

## SUMMARY

Major findings of the study are summarised as follows:

Four leadership styles emerged in self reporting leadership styles. Mean scores suggest that task oriented, participative and nurturant styles are predominant where as bureaucratic style is least endorsed style. Authoritarian style did not emerge as distinctive style in self reporting. As regards subordinates rating of the immediate superior's leadership style, nurturant-participative and task oriented styles are endorsed highly by librarians where as bureaucratic and authoritarian styles are least endorsed styles. Regarding institutions, Indian Institutes of technology and central universities rank high on task oriented, participative, Nurturant and Nurturant-participative style and low on bureaucratic and authoritarian styles. State universities and universities of North East rank high on bureaucratic and authoritarian styles and low on other styles of leadership. Indian institutes of Management show a high ranking on task and participative style while self reporting and high on bureaucratic and authoritarian when assessed by subordinates.

Identification of leadership styles of librarians, indicate that librarians endorse themselves to be high on task, participative and nurturant styles where as they are shown high on bureaucratic and authoritarian style when reported by subordinates. Deputy librarians endorsed bureaucratic style followed by participative and nurturant when self reporting whereas they are endorsed as having nurturant-participative in subordinates rating. Assistant librarians are endorsing bureaucratic style followed by task oriented style in self reporting whereas they endorse least participative and nurturant styles for their boss.

Four factors retained in the organisational climate show that structure is <sup>the</sup> strongest factor followed by interpersonal relations and reward and warmth. Weakest factor is working conditions. Regarding institutions, mean scores show that Indian institutes of technology and Central Universities are high on almost all organisational climate factors. Thus, they are having favourable situations. ~~Whereas~~ state universities and universities of North East are low on all factors and thereby, have unfavourable situations. Indian Institutes of Management ~~are~~ high on two factors and low on two factors and is classified in the middle. Since Indian Institutes of Technology and Central Universities are high on task oriented, participative nurturant and nurturant-participative styles and having favourable organisational climate. Therefore, it is concluded that favourable the organisational climate, higher the leader is on task oriented participative and nurturant styles. Further, State universities are having unfavourable organisational climate and are high on bureaucratic and authoritarian styles. Therefore, it is concluded that unfavourable the organisational climate is, higher the leader is on bureaucratic and authoritarian styles. Analysis of background variables show that majority of them are middle aged (>46) and majority of them joined profession before 26 years. Half of them <sup>are</sup> having master's degrees but very less (5%) of them have high degrees. Everybody gets promotions, worked in more than one organisations and stayed less than 9 years in present position. Intercorrelations show that except academic qualifications and tenure in present organisation, all background variables are related with leadership styles. Stepwise multiple regression analysis shows that task oriented style of self reporting is influenced by structure and number of promotions, whereas participative style is positively influenced by structure and interpersonal relations and negatively by reward and warmth. Nurturant style is positively influenced by structure and number of subordinates and negatively by joining age and designation. Bureaucratic style shows no influence of

background variables. In leadership styles of subordinates reporting, nurturant-participative style is positively influenced by reward and warmth and negatively influenced by number of subordinates, tenure in present position and number of promotions. Task oriented style is positively influenced by reward and warmth and negatively by tenure in present positions. Bureaucratic style is positively influenced by structure, age and sex.

## **SUGGESTIONS FOR FUTURE RESEARCH**

Satisfaction of library patrons is the most important concern of all librarians. So far, no study has been conducted to see impact of leadership effectiveness on users satisfaction. Therefore, it is suggested for future researchers to include satisfaction of library patrons as one of the variables for assessing effectiveness of leadership style of librarians.

The way the present period is witnessing information explosion and librarians are being put under pressure to meet this phenomenon by adopting newer and newer changes in information technology, it is suggested that some future researcher to study the response of technological changes as one of the variables to assess the effectiveness of leadership styles.

Leadership styles and organisational climate scales used here are borrowed from other disciplines. Eventhough, these scales adopted here have universal applications, however, these need to be modified keeping in view the special circumstances of librarians to achieve better results.

The study is confined to academic environment, it is suggested that similar studies can be conducted in other types of libraries to confirm the findings of this study for conclusiveness so that theoretical framework could be built up.