of Transformational Leadership Over Transactional Leadership**

c) The existing model speaks about only three outputs: Extra effort, Effectiveness, and Satisfaction of the subordinates. It does not mention about organizational development which is very essential to the organization.

d) Further, the existing model is ignorant about the outcome in terms of success in organizations. The outcome of this model is narrowed and it is not addressed to many other core issues of the organizations.
5.2.5.2 MERITS OF THE SUGGESTED MODEL

After the careful analysis of existing system, the researcher proposes a new model called Administrative Leadership Excellence (ALEx) Model. The ALEx model discussed in chapter 4, section 4 (Figure 4.4.18) of this thesis is reproduced as figure 5.2.3 for ready reference. The ALEx model considers the influence of sum total of all the three leaderships- transformational, transactional and passive/avoidant leadership for producing the outcome.

![ALEx Model for Organizational Excellence](image)

**Figure 5.2.3: ALEx Model for Organizational Excellence**

The proposed model reveals the negative influence of passive/avoidant leadership on outcome. Hence it helps the leaders to reduce the passive/avoidant characteristics and increase transformational and transactional leaderships which will accelerate the organizations to the expected output. Hence the combination of these three leaderships can be called Administrative leadership.
The proposed model presents organizational excellence as the outcome of the administrative leadership. From the organizational point of view, organizational excellence is a critical consideration across organizations. Organizational excellence is nothing but achievement of organizational objectives through the resource management and continuous improvement process and systems with proper discussion and planning in order to create co-responsibility among all the employees and with detective, corrective, and preventive measures for operational excellence.

The proposed model also suggests three intervenory outputs which are very relevant in the organization: employee empowerment, organizational transformation and organizational culture. These three intervenory outputs facilitate the organization to the excellence.

Thus, the ALEX Model has many advantages over Full range leadership model.

Hence, it is strongly recommended to the management of all organizations in the IT and Non-IT sectors to take special interest in to implementing the ALEX model in their organizations for enhancing organizational synergy that leads to organizational excellence and effectiveness.