Chapter VI

SUMMARY AND CONCLUSION

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6.1 INTRODUCTION

The objective of the study is to compare and contrast the leadership characteristics of managers of IT and Non-IT organizations. The research explored multiple dimensions of leadership characteristics of the IT and Non-IT managers, and its reflections in synergising the organizational dimensions like employee empowerment, organizational transformation and organizational culture. Further, the study establishes the relationship among leadership characteristics, organizational synergy and organizational excellence through a tested model, “The ALEX Model”.

The research design used in this study is descriptive in nature. The study is carried out on a quantitative assessment of the relationship between the transformational, transactional, passive/avoidant leadership characteristics of managers in IT and Non-IT organizations and organizational synergy. The study also attempts to investigate the relationship among organizational synergy and organizational excellence of managers. A survey research approach using a structured questionnaire is adopted in this study. The data is collected from the managers of IT organizations in Infopark, Kochi and from manufacturing organizations in Ernakulam district of Kerala which are registered with KSIDC. The collected data is processed and analysed using analytical tools and statistical techniques. The basic analysis is carried out using frequencies, percentages, averages and standard deviation. The statistical
techniques like t-test, ANOVA, correlation and regression are used for further analysis and testing the hypotheses.

Chapter Six presents the summary of the chapters and the major findings. Specific discussion on the limitations of the study and scope of further research along with the conclusion are presented in this chapter.

6.2 SUMMARY OF THE CHAPTERS

Chapter one presents a general introduction, concepts of IT and Non-IT industries, and various leadership theories.

Chapter two reviews the literatures available in the existing body of knowledge. The review of literature observes a visible gap in the body of knowledge in the area of leadership, organizational synergy and organizational excellence of managers of IT and Non-IT organizations. Hence, the researcher intends to provide an empirical data for this under-researched area.

Chapter three describes the methodology adopted and the instruments used for the conduct of the study. The research questions, objectives of the study, and the hypotheses are clearly explained in this chapter. All the dependent, independent, intervening and controlling variables are also logically presented. In this study, transformational, transactional, and passive/avoidant leaderships are identified as independent variables, and organizational excellence as the dependent variable. Further, organizational synergy is identified as the intervening variable. Socio-demographic and economic factors are the control variables. The chapter also discusses the methodology for research
together with a descriptive explanation of the instruments used for the collection of data.

**Chapter four** presents a comprehensive report on data analysis, interpretation and hypotheses testing. This chapter proposes an integrated model for organizational excellence called Administrative Leadership Excellence (ALEx) model. The proposed model is based on the analysis and interpretation of the relevant data collected from the respondents from IT and Non-IT organizations. The final section of this chapter analyses the receptivity of the model and finds that the model is most acceptable and adaptable.

**Chapter five** provides findings of the study and its recommendations. It is found that transformational and transactional leadership score for both IT and Non-IT managers are high. However non-IT managers possess a high score of transformational leadership compared to IT managers, and IT managers possess a high score of transactional leadership compared to non-IT managers. It is further observed that transformational and transactional leadership are the positive predictors of organizational synergy, and the factors of organizational synergy are the positive predictors of organizational excellence.

**Chapter six** describes the findings and recommendations in detail. The following section presents the major findings and the new model developed by the researcher.
6.3 SUMMARY OF THE MAJOR FINDINGS

The findings of the study provide useful information to the managers of the IT and Non-IT organizations in sharpening the skill sets and developing the required capabilities in effectively managing their resources. It also presents evidences and information on those critical capabilities that organizations nurture in their efforts to achieve organizational excellence. The major findings of the study are as follows.

- The transformational leadership mean of IT managers is found to be 71.87 with a standard deviation of 9.64 whereas that of the Non-IT managers is found to be 78.30 with a standard deviation of 9.02. As the score of transformational leadership ranges from 20 to 100, the mean score of transformational leadership for IT and Non-IT managers is high. The results of the study explain that the transformational leadership is significantly high for managers from the non-IT organizations when compared to that from the IT organizations.

- The study shows that the transactional leadership mean of IT managers is 33.36 with a standard deviation of 2.93 and the same in the case of Non-IT managers is 31.75 with a standard deviation of 3.76. Since the score of transactional leadership ranges from 8 to 40, the mean score of transactional leadership for IT and Non-IT managers is high. However, the results of the study explain
that the transactional leadership is high for managers from the IT organizations when compared to the Non-IT organizations. The study points out that transactional leadership style is more exhibited by managers who work within the IT industry than those who work in non-IT organizations.

- It is also interesting to note that the passive/avoidant leadership mean of IT managers is 13.08 with a standard deviation 2.60 while that of Non-IT managers is 12.94 with a standard deviation of 2.73. Since the score of passive/avoidant leadership ranges from 8 to 40, the mean score of passive/avoidant leadership for IT and Non-IT managers is very low. It is also observed that there is no much significant difference between the passive/avoidant leadership characteristics of managers of IT and non-IT organizations.

The body of knowledge available discusses the relationship between the various leadership styles and, the need and importance of training programmes in developing good corporate culture.

- It is observed that transformational leadership characteristics increase in line with the increase in the number of training programme. Transformational leadership score is 73.08 for those managers who have not attended training programmes. However, the transformational leadership level increases from 74.84 for employees who have attended less than 5 training programme and reach the level of 80.16 for those who have attended more than
five training programmes. Transactional leadership characteristics have also increased in line with the increase of the number of training programme attended by the employees. It is also seen that the passive/avoidant leadership characteristics decreases in line with the increase in the number of training they attend.

- An effort has been made to understand the leadership characteristics styles of the IT Managers in particular. It is seen that transformational leadership characteristics of IT non-developers are high compared to IT developers. Another notable observation is that there is no significant difference between Transactional leadership characteristic of IT developers and non-developers. However, Passive/avoidant leadership characteristics of IT-developers are significantly high when compared to IT non-developers.

- The success of any organization depends on the synergy of its organizational assets viewed in line with the vision and objectives of the enterprise. One of the critical success factors of the organization is its human assets. Therefore, synergising the human assets and deriving optimal value are highly challenging in modern organizations. The study derives three major factors that contribute organizational synergy namely, employee empowerment, organizational transformation and organizational culture.

- It is seen that employee empowerment mean of IT managers is 36.05 with a standard deviation of 4.55 whereas the employee
empowerment mean of Non-IT managers is 39.55 with a standard deviation of 3.92. Since the score of employee empowerment ranges from 11 to 55, the mean score of employee empowerment for IT and Non-IT managers is high. The results of the study explain that the employee empowerment nature is significantly high for managers from the non-IT organizations when compared to those from the IT organizations.

- Organizational transformation mean of IT managers is found to be 12.38 with a standard deviation of 1.92 and that of Non-IT managers is found to be 13.76 with a standard deviation of 1.76. Since the score of organizational transformation ranges from 4 to 20, the mean score of organizational transformation for IT and Non-IT managers is high. The results of the study show that the organizational transformation is significantly high for managers from the non-IT organizations compared to those from the IT organizations.

- Organizational culture mean of IT managers is found to be 20.78 with a standard deviation of 2.36. It is observed that the Organizational culture mean of Non-IT managers is 22.00 with a standard deviation of 2.39. Since the score of organizational culture ranges from 6 to 30, the mean score of organizational culture for IT and Non-IT managers also is high. The results of the study show that organizational culture is significantly high for managers from the non-IT organizations compared to those from the IT organizations.
• In brief, the mean score of employee empowerment is higher for Non-IT managers with mean score 39.55 and SD = 3.92 than those of IT managers with mean score 36.05 and SD = 4.55. Further, it is seen that the mean score of organizational transformation is more for managers from non-IT industry as compared to the IT industry. It is seen that the mean score of organizational culture adaption is higher for managers from Non-IT industry (mean = 22.00, SD = 2.29) than that of managers from IT industry.

• Organizational excellence mean of IT managers is found to be 16.32 with a standard deviation of 1.99 and that of the Non-IT managers is found to be 16.71 with a standard deviation of 1.81. Since the score of organizational excellence ranges from 4 to 20, the mean score of organizational excellence for IT and Non-IT managers is appropriately high. It is observed that mean score of organizational excellence of Non-IT managers is slightly high compared to that of IT managers. However, the difference is not statistically significant (p>0.05).

• The study attempts to understand the relationship between the leadership characteristics of the managers and its impact in synergising the resources of the organization. It is learned that managers with transformational leadership characteristics is highly positively correlated with the employee empowerment and the respondents with transactional leadership characteristics is positively correlated with employee empowerment. Further it is seen that respondents with passive/avoidant characteristics is negatively correlated with the employee empowerment. The analysis reveals
that 75% of the variance in employee empowerment is addressed by the predictor variables and proves that transformational, transactional and passive/avoidant leaderships are predictors of employee empowerment.

- The study shows that the transformational leadership and transactional leadership are positively correlated with the organizational transformation. Further it is seen that passive/avoidant is negatively correlated with organizational transformation. Almost 41% of the variance in organizational transformation is addressed by the predictor variables and proves that transformational, transactional and passive/ avoidant leaderships are predictors of organizational transformation.

- The study reveals that the transformational leadership is positively correlated with the organizational culture. It is also found that the transactional leadership is positively correlated with organizational culture whereas the passive/avoidant is negatively correlated with organizational culture. It is also seen that about 56% of the variance in organizational transformation is addressed by the predictor variables and proves that transformational, transactional and passive/avoidant leaderships are predictors of organizational culture.

- Organizational excellence results from effective synergy of its resources. The findings of the study demonstrate that employee empowerment, organizational transformation, and organizational culture are positively correlated with the organizational
excellence. It is observed that 26% of the variance in organizational excellence is addressed by the predictor variables and proves that employee empowerment, organizational transformation, and organizational culture are predictors of organizational excellence.

The major contribution of the study is the development of an integrated model called Administrative Leadership Excellence (ALEx) Model for the organizational excellence. The model proposed in the study establishes the relationships between (a) Leadership Characteristics, (b) Organizational Synergy, and (3) Organizational Excellence. A proper mix of transformational, transactional and passive/avoidant (which is called Administrative Leadership characteristics) will generate a synergy in the organization (Organizational Synergy), which is constituted by employee empowerment, organizational transformation, and organizational culture. This organizational synergy will ultimately lead the organization to organizational excellence. This model is subjected to receptivity analysis and it is proved that the model is acceptable and can be implemented successfully both in IT and Non-IT sectors for organizational excellence.

6.4 LIMITATION OF THE STUDY AND THE SCOPE FOR FUTURE RESEARCH

The major limitations of the study and the scope for further research are presented below.
• Even though there have been many studies on leadership characteristics of employees around the world, the review of literature reveals that no specific study has been carried out on leadership, organizational synergy and organizational excellence especially in the Indian context, and particularly in Kerala. Therefore, while carrying out the study the researcher had to rely mainly on studies conducted in other parts of the world during the review of literature.

  o **Hence more studies are to be initiated in Indian context in the field of leadership characteristics of managers of IT and Non-IT organizations.**

• The present study considers only the manufacturing organizations to represent Non-IT industry. The study is limited to Ernakulam.

  o **Future studies should include other sectors of non-IT industry. Future studies should include wider areas in further generalising the findings of the study.**

• The study focuses only on medium and large scale industries. The characteristics of small scale industries may be significantly different from medium and large scale enterprises.

  o **Similar studies can be undertaken in small scale industries also to verify the results and the extent of its applicability.**
6.5 CONCLUSION

Based on the gaps identified from the review of literature the study explores the leadership characteristics of managers in IT and non-IT organizations. To a certain extent, the study can fill the gap in the existing literature by contributing useful information about leadership characteristics, organizational synergy and organizational excellence related aspects of IT and non-IT managers in Kerala. In order to align to the requirements of the global business environment and international competitions, organizational managers have to rethink radically on the way and means of leading their team members in the organizations to learn, unlearn and relearn methodologies and develop capabilities that enhance the capacity and confidence level of their associates together to achieve organizational goals. The study shows that transformational leaders take initiatives and support subordinates especially during the situation of crisis and despair. Their initiatives act as a strong force to make changes in the organization and society. Mahatma Gandhi, Martin Luther King, Abraham Lincoln, etc., were the leaders who had taken initiatives to address certain unfair treatments in the society.

The study illustrates that transformational and transactional leaderships generate organizational synergy which further leads the organization to excellence. To facilitate the consideration of transformational and transactional leadership characteristics, leadership training programmes are to be conducted within the organizations of both the IT and non-IT industries along with other special technical skill development programmes. As researchers continue to learn more about
transformational and transactional leaderships, further empirical studies can be initiated, and, more conclusions can be drawn as to its usefulness in leadership development for organizational excellence. Thus, all types of organizations irrespective of their size and type could benefit from participating and practicing transformational and transactional leadership in ensuring organizational excellence and effectiveness.