CHAPTER VI

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6.1 INTRODUCTION

Leadership plays a central part in managing the resources of the organisation. It is the leader who usually provides the direction toward goal attainment. The success of an organisation or any group depends largely on the quality of its leadership. Whether in business, government, education, medicine, or religion, the quality of an organisation's leadership determines the quality of the organisation itself. Successful leaders anticipate change, vigorously exploit opportunities, motivate their followers to higher levels of productivity, correct poor performance, and lead the organisation towards its objectives.

Rules, policies, job descriptions and authority, hierarchies are illustration of devices created to facilitate coordination and control in organisation. But leadership contributes significantly toward integrating various job activities, coordinating communication between organisational sub-units, monitoring activities, and controlling deviations from standard.

The challenges posed by the business environment require managers to anticipate the demand for transition phase and accordingly, support their subordinates to work for giving better results. This can be achieved only through an effective leadership style adopted by the manager. At the same time the manager has to take care that the work environment should be healthy characterised by low levels of stress, high levels of organisational commitment and job satisfaction; rates of sickness, absenteeism and labour turn over that are the lower then the national
average; good employee relations; good safety and accident record; and absence of fear of litigation.

In other words, the manager and his subordinates have to work together to pursue high performance, remove operational inefficiency, eliminate unhealthy working practices, design work and jobs to foster self-driven high performance, develop and maintain an alert, adaptive and proactive high performing culture to absorb the changes in the competitive business environment.

The research set out in this report provides an opportunity to study the leadership styles of managers in manufacturing public sector units and its impact on the stress level of the subordinates. The findings of the study reveal many interesting features of leadership and stress among the executives.

6.2 SUMMARY

It is useful here to provide a brief summary of the approach and findings of the study. The report has been divided into six chapters covering general introduction, conceptual framework, review of past studies and methodology and result and discussion to provide the general background of this research. This discussion provides a framework within which to analyse the leadership style and stress among the executives in manufacturing PSUs.

Chapter I of the report begin with a general introduction of the leadership phenomenon and highlights on the role of managers as leaders giving direction to their subordinates for increasing organisational efficiency and effectiveness. The factors leading to the changes in present business
environment and the impact it makes on the working of an organisation is discussed in this chapter. Also the changing demography of the workforce and the need for change in approach of leadership is focused through some past studies. The researcher has also mentioned the status of leadership in Indian organisation and the contribution of some great leaders in progress of economy in India. An attempt is made to discuss briefly leadership style and stress generated among executives describing the significance of this study undertaken by the researcher.

In the chapter II of the report the conceptual framework of leadership and stress has been discussed in two parts. Part A explains leadership, its definition and concept as given by Stogdill, Hemphill, Katz, etc., its role in management and the importance of leaders for an organisation. The chapter thoroughly discusses the importance of leadership skill for managers to effectively manage all resources including Human resource. The evolution or movements of leadership, its theories and approaches are discussed highlighting the different leadership styles exhibited by the managers. The approaches of leadership discussed are trait approach; attitudinal approach which includes Ohio States, Michigan studies, Likert’s management and leadership grid study; situational approach including path-goal theory; and some recent approaches such as charismatic, transactional and transformational leadership.

The discussion in Part B of this chapter is focused on the concept of stress and stressors. It highlights mainly the different aspects of organisational stress. The effect of stress on employee is explained through different models of human behaviour by Seyle, Snedfeld, Hamilton, French et al, Ivancevich and Matteson, etc are discussed. The
researcher has dealt with the theoretical aspects of leadership and stress and tried to focus on the different aspects of leadership style exhibited by the manager and the ways in which it affect the subordinate in terms of stress.

An attempt is made by the researcher to present briefly the literature on leadership styles and occupational stress in the chapter III. It highlights the findings of eminent scholars like Zaleznik, Yukl, Bogardus, Peter Drucker, Kanter, House; Mitchell, Dessler and many more. These studies mainly indicate the role of managers as leaders in an organisation. Further they give the evidence of different type of leadership styles followed by managers and also focused on the factors which guide such leadership styles. Indian studies on leadership especially in Public Sectors are discussed in this chapter such as the empirical finding of Goswami and Ghosh, Ganguli, Saiadain, Hinger, etc studies helps in understanding the different dimensions of the manager’s leadership style in Indian organisation.

Many studies on occupational stress are also discussed in this chapter especially, related to trust, role ambiguity, role overload, job satisfaction, job involvement, etc and effect of different demographic variables on stress. Studies of Likert Mc Gregor, Etzioni, Sofer, Kahn, Sayles, McClelland, Levitan, etc are also discussed. Further studies by Sen, Tyagi, Dwivedi, Sinha, Pareek, Sehgal, Pestonjee and many more relevant to Indian context are mentioned to throw light on the level and reasons of stress experienced by executives in the organisation in India. The studies contributed towards developing a better understanding of
different factors of leadership which may lead to stress among executives in organisation.

Human performance at work is largely dependent upon leadership style of team leaders. In the era of globalization where quality output is to be given with limited resources, leaders have to create some stress in their subordinates by using different blend of styles. Keeping this into the mind a comparative correlation study has been initiated by the researcher. In order to achieve objectives, such as; to find out different leadership styles in superior, level of stress, reasons for stress and relationship between leadership styles and stress, the researchers has developed some hypothesis in the study. These are; there will be different pattern of leadership styles and occupational stress among the superior and subordinates respectively with change in state, age, level, and other demographic variables, different level of occupational stress among the subordinates. Other assumption which researcher has made that Directive and Achievement oriented styles has positive correlation with occupational stress and supportive and participative styles have negative relationship with stress. Demographic variables may also be determining factors in deciding leadership styles and occupational stress.

In order to establish these assumption researcher has developed a correlational research design has been prepared in which leadership variables and demographic data of subordinates as independent variables and occupational stress as dependent variables are used.

Overall ten PSUs are selected from UP and MP involved in production activities. Equal number of questionnaires was selected for the computation from both the states. Two questionnaires are employed for
the study for measuring leadership style and occupational stress. Responses were collected for identifying four leadership styles of the superior and twelve occupational stress variables. For identifying leadership styles a questionnaire was employed prepared by Indvik. This questionnaire contains 20 items covering four styles based on path goal theory of leadership named as Directive, Participative, Supportive and Achievement-oriented. Response was sought on 5 point scale. Another tool were employed which is prepared by A.K. Srivastava and A.P. Singh, Containing 46 items, covering 12 variables of occupational stress. Responses were sought on 7 point Likert scale. In order to accomplish different objectives of the study a systematic stepwise procedure have been adopted. Population considered for the study was PSUs of UP. Sample was collected randomly covering executives from different age groups. After receiving filled questionnaire, researcher has done coding of demographic data of respondents, asked in the first part of the questionnaire. Data analyses have been done with the help of computer using Statistical Package for Social Sciences (SPSS) 11.5 version. Mean, SD, Frequency, Percentage, Reliability, T-test, F-ratio, and correlation analysis have been done for achieving objective of the study.

Last portion of the chapter is devoted to the plan of the study which covers different chapters of the thesis. This discuss about contents in chapter I covered such as Introduction, relevance, current economic scenario, significance and scope of the study. Chapter II covers conceptual framework of leadership and occupational stress. Different models and approaches of the topics are covered in this part. Contents in chapter III are covered are stated such as past studies on leadership and
stress. In brief, contents of Chapter IV of Research Methodology are given. Results and discussion chapter’s contents are discussed in chapter V and at last, final chapter contents are given.

In the chapter V the researcher has tried to analyse the response and discusses the reasons for a particular type of response. The overall chapter has been classified into four sections. First part of the chapter discusses the introductory remarks about statistical techniques used. The researchers has recapitulated the primary objective of the study and justified the various statistical techniques applied in order to achieve objectives of the study. Second section of this chapter is focused on profile of the superior respondents in the form of frequency and percentage based on their demography; which includes Age, Salary, Experience, Qualification, State in which they work etc. Exact fifty-fifty percent of the respondents belongs to the states UP and MP as prime objective is to compare response of both the states. Age wise analysis of respondents gives a picture about aging population of PSUs. Respondents of lower age groups are less in numbers as age increases respondents percentage is also increases. This is due to the lesser recruitment drives in the age of competition.

Again middle and top level executives are more in comparison to lower level; nearly 91 percent of the total respondents are from middle and top level. Similarly, near about 80 percent of respondents are rich in their experience having 21 years and above. This is obvious as age and level is correlated with experience in PSUs. Study is focused on manufacturing PSUs results into the nearly 80 percent of the respondents are from technical departments. Salary wise distribution has evenness
comparatively and respondents each class equally from the data it is visible that nearly 70 percent of respondents are Undergraduate and rest 30 percent are post graduate. There is nearly equal representation of training programme attended for stress and leadership with those who never been part of such programmes. The chapter also focuses on calculation of mean, SD, F and t-values of the response of superior. This is clearly evident from t-values that state wise responses do not differ significantly. Variation in the response significantly exists while comparing response on the basis of age, level, experience, salary, qualification, training received for leadership and stress through mean, t and F values. This part of the chapter focuses upon superiors’ leadership styles and researchers tried to find out differences between opinions of different groups of superior respondents.

Correlations are also calculated in this section of the chapter. Different leadership styles are positively correlated with different demographic variables like age, level, experience, salary of the superior respondents in the study. Inter-correlation between different leadership styles also significantly exists proves strong reliability of the questionnaire.

Third section of the chapter deals with demographic profile of the subordinates. Demographic data covers age, level, experience, departments, salary, qualification and training programme attended of the subordinates. Nearly, 75 percent of respondents are above the age of 40 years, similarly 75 percent belongs to middle and top level in the hierarchy. 70 percent of respondents are from technical departments, subordinates above 50 percent have the experience of 21 years and above. Majority of respondents (nearly 90 percent) receives the salary up to Rs.
25000 per month. About sixty percent respondents are undergraduates and rest are post graduates of the sample. A majority (77 percent) never been imparted training for stress management shows the concerns of PSUs for the stress management of their executives. Age do not play significant role in contribution of occupational stress except poor peer relation variable of the executives. Only middle aged executives experiences more stress in comparison to lower or higher aged executives. There is no significant difference is occupational stress of executives on the basis of their level. Role ambiguity, Role conflict, strenuous working conditions and overall stress are significantly different on the basis of experience. Salary is also a determinant in Role ambiguity, low status, unprofitability and overall occupational stress among the subordinates. Department also play a significant role in determining occupational stress particularly in role conflict and underparticipation of subordinates. Role ambiguity, Role conflict and intrinsic impoverishment occupational stress is also affected by qualification of executives and opinion of executives significantly differs on low status on the basis of training programmes attended. Negative Inter-correlation between Demographic variables and occupational stress variables exists between role ambiguity and age, and its is positive with salary the. Experience is negatively correlated with Group/political pressures of executives, stress on low status is positively correlated with salary, strenuous working condition is negatively correlated with age and experience of the executive. Salary is also negatively correlated with unprofitability of executive stress.
Last section of the chapter deals with correlation or leadership style of superior with the occupational stress of executives. The study is basically focused upon finding correlation between these two variables. Leadership styles of the superiors are taken as independent variable and occupational stress among the subordinates as dependent variable. Directive style of leadership has significant coefficient of correlation \((r)\) values with Role conflict and underparticipation occupational stress variable. Supportive style has negative correlation with under participation and positive correlation with poor peer relation and low status. Participative style has again positive correlation with poor peer relation and low status on the contrary it is negatively correlated with strenuous working conditions and unprofitability. Achievement oriented style has positive correlation coefficient \((r)\) with role conflict, and intrinsic improvement. On the other side it is negatively correlated with under participation and unprofitability.

Despite above facts in correlational studies it is also evident that different styles are not significantly correlated with occupational stress in aggregate.

6.3 CONCLUSION

Findings of the previous chapter Results and Discussion show certain conclusion of the study. Throughout the report two major variables Leadership and Occupational stress are focused. In the organisation leadership has the importance since ages and it is considered that team leader has the broadest vision in comparison to his/has other team mates. He is the person on whom the output depends. Two clusters of leadership has been identified. One represents the ‘stick’ and another represents
'Carrot'. Earlier styles give desired results with highest degree of involvement autonomy and less empowerment later also gives result with lesser involvement, believing in other, empowering the subordinates etc. Both the ends of Leadership approaches are applied simultaneously on the team mates to get things done. It has been found that this creates occupational stress in the mind of subordinates. Extreme styles directive or Achievement oriented also contributes in creating occupational stress. In the present study only occupational stressors are taken into the consideration as stress also contributed through non-occupational factors and researchers has tried to establish the relationship with different leadership styles.

6.3.1 MAJOR FINDINGS

The study is focused upon the comparative analysis of UP and MP. It has been found that there is not any significant difference of leadership styles of superiors of various PSUs in both the states. All the superiors do not exercise any pure style of leadership, but they use a mix of all styles. Further this has come into the notice that two groups of department i.e. technical and non-technical superior do not have any significantly different style of leadership as a whole training programme attended for developing leadership styles also do not affect significantly as there is no significant difference found. On the other hand when styles were observed individually, all the styles are significantly different except directive.

Other variables; experience, salary, span of control, qualification and Training programme attended by determines leadership styles of all
superiors. This result proves true the first hypothesis formulated by the researcher.

Another conclusion has come out that the executives of various PSUs of both the states experiences low level of stress as the mean scores were at the threshold limit (just below the moderate level) and there is no significant difference among the subordinates in their stress.

The second hypothesis which is formed with the assumption that among the subordinates different level of occupational stress persists due to various factors, it has been found that there is no significant difference in both the states and in all the levels, of executives as subordinates. On the other hand age play a role in differentiating stress on poor peer relations among the subordinates. Experience, salary, Qualification, affects stress particularly, Role ambiguity of subordinates. Experience of subordinate play a significant role on Group/political pressures, strenuous working conditions and overall stress of subordinates in various PSUs of MP and UP.

Salary of executives subordinate also determines level of occupational stress particularly, low status, Unprofitability and overall stress. Executive subordinates of different departments experiences different amount of stress specifically of subordinates has direct impact on role ambiguity, role conflict and intrinsic impoverishment occupational stress of executive subordinates. Executives who ever attended training for stress management have significantly different opinion from those who never participated in such programme on low status. Overall mixed kind of results have been obtained which are been assumed in the hypothesis.
This correlational research design focused on impact of leadership style of superiors affect the level of occupational stress among the subordinates, third hypothesis of the study which assumes that different styles of leadership affects occupational variables in subordinates. First part of this particular hypothesis is partially true as only two variables of occupational stress named as Role conflict and under participation, are positively correlated with directive style of leadership, rest of the stress variables are not significantly correlated with this style.

Supportive style also significantly correlated with under participation and low status stress variables of subordinates. These occupational stress variables are negatively correlated with this style of leadership and rest of the stress variables are not directly related with the style.

Participative style of leadership is positively correlated with poor peer relation and low status on the other hand this style is negatively correlated with strenuous working conditions and unprofitability occupational stress.

Achievement-oriented style of leaders is positively correlated with Role Conflict and intrinsic impoverishment stress on the other side this style is negatively correlated with under participation and unprofitability stress among the subordinates.

It is evident that third point of hypothesis is partially true as some of the stress variables are correlated with styles of superior.

Various demographic variables of superiors' viz. Age, Level, Experience, salary and span of control are positively correlated with different styles of leadership. Further it is come into the notice of the researcher that
overall leadership style is not significantly correlated with are and supportive style is not directly correlated with level of the superiors. The last hypothesis in the study is focused demographic variables and occupational stress variables. It has been found that only few stress variables are directly related with demographic variables. Role ambiguity and strenuous working conditions are negatively correlated with Group/political pressures and strenuous working conditions stress variables. Salary has positive correlation with Role Ambiguity and low status stress variable in executive subordinates, but it is negatively correlated with unprofitability stress variable among the executive subordinates.

From the above discussed points the researchers has reached to a conclusion that leadership style of the superior affect level of stress of subordinates on only those variables which are directly or indirectly related with the styles of superiors. As occupational stress index questionnaire was selected for the study and in this questionnaire 12 occupational stress variables were to be measured. These all variables are not directly linked with leadership styles as other variables are related with other factors like, organization, structure, culture, Physical environment, organization rules and regulations etc.

Thus in the nutshell this can be concluded that leadership styles of superiors plays an important role in determining level of stress particularly those whose contents coincides among the business executives of PSUs of MP and UP. As main theme of the study is focuses on comparison between UP and MP’s PSUs the researcher has find out
that there is not significant difference in leadership styles and level of stress.

From the overall response this can be concluded that executive subordinates experience low level of stress which fall just below the moderate level of stress (at threshold limit)

6.4 SUGGESTIONS

After the detailed analysis of data the researcher reached to the conclusion which are already discussed in the chapter and prescribes following suggestions for further research-

- Present study could not identify any absolute leadership style. All the four leadership styles were found to be significantly correlated with each other. Therefore, for further research, it is essential to find out the distinct pattern of leadership styles. Efforts may be made to experimentally introduce the leadership style in certain controlled conditions.

- The measurement of occupational stress is not fool proof. The tool employed for identifying occupational stress identifies 12 variables. The probability of remaining other occupational variables cannot be denied completely as many factors contribute in the occupational stress. In future studies such variables can also be taken cared off.

- Effect of non-occupational stress fully cannot be eliminated which subjects may bring at workplace. For further studies such factors can also be considered.
- This study is conducted with path goal theory approach of leadership. Styles of such approach are only considered. There is plenty of scope for further research to conduct from other approaches of leadership.

- The study is conducted in various PSUs of MP and UP where organization rules regulations, policies, working environment and organization culture and climate differs from organization to organization. In future studies the research can be conducted in controlled environment.

- In the present study it was assumed that a particular style creates certain amount of stress among the executive subordinates. The role of other stress contribution can not be completely eliminated. For further studies it can be suggested that other contributors can be included which contributes in occupational stress.

- The study is focused upon dyadic relationship between executive classes. In future studies scope can be extended to the workers/non-executives.

As the study focuses upon the public sector undertakings engaged in manufacturing sector, the researcher wish to suggest certain conclusion to the corporate world.

- Directive style of leadership creates role conflict and under participation occupational stress among the subordinates. Therefore, the researcher wishes to recommend to the corporate practitioners that while in T & D exercises due importance is to be given to impart the knowledge about the impact of such style.
Supportive style of leadership also responsible for under-participation, poor peer relations and low status occupational stress among their subordinates. The researcher prescribes that while imparting the knowledge about leadership certain points is to be included while on training.

Participative style contributes in poor peer relations, low status, strenuous working conditions and unprofitability. It is being recommended to the organisational policy makers that executives/superiors should be communicated so that effective results can be ascertained.

Achievement-oriented style plays a significant role in creating role conflict, under-participation, intrinsic impoverishment and unprofitability occupational stress among their subordinates. Therefore superiors who believe in this style be aware of the fact that their style is not free from stress.

Above all it should also be kept in mind that an optimum level of stress can encourage the subordinates to produce quality results. Therefore, an idea can be given while framing the training and development policies that due importance is to be given to the above-mentioned points.

6.5 LIMITATIONS

The study is limited to the impact of superior's Leadership Styles on Occupational Stress of subordinates on different public sector undertakings of UP and MP among the executions. Therefore, the researcher has confronted with certain limitations in the study are;
• The projected results may not be universal, as only Public Sector Units are being considered not the Private Sector units, restricted field i.e. MP and UP and Production oriented organization are considered the chances of getting 100 percent similar results may not be assured.

• Statistical analyses are conducted on self-reported statements. Though the executives were assured of confidentiality and were requested to be frank in their response, chances of possible bias can not be denied on account of the individuality of at least a limited number of executives.

• As the organizational climate and other factors vary from company to company, suitable consideration has to be given before the results of this study are applied elsewhere.

• This study used cross sectional design and thus has limited value in establishing cause and effect.

• The study of leadership style affecting level of stress of PSUs is restricted to certain dimension, hence the effect of other factors out of the scope of this study cannot be ruled out.

• Effects of leadership of the departmental head or other superiors not supervising directly can not be ruled out completely as this can also be perceived as stress contributing factor among the subordinates.

• This study has been conducted on executives in Indian PSUs of two states, specifically in the manufacturing sector thus, results can not be generalised to the other industries and other type of
subordinates especially, the workers from grass level/ non-executives.