A STUDY ON THE SITUATIONAL LEADERSHIP AND THE GENDER ORIENTED INFLUENCES AMONGST VOLUNTEERS AND SOCIAL ACTIVISTS WITH SPECIFIC REFERENCE TO THE 2015 CHENNAI FLOODS RESCUE AND RELIEF OPERATIONS

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CHAPTER – V

MAJOR FINDINGS AND RECOMMENDATIONS

This study focuses on five core areas with regards to the volunteers who got involved in the disaster mitigation work. The five core areas in the form of objectives are,

7. Study the Volunteer profiles, their demographics, competencies in disaster mitigation and the roles of these volunteers.

8. Study the volunteer leaders, their leadership styles and the challenges they faced in disaster mitigation work.

9. Study the Gender issues in the disaster management situations pertaining to the female volunteers in the voluntary work.

10. Study the situational leadership style profile of the volunteers and their suitability in disaster mitigation situations.

11. To study on the volunteer's situational leadership profile amongst the volunteers through self assessment on their leadership competencies. Provide recommendations on the basis of this research work findings and insights which could be used for future implementation or further research and theoretical exploration.

This study is done among the volunteers who were involved in the disaster mitigation work during the Chennai Floods 2015. This specifically focused on the leadership in critical times like the disaster times. The study has been carried out amongst the volunteers in Chennai Floods, using the non probability purposive sampling method.

Subsequent to the finalizing on the objectives and the methodology a questionnaire was prepared and the researcher met 300 respondents after confirming the feasibility through a pilot study and pre test amongst 50 respondents. The data base or estimated number of volunteers who worked during the times of Rescue and Relief of the Chennai disaster was not

available authentically as the groups operating in different locations were self made and self organized. There were no centralized agencies involved in regulating or guiding the volunteers holistically, though several agencies in several locations coordinated the independent voluntary groups.

There were several rounds of focused group discussions held during the start of the research work which incidentally happened with the completion of the initial phase of the rescue and relief work. These discussions with the volunteers on the field and out of the field helped in designing the study and conduct with the network created.

The data collected were arranged for presentation and the consolidated data have been presented in the Data Analysis and Interpretation chapter. The major findings and recommendations are presented here in this chapter with comprehensive coverage of the entire output of this research. This chapter on major findings and recommendations would be presented on the basis of each of the objectives identified for this research.

5.1 First Objective - Study the volunteers' demographic profile, their roles and competencies in disaster mitigation

The first objective of the study is to study the Volunteer profiles and their demographics in disaster mitigation and the roles of these volunteers. This area is pertinent to draw the demographic profile of the volunteers and some of the salient features and dimensions attached to the same.

5.1.1 Gender distribution (Research Question 1.0)

The respondents for this study represented 65% (195) of male and 35% (105) of female respondents. There were more female participants in the disaster mitigation work than the previous known disaster mitigation works in this part of the country. The female respondents' participation however was extremely visible in all areas of the rescue and relief operations However, the percentage of the female volunteers on the total volunteers remained

comparatively less. The reasons could be that they themselves had flood affected status, family constraints, social stigmas and any other personal challenges..

5.1.2 Age profile (Research Question 1.0)

The data suggests that there are more respondents from the age group of below 25 years. But in this group both the male and female respondents were in the region of 55% and 32.3% respectively. In the age group of 26-35 years only 8% were found and it's much lower at 2.7% in the age group of 36-50 years. In the 50+ age group the participation is only from the female respondents and not the male respondents who were in the region of 2% of the total respondents. There has been a significant dip the representation of volunteers from the age group of 35+.

5.1.3 Marital Status (Research Question 1.0)

Amongst the respondents 92.7% of the respondents were unmarried while 6.3% were married and 1% was separated. Amongst the unmarried 61% were male respondents and 31.7% of female respondents were unmarried. However amongst the married respondents only 3% of the male respondents were found while there were 3.3% female respondents were found.

The proportion of the married as against the unmarried in genders is vast in male than the female respondents. The reason could be the family commitments or family constraints or any other personal reasons.

5.1.4 Educational Status (Research Question 1.0)

Amongst the respondents 84% of them are graduates. This is followed by School students at 6% and above graduation level 4.3%, Diploma qualified 3% and professional studies 2.7% made up the total education profile of the respondents.

The inference is that those who are graduates still remain in constant touch with the friends in college and they join together as peers in volunteering apart from the other groups. Essentially their networking, inspiring and seeking participation is easier than others.

5.1.5 Occupation (Research Question 1.0)

Among the respondents 88.3% of the respondents are students, 4% are unemployed, 3.7 % are self employed 2.7% are private sector employees, 0.3% are government employees, activists and 0,6% are public representatives.

The inference is the large number of participation is only from the segments where the social contacts and team spirit is available in the professional environment also. Hence the mutual inspiration for individuals to take part in volunteering work appears to emanate from the professional or social networking resources whether the networking is in physical form or virtual form.

Flood impact and field profile of participation

5.1.6 Gender wise distribution (Research Question 2.1)

In the Chennai floods amongst all the respondents 85.3% of the respondents were affected by the floods against 14.7% of respondents who were not affected. More female respondents were affected, to the tune of 60.7% than the male respondents.

The inference is that in spite of the flood affected status of the volunteers there were more female volunteers against the male volunteers. This is probably due to the male volunteers' attention to their own mitigation efforts.

5.1.7 Previous Experience in volunteering services (Research Question 2.2)

Amongst all respondents 95.7% of the respondents have previous experience in volunteering than the 4.3% respondents who do not have previous experience. More male respondents at 62.3% have previous experience than the female respondents at 33.33%.

The inference is that more male volunteers have more opportunities and exposure in providing voluntary services than the female volunteers.

5.1.8 Influencers of Volunteering work (Research Question 2.4)

Amongst the respondents most of them (62%) were influenced by friends followed by voluntary inspiration (27.75), 8% by NGOs and 2.3% by institutions.

The inference is that the peer influence is the strongest among all influencers for the volunteers to participate and contribute the volunteering services.

5.1.9 Number of Locations worked in the Flood affected locations

(Research Question 2.5)

Amongst all the respondents 68% worked in one location while 20.3% worked in two locations and 11.7% worked in different locations. More male respondents worked in more than one location than the female respondents.

The inference is that male volunteers work in more than one location and gain multiple exposures compared to the female volunteers.

5.1.10 Nature of roles played in Flood Mitigation work (Research Question 2.6)

Amongst the total respondents 14.3% of male and 15.3% of female respondents had shown interest in needs identification. 38.6% of the male and 19.7% of the female respondents have shown interest in sourcing the materials. 54.6% of the male respondents and 30.6% of the female respondents have shown interest in distribution. 14% of male and 4% of female respondents have shown interest in the movement of people to safe locations.

The inference is that the gender influence had been strong in the volunteer's choice of volunteering roles during the disaster mitigation work.

5.2 Second Objective - Find the volunteer leaders, their leadership quotient, leadership approaches and related challenges they faced in disaster mitigation work

The second objective of the study is on volunteer leaders and their leadership styles and the challenges they faced in disaster mitigation work. In any disaster volunteering work the team composition is created all of a sudden and in the flow of the time. In practical sense the team would comprise of complete strangers whose only connecting wavelength would be to serve the needy and those in distress. In a typical situation like this every volunteer is active as a leader, all the time. The group is led by a leader who emerges from the group itself, with the proven competencies in leading the group.

5.2.1 Leadership Initiative to sustain motivation of the volunteers

(Research Question 2.7)

Once the leader emerges in the group, the first and foremost responsibility for the leader would be to sustain and enhance the motivation level of his team mates to continue to work in spite of the challenging times. This is one unique leadership quality, they will possess in volunteering situation in excess as against leaders in any other setting. How to sustain motivation of the co members of the team is an art and science of the leader concerned. The leader's ability to assess every individual's calculated strategic move would be a necessity to the leader. Motivation is a very fluid process. What would work as motivation to a group of individuals with single common goal with passion and inherent competency will not be effective to others. The researcher faced similar issue when it came to querying the motivation sustaining initiatives amongst the respondents.

Hence, during one of the focused group discussions the researcher requested to identify the possible factors of motivation that inspired them in the field while they were performing their given responsibilities.

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Those factors were used in the questionnaire to query the respondents. Further, apart from the factors indicated by the volunteers, the researcher also wanted to check whether the factors work as individual factor or as a combination of multiple factors. The same is also checked using the same instrument from the respondents. There were 18 factors identified by the volunteers in the field as motivational factors.

The factors identified were, be a role model, being goal specific, clarity of thought, state priorities, project task purpose, empower others, appreciate performance, maintain motivation, develop strengths, openness to ideas, value people and roles, respect others attributes, training and guidance, task facilitation, encourage others decisions, authentic relationships, develop task strategy and compassion.

Most of the respondents did not find any particular factor to be effective in motivation in the field. This is probably because the respondents who have had many varied experiences in the field doing all kinds of odd responsibilities would have found it difficult to single out the factor and assess its effectiveness in post field work scenario. However, two questions were asked at the end of the instrument, one on their observance on the effectiveness of single factor and the effectiveness of these factors as multiple factors.

While answering the question on effectiveness of single factors, 35% of male and 30% of the female members identified them to be ineffective and 25% of the male and 10% of the female members identified them to be effective.

When asked whether all the mentioned factors are effective in a combined multiple factor form they observed them to be effective. 55% of male and 30% of female respondents found them to be effective where as only 10% of the male and 5% of the female respondents observed them to be ineffective.

5.2.2 Team, Social and Cultural Challenges faced (Research Question 2.8)

The second area of query in the leadership area is on how the team, social and cultural challenges were addressed. When a new team starts functioning in a strange and unfamiliar environment with inexperienced task, it's bound to have several challenges that are team based challenges, social challenges and cultural challenges. The reasons for the team based challenges are because the team is new with unknown frame of work rules, interpersonal relations, bonding, and communication networks, task clarity issues, sub groups and systems, and etc.

The social challenges are because of the location of the work for the volunteers are new and they start working with and working for unknown group of people. Their social setup, social frameworks or local society related issues would not be familiar to the volunteers when they start working in the locations.

The cultural issues are pertaining to the cultural beliefs, ethos, social and communal values and related issues may not be familiar to the volunteers when they start working in the locations. These are the typical practical problems the volunteers would face in the field.

The volunteers were queried on what kind of challenges they addressed with the following segregation of factors like, team oriented challenges, team & follower oriented challenges, challenges from public and challenges from environment.

In the area of task oriented challenges, 31.7% of the male respondents and 18.3% of the female respondents expressed they faced task oriented challenges. 33.3% of male and 16.7% of female respondents expressed they didn't face any task oriented challenge at the site.

In the area of team and follower oriented challenges 25.3% of male and 12% of female respondents have observed facing these challenges, while 39.7% of male and 23% of female respondents didn't observe to have faced these challenges.

In the area of challenges from public, 23.7% of the male and 16% of the female respondents observed facing these challenges while 41.3% of male and 19% of female respondents observed they didn't face these challenges.

In the area of challenges from environment, 14.3% of male respondents and 8.3% of female respondents observed facing these challenges while 50.7% of male and 26.7% of the female respondents observed they didn't face these challenges.

5.2.3 Challenges faced in leading new people (Research Question 2.15)

1. In leading the new people who have gathered into a team there are bound to be challenges in acceptance, communication, further interaction, cohesiveness, co opting common goals and other team related challenges. This question focused on three main areas, namely, role allocation, communication and third option is that they didn't face any challenge.

2. As for as the role allocation is concerned 73.33% of the respondents did not face any challenge. Female participants to the extent of 10.67% have expressed challenges where as only 6% of the male respondents have experienced challenges. The female volunteers while working in a team comprising of new and unfamiliar people seemed to face problems in allocating roles than the male volunteers.

3. In terms of communication only 10% of the respondents have expressed facing problems of which 6% are female respondents and 4% are male respondents. The inference is the female volunteers do face problem in communicating with the new team members who are unfamiliar to them, how much ever small it may be.

4. Amongst the respondents 73.33% of them have observed they faced no challenges in the team situation of which 18.33% are female respondents and 55% of them are male respondents. The observance that they not faced any problem however is low with the female respondents than the male respondents.

5. The overall inference is that in new team situations when a team is formed with total strangers who are unfamiliar to each other adaptability to the new situation is high with male respondents than the female respondents. This is a clear indication that female volunteers may shun or avoid from assuming leadership in voluntary responsibilities than the male volunteers.

5.2.4 Self Appraisal of Leadership Quotient (Research Question 3.00)

The self appraisal questionnaire contained four parts namely common leadership elements, action oriented roles, people oriented roles and thought oriented roles.

Amongst the male respondents 31.35% of the respondents have scored very strong, while only 28.93% of the female respondents have scored themselves as very strong. Amongst the male respondents 39.55% of the respondents have scored themselves as strong while only 39.38% female respondents score themselves to be strong. Amongst the male respondents 20.44% of the respondents have scored themselves as moderate while only 24.44% female respondents score themselves to be moderate. Amongst the participants 8.68% of the male respondents scored themselves as low while 6.22% of the female respondents score themselves as low. Amongst the participants 0.17% of the male respondents score themselves to be very low while only 1.01% of the female respondents score themselves as very low.

Form the above score the inferences are, till the moderate scoring the male and female respondents do not rate themselves with vast differences whereas in the low and very low segments there is significant variation in the percentages between the male and female respondents. The above data shows the perception towards self basic leadership elements which is not much varying between the genders.

This role of the volunteering, calls for initiatives and related competencies of a leader in being action oriented. Amongst the action oriented roles, key areas are challenging the

team to improve, putting ideas into action and ensuring thorough timely completion. Among the respondents 32.82% of the male respondents and 36.49% of the female respondents observe the action oriented-ness as a very strong element for leaders. Among the respondents 42.39% of the male respondents and 37.14% of the female respondents observe the action oriented-ness as a strong element for leaders. Among the respondents 16.75% of the male respondents and 21.90% of the female respondents observe the action oriented-ness as a moderate element for leaders. Among the respondents 8.03% of the male respondents and 4.13% of the female respondents observe the action oriented-ness as a low element for leaders. Among the respondents nil male respondents and 0.63% of the female respondents observe the action oriented-ness as a very element for leaders.

The inference is that, in very strong rating, the female respondent's perception of leader competency requirement has to be action oriented which is more than the male respondents. Whereas in the strong rating the male respondents have scored higher than the female respondents. In the moderate rating the female respondents have scored higher than the male respondents while in the low rating male respondents have scored more than the female respondents. In the very low category both the genders have observed significantly very less. The inference is that male definition of action oriented-ness in a leader is different from that of female respondents at certain ratings, which enumerate the visualization of the female gender towards the action orientation of the leaders to be a strong leader.

People management skills and people oriented competencies is the core for a leaders to be successful in leading the team to achieve the goals. Amongst the people oriented roles, three key areas are identified, namely, act as a chairperson, encourage cooperation and explore outside opportunities.

Among the respondents 35.73%% of the male respondents and 33.02% of the female respondents observe the people oriented-ness as a very strong element for leaders. Among the

respondents 43.42% of the male respondents and 35.87% of the female respondents observe the people oriented-ness as a strong element for leaders. Among the respondents 14.19% of the male respondents and 26.98% of the female respondents observe the people oriented-ness as a moderate element for leaders. Among the respondents 6.50% of the male respondents and 4.13% of the female respondents observe the people oriented-ness as a low element for leaders. Among the respondents nil male respondents and none of the female respondents observe the people oriented-ness as a very low element for leaders.

The inference is that, the female respondents score more on people oriented-ness in strong and moderate. They have neither scored high in very strong need or low and very low need. The female volunteer leaders as suggested by these data rely more on the task orientation and give more importance to the same. They feel people oriented-ness is an important need however they do not entirely lay major significance to the same against their male counterparts. This part of analysis suggests that the female volunteer leaders would be more professional in approach in the work responsibilities than personal relationship oriented performance factors in a team situation as far as the volunteering situations are concerned.

In the area of the thought oriented roles, three key areas are identified, namely, presenting new ideas and approaches, analyzing the options and providing specialized skills.

Among the respondents 43.25%% of the male respondents and 33.02% of the female respondents observe the thought oriented-ness as a very strong element for leaders. Among the respondents 35.04% of the male respondents and 46.03% of the female respondents observe the thought oriented-ness as a strong element for leaders. Among the respondents 16.41% of the male respondents and 17.78% of the female respondents observe the thought oriented-ness as a moderate element for leaders. Among the respondents 5.13% of the male respondents and 3.17% of the female respondents observe the thought oriented-ness as a low

element for leaders. Among the respondents 0.17% of male respondents and none of the female respondents observe the thought oriented-ness as a very low element for leaders.

The male respondents score more in the rating scale in very strong and low rating. The female respondents rate the thought oriented-ness to be strong and as moderate requirement. They score is significantly less in other ratings, as against their male counterparts. The inference is the thought oriented leadership is appreciated in extremes as far as the male volunteers are concerned whereas the female volunteers are more balanced in their view towards thought oriented-ness of the leaders. The clear indication is that the appraisal of volunteer leaders would be sharp to extremes by male volunteers than the female volunteers.

5.4 Third Objective - Study the Gender issues and perspectives in disaster situations, disaster mitigation management situations from the volunteers' experiential observation and understanding

The third objective of this study is to study the Gender issues in the disaster management situations pertaining to the female volunteers in the voluntary work. Voluntary work situations are team working situations. In such a scenario the genders issues which affect the genders will have to study in detail to create a frame work of reference to provide support to the gender based difficulties.

In the team situations gender oriented problems are many in nature, especially when strangers join together o form a team with co-opted goal of helping people in distress. These kinds of problems are very common in the professional work places. Specific attention should be given to these areas in disaster mitigation initiatives in important area of study. In general the critical issue is communication is one major challenge between the genders. The gender based competencies are important to handle team communication without any issues. Though today's civilization has brought out the niceties of human beings the discrimination on the

basis of gender is an unavoidable reality even today in many situations. The many common issues of discrepancies and discrimination however to point out key areas, the first one is disparity in rewards and recognition. There is clear gender bias were the female participants is less recognized and rewarded for performance in comparison to the male participants in a team. The second issue is the societal values and outlook towards women with regard to aggressive and assertive approach in team situations. In most cases the women are not encouraged to display their aggressive or assertive nature in team situations. The third issue is the gender stereo typing with the backing of social and cultural values. Women in any situation are considered to be less powerful than men. Assertive and aggressive women are treated as femi-nazis. The common belief is that women may not be committed to team responsibilities because they have other priorities in life. There is another strong belief that women don't work together for common good. They gossip and display emotions very fast and intensely. This kind of stereo typing has created perceptual outlook to the commoners in team situations which can create a troublesome environment to women in their involved participation. The alternate opinion and common perception of men by women is another source to intensify this problem of discrimination. The common perception towards men by women are, men are more focused than women in career and all other personal responsibilities are not important to them. Men are tend to be less emotional and they don't care about any one's feelings. Men generally view women as objects of sex and never treated as equals. Men have good networking skills and they always have strong people backing to get what they want. These two different gender bias friendly outlooks and perceptions are bound to create gender difficulties in any work situation.

5.3.1 Gender specific challenges observed in volunteering (Research Question 2.9)

The vision and planning process in a team work situation is very important and critical for pursuing the designated task. The scores by the volunteers show that male

respondents rate their challenge is very strong in vision and planning for the team than their female counterparts. The female respondents have not found this challenge to be very strong as against the male respondents.

The inference is that female volunteers are more matured and balanced in assessing the task needs and envision and plan the team targets better than their male counter parts.

Acceptance and cooperation in a team situation is very important to maintain team harmony and team cohesiveness. In the very strong, strong and medium ratings, male respondents have scored higher than the female respondents. Whereas in the low score rating the female respondents score higher than the male respondents. In the very low score rating also the female respondents have scored lesser than the male respondents.

The inference is that when it is the acceptance and cooperation female respondents find it relatively less challenging than the male respondents. The obvious inference is that there is recognizable insecurity amongst male volunteers in gaining acceptance and cooperation from the team members than the female volunteers.

Task Cohesiveness is essential dimension of the team work in reaching the set target without any hitch with the set time limits. Cohesiveness in a team is derived from various factors of team work situation, however specifically the significant areas are the interpersonal skills of the team members, quality of their bonding, communication, thought clarity and good leadership are essential for achieving the task cohesiveness. More female respondents have scored in the very high and high ratings. In the medium and low ratings the male respondents have scored higher than the female respondents and in low rating females have scored high.

The inference from this rating pattern is that female volunteers have found this to be more challenging than the male respondents. In volunteering female volunteers seem to face more cohesiveness and cooperation problems than the male volunteers.

Persuasion and Task orientation is one of the key elements when a team has very little time limits for each of the goals. The concept of persuasion and task orientation is one of the areas which have strong influence of the leadership in team situation. In this factor while getting rated by the respondents, male respondents have identified this to be a very high challenge than the female respondents. In the rating of high, medium and low ratings female respondents score more than the male respondents and in the very low rating male respondents score higher than the female respondents. The inference is while the male respondents have the extreme ratings the female respondents have consistent rating patterns. Apparently the suggested inference is that the acceptance of team leadership and his leadership style is more by female respondents than the male respondents.

Communication and feedback is the lifeline of team progress. These two factors are essential in a team situation so that a healthy culture is created in the team. Feedback is essential is important to self assess and mutually appreciate and correct the course of actions. It controls and manages the team performances. To achieve this every member in the team should think and act like a leader, be clear with what they want, understand others needs, discuss and commit and mutually give feedback. This kind of healthy communication and feedback would ensure the team's health and such culture would be apt for high performance. More male respondents have rated this factor as a very high challenge than the female respondents. Female respondents have rated this factor to be high and medium challenge than the male respondents male respondents rate this higher in low rating than and the female respondents and both rate the same in the very low rating. The inference is that male volunteers are in extremes in the rating pattern than the female volunteers. Female volunteers are more balanced in their view but see this area as a high and medium challenge. In the volunteering team situations apparently bonding takes more time.

The factor, team building and bonding work effectively in teams which have more stress free, comfortable and mutually respecting team members. These two team factors team building and bonding are relevant for particularly a volunteering team as the teams here would have demanding tasks and deadlines. More female respondents have rated this factor very high than the male respondents. In the high rating scale, more male respondents rate this as high than the female respondents, more female respondents than the male respondents in the medium rating and more female respondents in the low and very low rating than the male respondents. The inference of this rating pattern is that, the volunteers irrespective of genders do face the problem with team building and bonding because, their familiarity to the leadership and creating a stress free environment takes more time in the limited time available to the volunteers.

Team inclusion and participation happens in teams which appreciate diversity as an integral part of team working. This factor can work better in teams which has constantly learning leaders, members who celebrate differences, the team listens to everybody, communicate constantly and professionally measure the progress. This factor is a very strong challenge for male respondents who rate this as very high and high challenge than the female respondents. Female respondents have rated below the male respondents in all the rating scores excepting in the medium rating. The inference is that more male volunteers find team inclusion and participation as challenging than the female volunteers.

Risk taking capability and decisiveness in the team is critical in volunteer work as they are likely to have more challenges than the professional work environments. The team members should have the clarity of purpose, take calculated risks, quick decisions, empower people and keep the people in the loop to ensure these two factors is effectively used in the team situations. More male respondents have rated this as very high challenge than the female respondents while in the high and medium ratings the female respondents have rated

them more than the male respondents. In the low and very low ratings the female respondents have rated them more than the male respondents. The inference is male volunteers find this as challenge in extremes than the female volunteers.

5.3.2 Gender discrimination faced by the respondents (Research Question 2.13)

The respondents were queried whether there was gender discrimination in the volunteering work places and locations in team situations. The answers given by the respondents are discussed below.

Amongst the respondents only 6.3% of the respondents observed there was gender discrimination while 93.6% of the respondents observed they did not face any gender discrimination.

The inference is the volunteering situation faced during Chennai Floods was more refined and the situational environments were healthy that 93.6% of the respondents felt any gender based discrimination.

5.3.3 Types of gender discrimination faced (Research Question 2.15)

This question was specifically asked to the respondents to understand what specific gender discrimination took place during their volunteering work. Amongst all the respondents 98.6% of the respondents observe no discrimination was found in the volunteering places, while 0.7% observed there were discrimination in being abused and providing no time limit to volunteers.

The inference is that Chennai Floods Volunteers did not face any discrimination of any nature.

5.3.4 Types of gender advantages in the volunteering work (Research Question 2.16)

In any work situation the gender advantages are distinct in its culture and it has its own impact on the participation and reviews.

The respondents were specifically asked whether there were any gender based advantage in the volunteering situations. Amongst the respondents 81.67% of the respondents have observed there were no gender advantages of which 21% are female respondents and 60.67% male respondents have positively observed this. There are 5.3% of the respondents observing communication, 7% as team cohesion and 6% as public cooperation as gender advantages is the overall scores by the respondents.

The inference is the volunteers on the field of rescue and relief during Chennai Floods neither had any gender based advantages nor faced any problems faced because of the same.

5.3.5 Types of gender disadvantages (Research Question 2.17)

In team situations as the team would experience gender discrimination, they may also find gender advantages and disadvantages. This question was queried to understand the respondent's opinion on the gender disadvantages, the team members felt in the volunteering work situations.

Amongst the male respondents 60.67% observed no gender disadvantage while 1.3% observed time constraint, 1% performing multiple roles and 2% lack of role interest as gender disadvantages. Amongst the female respondents 21% observed no gender disadvantages while 4% observed time constraints, 6% observed performing multiple roles and 4% lack of role interest as gender disadvantages.

The inference is that most volunteers didn't observe any gender disadvantage in the volunteering situation however the female volunteers to at a minimum level faced some disadvantages.

5.3.6 Specific Suggestions and Gender Proactive Precautions (Research Question 2.18)

As part of the gender queries the respondents were asked as what kind of proactive precautions can be taken to avoid any kind of gender abuse or discrimination and making the genders safe in working at volunteer situations in disaster situations. The question contained

options from different perspectives. Amongst the respondents 30.99% of the respondents observed staying connected as a proactive precaution of which 6.66% of female and 24.33% observed this. The next highest proactive precaution observed was identify to allocate safe areas for work, of which 5.66% of the female respondents and 14% of the male respondents observed this as proactive precaution. The third proactive suggestion is that providing only day time work observed by 17.33% of which 4% were female respondents and 13.33% were male respondents. These three are followed by group work with 13.33% observed by the respondents, providing security with 11.33% and clarity in responsibilities with 7.33% as proactive precautions suggested by the respondents.

The inference is that the conventional outlook towards the proactive precaution methods have not changed and still adopted by the volunteers in the present. These proactive precautions are however were practiced by the volunteers in the fields of rescue and relief by effective planning.

5.4 Fourth Objective - Study the volunteers' situational leadership style with the situational factors and its suitability in disaster mitigation situations

The fourth objective of the study is to study the situational leadership style profile of the volunteers and their suitability in disaster mitigation situations.

There would always be challenges when the teams are formed by strangers with different backgrounds but with common goals. Three options of challenges were offered namely role allocation, communication and no challenges. This study finds out that 73.33% of the members expressed no challenges what so ever they observed during their team situations, while 16.67% observed the challenge of role allocation and 10% the challenge of communication.

Role allocation to each of the members in the team is one of the routine exercises the teams would concur to operate with. In terms of the role allocation the members would prefer

a particular role that is familiar to them and the role that is comfortable to them. When every member wants the same role, the team's work allocation and responsibility and accountability identification would be a problem.

Communication is another critical area that needs to get used by the members and leaders of such new teams. Once the familiarity is achieved the team may feel comfortable in interactions. Till such time the leader would it as extremely difficult to manage the challenge situations.

Amongst the male respondents 55% expressed no challenges while 6% observed role allocation as a challenge and 4% observed communication as a challenge.

Amongst female respondents 18.33% of the respondents observed they faced no challenges while 10.37% faced role challenges and 6% faced communication challenges.

The first inference is that in terms of role clarification the female volunteers seemed to find it more challenging than the male volunteers. The reason could be that the adaptability comfort is more with male volunteers than the female volunteers.

The second inference is that even in the communication area more female volunteers find challenges than the male volunteers. The reason could be the basic communication differences that can be found between the genders.

5.4.1 Leadership Self Scores (Research Question 3.0)

In the area of leadership the next area that was queried to the respondents is pertaining to their leadership quotient. A standard leadership questionnaire was used to assess their leadership profile. This questionnaire contains four parts. The first part assesses the general leadership quotient of the respondents. The other three parts assess their action oriented role, people oriented role and thought oriented role perspectives.

The first part of the leadership quotient had questions pertaining to various pertinent leadership qualities and profile requirements. The respondents were asked to rate themselves in the 5 point rating scale.

Amongst the male respondents 31.35% of the respondents find themselves very strong, 39.35% of them find themselves strong, 20.44% find themselves moderate, 8.68% of them find themselves low and only 0.17% of them find themselves in very low rating. Amongst the female respondents 28.93% of the respondents find themselves to be very strong, 39.38% find themselves strong, 24.44% find themselves moderate, 6.22% find themselves low and only 1.01% find themselves to be very low.

The inference is that a total of 70.7% of male volunteers find themselves to be strong while only 68.31% of the female volunteers find themselves to be strong. Though the difference is not significant the genders are not equal in their perception of themselves is evident. This may be because the male respondents have more opportunities elsewhere also to display their leadership than the female volunteers. When they get more opportunities to experience leadership roles in different situations they will get more exposed to this competency.

5.4.1.a Action Oriented Roles

Action oriented roles of leaders in disaster situations is very important role they have to play as this matters in manually carrying out most of the responsibilities. The respondents were asked three questions pertaining to action oriented roles to get their self assessment in this role. They are rating in 5 point scale as to the importance of this role for leaders.

Amongst the male respondents 32.82 % of the respondents observed this to be a strong need for leaders, 42.39% of the respondents observed this to be a strong need for the leaders, 16.75% of the respondents observed this to be a moderate need for leaders and only 8.03% of them observed this to be a low need. Amongst the female respondents 36.49% of

the respondents find this to be a very strong need for the leaders, 37.14% of the respondents find this to be a strong need for the leaders, 21.90% of the respondents find this to be a moderate need for leaders and only 4.13% of them expressed it as a low need and 0.63% as very low need,

The inference is that 59.14% of the male respondents find this to be a strong need while 73.63% of the female respondents find this to be a strong need for the leaders.

The female volunteers perceive the leadership to be more action oriented than the male volunteers and this finding is consistent with the social belief that leaders need to be action oriented. Whereas the male respondents do not give so much importance to this area as the difference between the male and female respondents is significant.

5.4.1.b. People Oriented Roles

People oriented roles is critical to any team participant whether they are leaders or members. People oriented-ness ensures smooth interpersonal interaction and thus every requirement of the team working can be effective with this one single competency. There were three questions for the respondents to identify whether this is a need for leaders in a 5 point scale.

Amongst the male respondents, 35.73% of the respondents find this as a very strong need for leaders, 43.42% of the respondents find this as a strong need, 14.19% find this as moderate need, 6.50% as a low need while 0nly 0.17% find this to be a very low need. Amongst the female respondents 33.02% of the leaders find this as very strong need for the leaders, 35.87% find this to be a strong need, 26.98% find this to be a moderate need and only 4.13% find this a low need.

The inference is that 79.15% of the male respondents find this to be a strong need while 68.89% of the female respondents find this to be a strong need. The male volunteers find people oriented-ness to be significantly important than the female volunteers. This is

because the female volunteers find other roles as more important than the people oriented-ness. The difference is significant to arrive at such inferences.

5.4.1.c Thought Oriented Roles

Thoughts becomes things is a famous quote used by several thought leaders. Thought process of a leader is important to achieve what the team needs to achieve within given time. Thought leads to effective planning for all actions, resources, process and identify the milestones before the achievements are made a reality. The respondents were asked three questions pertaining to thought oriented roles of leaders and were asked identify whether it's a need for leaders in a 5 point scale with pertinent parameters.

Amongst the male respondents, 43.25% of the respondents observed this to be a very strong need, 35.04% as strong need, 16.41% as moderate need, 5.13% as low need and only 0.17% as least need. Amongst the female respondents, 33.02% of the respondents find this to be a very strong need, 46.03% as strong need, 17.78% as moderate need, and 3.17% only as low need.

The inference is that 78.29% of the male respondents have observed this to be a strong need while 79.05% of the female respondents find this to be a strong need. In this role both the male and female volunteers find this particular competency to be important equally. The understanding that strange times need organized thinking could be one of the influencers of this conclusion by both the genders.

5.5   Fifth objective –Study volunteers' situational leadership profile through self assessment with the factors of situational leadership style

5.5.1 Situational Leadership Profile (Research Question 3.1)

Situational leadership style is an effective model for disaster management solutions. People in crisis times have successfully used this style in meeting the challenging times with professional outlook and achieved what needs to be done with utmost effectiveness. The

respondents were asked to find their situational leadership profile using an instrument prepared using the thought process and theory proposed by Ken Blanchard on Situational Leadership. The self score was done using critical parameters of situational leadership like, goal setting, team spirit, communication, motivation, developing discipline and supporting. There were 8 questions in under each of the parameter containing the pertinent factors that influences the concerned factor, and the respondents were asked to themselves on a 5 point scale.

5.5.1.a Goal Setting

Goal setting is an important step towards achieving the effectiveness of the situational leadership. Amongst the male respondents, 28.48% observed this as very high, 24.48% as high, 10.38% as moderate and only 1.58% as low. Amongst the female respondents 13.05% as very high, 15.30% as high, 6.18% as moderate and 0.50% as low.

The inference is that more male volunteers score in goal setting than the female respondents.

5.5.2.b Team Spirit

Team spirit is the lifeline of enthusiasm amongst the team members. This ensures undivided involvement and commitment to the team and its goals. Amongst the male respondents, 25.19% observe this as very high, 29.09% observe this as high, 9% as moderate and only 1.70% as low. Amongst the female respondents, 10.79% of the respondents observe this as very high, 16.79% as high, 6.20% as moderate and only 1.23% as low.

In inference is that, in team spirit more male volunteers rate themselves as high than the female volunteers. The difference is significant between the genders and hence female volunteer's team spirit will have to be enhanced in any team situation by inviting them offering more roles and recognition.

5.5.2.c Communication

Communication is the third factor that is critical to the situational leadership. The effectiveness of the communication is directly proportional to make the team members effective and better in their involvement and performance. Amongst the male respondents, 24.13% observe this as very high, 27.39% as high, 11.95% as moderate and only 1.53% as low. Amongst the female respondents 51.50% observe this as very high, 16.10% as high, 6.30% as moderate and only 1.13% as low.

The inference is that, significantly higher percentage of female volunteers observes this as a high need than the male volunteers.

5.5.2.d Motivation

Motivation to the team has to be sustained throughout the process of achieving the team goals. Motivation is a complex issue as each person may need different type of motivation. The leader has to ensure the climate and culture of the team itself does the motivation sustenance and enhancement than occasional motivational inputs.

Amongst the male respondents 25.88% of the respondents observe this to be very high, 28.63% to be high, 9.49% as moderate and 0.99% as low. Amongst the female respondents 10.63% of the respondents observe this to be very high, 16.04% as high, 6.53% as moderate and only 1.80% as low.

The inference is that, more male volunteers sustain motivation than the female volunteers in the disaster mitigation team work.

5.5.2.e Developing Discipline

The team has to evolve itself with self regulated discipline regime to ensure equal treatment to all the team members and also to ensure there is uniformity of team recognition and participation. Every situational leader as part of evolving as a leader should ensure he creates discipline in a coordinated manner amongst the entire team members.

Amongst the male respondents, 21.51% of the respondents observe this as very high, 29.84% as high, 11.80% as moderate and 1.88% as low. Amongst the female respondents, 9.76% of the respondents observe this as very high, 17.19% as high, 7.75% as moderate and only 0.33% as low.

The inference is that, in the area of developing discipline more male volunteers observe this to be high than the female respondents.

5.5.2.f Supporting

Support system in a team situation is critical for every team member. The support comes from the co members of the team and the team leader. This is critical in achieving the impossible tasks as individuals than as a team.

Amongst the male respondents, 22.14% observe this to be very high, 31.25% as high, 10.50% as moderate and 1.11% as low. Amongst the female respondents, 9.66% of the respondents observe this as very high, 18.45% as high, 5.90% as moderate and 0.95% as low.

The inference is that more male volunteers rate themselves high in supporting than the female volunteers.

5.5.3 Situational Leadership Style – Self Assessment

The next part of this questionnaire was to assess their self perceptual suitability to the different factors that determine the effectiveness of the situational leadership.

5.5.3.a Directing

In the directing spectrum, it is observed that more male and female respondents (88.65%) feel they are more directing to a somewhat extent, followed by most like themselves, only below 3% of the respondents find themselves to be least like themselves and 35.69% rate themselves not really like them. The difference between the genders is insignificant in all of the ratings, because it is minimal.

The inference is that more volunteers identify themselves to be directing oriented than those who do not rate themselves as directing oriented.

5.5.3.b Coaching

The next spectrum is coaching. Situational leadership also mandates coaching as a leadership attribute as this helps the leader to make the team member more competent to be accountable to his role. In this coaching spectrum, more male and female respondents (89%) rate themselves as somewhat like themselves, 63% as most like them only 6% as least like themselves and 33% as least like themselves. The difference between the genders is insignificant in all of the ratings, because it is minimal.

The inference is that more volunteers identify themselves to be coaching oriented than those who do not rate themselves as coaching oriented.

5.5.3.c Supporting

Supporting is another critical competency of the situational leadership. In this supporting spectrum, more male and female respondents (93%) rate themselves as somewhat like themselves, 68% as most like them only 4% as least like themselves and 35% as least like themselves. The difference between the genders is insignificant in all of the ratings, because it is minimal.

The inference is that more volunteers identify themselves to be supporting oriented than those who do not rate themselves as supporting oriented.

5.5.3.d Delegating

Delegating is one extremely critical competency of the situational leadership. In this supporting spectrum, more male and female respondents (96%) rate themselves as somewhat like themselves, 64% as most like them only 6% as least like themselves and 35% as least like themselves. The difference between the genders is insignificant in all of the ratings, because it is minimal.

The inference is that more volunteers identify themselves to be delegating oriented than those who do not rate themselves as delegating oriented.

6.0 RECOMMENDATIONS

6.1 Sixth Objective - Provide recommendations on the basis of this research insights and findings, for future consideration, further research and theoretical exploration

The major findings in the previous section of this chapter have presented the objective wise major findings from this research work. The recommendations for the major findings of this research are presented in the following section in the objective wise manner.

First Objective - Study the volunteers' demographic profile, their roles and competencies in disaster mitigation

- There can be more encouragement from the for the women volunteers to participate in such critical times. This can be done through social organizations and government agencies.

- The disaster situation requires people in all age groups for different types of responsibilities. Those who are physically agile and active are required in the action oriented responsibilities and there is a large scope for the other age groups in the logistics, administration and communication and general organizing responsibilities. The participation in the age groups of above 36+ will have to be formally structured as this group of volunteers does not get any peer pressure and mutual inspiration from the same age group peers. Hence a formal system can hold the database of the interested volunteers and they can be better coordinated according to their preferences.

- From the query into the educational status we infer that while people are active in a social and professional network, in both physical and virtual form are extremely active in taking part in the volunteering work also as there is ease of connectivity

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and mutual inspiration. If there are ongoing forums which connects the willing voluntary workers with the support of Governmental agencies or through corporate CSR initiatives this effort can create the spirit de camaraderie among the volunteers when ever any disaster strikes.

- The inferences from findings point out the professional and social networking contributes to mutual inspiration. This factor is one of the key pointers to organize the volunteers in the off-disaster times. Apart from this, private employers should be encouraged to identify CSR groups within their employee group who can be supported to provide volunteering services on behalf of the company. Such volunteers can also be trained on the basics of volunteering as part of the organization's CSR commitment.

6.2 Second objective –Find the volunteer leaders, their leadership quotient, leadership approaches and related challenges they faced in disaster mitigation work

In volunteering situations the leaders should us a combination of multiple factors for motivation sustenance of the members. This requires the volunteers to be informed on their leadership initiatives that can help the team members to sustain the motivational level. The quick fix in such situations is to provide some learning inputs on the field on different types of motivational inputs. Better though to train the willing volunteer leaders in such competencies.

- The team based challenges can be overcome by the leaders by encouraging the team members in envisioning, planning and decision making. These invite involvement and thus reduce the team based challenges.

- The social and cultural challenges by the volunteers in such locations can be addressed with encouraging participation from the local people in their tasks. This is in one way bringing in the ownership and accountability to their own

community. In more than one way, this initiative would be helpful in creating a cordial atmosphere and easy familiarity gaining to the locale conditions.

- In the task oriented challenges most volunteers did not face any challenge. However even those volunteers faced such challenge could be guided towards better planning and blending to the situational needs, thus they also would reduce the impact this challenge.

- In the team and follower oriented challenges most volunteers did not face any challenge. Those who faced this challenge could be given adequate support and encouragement for more involvement in the team goals and planning exercises. This solicitation of their involvement through peer pressure can reduce this challenge.

- In term of the challenge from the public, most of the volunteers have not faced any problem. However, the public could also be included in their mission wherever possible which could ensure smooth inclusion of local people in the process thus reduce this challenge.

- The environment challenges were not observed by many volunteers. The complete awareness of the total environment could help the volunteers get familiar with the situation from various dimensions and thus reduce this challenge. The gender based problems in this spectrum can also consider the vulnerability, pollution and the total ecosystem and address the issues.

- In terms of role allocation the female volunteers face more problems than the male volunteers. In any given situation the goal and task of the team would be to address problems in the location selected. The responsibilities to the needs of the situation can be better addressed by careful allocation of roles considering the

limitations of the genders. The gender stratification with the identified roles and responsibilities also could be considered.

- Most female volunteers face the problems of communication. Since there are fundamental gender differences in perception towards how a person acts, speaks and looks the clarity of gender limitations and expectations of communication has to sensitize to the team members.

- In terms of team situation more male volunteers have faced challenges than the female volunteers. The culture of the team is the key to ensure such challenges are reduced. This can be improved by the leader sharing the leadership responsibilities with the team members and involve them on the go decisions.

- In the area of Self Appraisal of their Leadership quotient most volunteers are observed to be strong. The most impressive finding is that there is no gender variation in such perception. The volunteers in the field have similarity in self perception and that is a welcome development in a relatively conservative society like ours. However this area can be further improved if these volunteers are more aware of their own feelings and self awareness, keep open mind to face challenges, be clear with their values and comprehensively know their strengths and weaknesses. In the team situations the co members of the team should encourage them to gain such awareness by providing them healthy feedback.

- The self perception of being action oriented varies with the genders. It is consistent with the societal beliefs. However when the self perception of the leadership quotient is high this can be improved by the adolescent female volunteers who have participated in voluntary work. It may be possible if the volunteers change the gender - strength relationship is defined beyond the traditional gender ideology. The self esteem in action oriented leadership profile

of the genders can be improved if there is more maturity in gender stratification and stereotyping.

Belbin the proponent of this theory suggests the team would better perform in these roles if the members amongst themselves identify a Shaper - who would challenge the team to improve, Implementer - Puts ideas into action and Completer Finisher - Ensures thorough, timely completion.

- The people orientedness of the volunteers is quite high amongst all volunteers irrespective of the genders. It can further improved if the team practices more democratic approaches that would essentially focus on the improving the effectiveness of efficiency of the members. If the leader provides inputs to the members on improving efficiency, support and train those in different perspectives this area can be further improved.

Belbin the proponent of this theory suggests that the teams should have a Coordinator - who would act as a chair person, Team worker - would encourage cooperation and Resource Investigator 0 who explores outside opportunities. This kind of identification would help a team to better itself in the people oriented role.

- The thought oriented roles are felt as strong by all the volunteers. It can be further improved by better involvement of all members in every process of the team functioning. Thoughts if they are guided and evoked properly the team functioning with thought roles can be better utilized for the team.

Belbin the proponent of this theory suggest, in thought oriented roles, the team should identify itself with a Plant - who would present new ideas and approaches, Monitor Evaluator - who analyses the options and Specialist - who would provide specialized skills. This kind of identification would help in the team's performance in this area more effectively.

6.3 **Third Objective - Study the Gender issues and perspectives in disaster situations, disaster mitigation management situations from the volunteers' experiential observation and understanding**

- In the area of Gender specific challenges to improve the situation several initiatives can be taken within the team. The first initiative to empower all the team members, specifically the female volunteers, they can be provided all the pertinent information without discrimination, help the volunteers to raise their own achievement and thus the participation levels, provide proper value to the work done by the female volunteers and make them as power centers. If these initiatives are taken, the team would reduce the challenges within the team pertaining to the gender issues. This query was on the parameters like, vision and planning, acceptance and cooperation. More problems faced by any gender can be reduced by establishing equality of genders in the team situation.

- The volunteers did not face any discrimination in the course of their voluntary work. When the volunteers get involved in disaster situations the volunteers do feel safe from the gender based difficulties, because most of the volunteers are literates and from cultured backgrounds. However, even if there is some kind of gender discrimination, those issues would be mitigated by the co members of the team and they feel protected. It is recommended that the female volunteers are always given work responsibilities in environments with which they feel safe and comfortable. Such roles and related responsibilities can be allocated to them.

- In terms of the gender advantages were neither there in the volunteering situations during the Chennai floods. However such advantages should be made available to both the genders consciously.

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- With respect to gender disadvantages no volunteer observed any issues. The culture is very important to ensure gender disadvantage is never felt by the volunteers and the teams which worked in the Chennai Floods Rescue and Relief apparently had better environments to protect the volunteers from this peril. In this kind of situation, reducing the gender stereotyping, increasing public consciousness and empowering the other gender volunteers with leadership roles can be implemented to reduce such problems.

- In terms of the gender proactive precautions, the study has found the traditional proactive precautionary methods only getting prominence. There are many innovative strategies for gender precautions being adopted by the societies across the communities. Such newer and innovative precautionary methods could be introduced and educated to the volunteers.

6.4 Fourth Objective –Study the volunteers' situational leadership style with the situational factors and its suitability in disaster mitigation situations

This study is mainly focused on this area and two segment of research queries were focused to the respondents.

- The critical parameters like the goal setting, team spirit, communication, motivation; developing discipline and supporting were queried to the respondents. In Goal setting more male volunteers have scored higher than the female volunteers, in team spirit more male volunteers score higher than the female volunteers, in communication more female volunteers score higher than the male volunteers, in motivation more male volunteers sustain motivation than the female volunteers, in developing discipline more male volunteers score higher than the female volunteers and in supporting more male volunteers score higher than the female volunteers.

- From the above we can observe more male respondents score in the overall situational leadership scores in style perspective. This findings leads to suggest that the gender based experiential exposure is higher with male volunteers in situational leadership than the female volunteers. Hence, training the volunteers in disaster mitigation and leadership would change this current reality.

6.5 Fifth Objective - To study volunteers' situational leadership profile through self assessment with the factors of situational leadership style

The second part of the situational leader's analysis is to check the self assessment of the volunteers in being capable of adopting this leadership style. Critical parameters like directing, coaching, supporting and delegating were queried during the research. In directing majority of the volunteers score higher than the rest of the volunteers, in coaching majority of the volunteers score higher than the rest of the volunteers, in supporting majority of the volunteers score higher than the rest of the volunteers and in delegating more volunteers score higher than the rest the volunteers.

It can concluded from their ratings that all the volunteers are prepared to embrace the situational leadership as a leadership model of choice in the disaster mitigation work. In some areas of common parameters the gender based variations can be complemented by appropriate role and responsibility allocation. Volunteers while get trained in disaster mitigation can also be trained in situational leadership which they can leverage in such situations.

In conclusion of the recommendations for this study, it is found to be relevant and important for a few initiatives by the government, NGOs and Corporates to consider mitigating the difficulties found through this research work. These initiatives if implemented can improve the quality of volunteers in their participation and contribution during any

disaster situation. In the post climate change and global warming scenario disasters are not avoidable and no place on earth could be treated as less vulnerable to disaster strikes.

The suggested initiatives are,

1. A global data base of volunteers should be created at district level and such volunteers should be updated on the recent developments in disaster mitigation using the current communication methodologies.

2. A voluntary force with the objective of recruiting the interested volunteers, train and educate them on disaster mitigation and sustain their motivation through constant engagement could be formed. This can be formed in the same lines as Voluntary Disaster Mitigation Force and the units can be established in schools, colleges, institutions and corporates. Regular training initiatives can be organized for them to constantly engage them and update them. Like we have the home guards this body also can be considered for recognition and encouragement. This body if established at district levels they can be ready to address challenges in their territory or elsewhere when need arises.

3. An Act that would protect the rights of women and children during the disaster times should be in place to ensure the fundamental rights, protection from the violation of human rights and overall legal protection. Such laws are available in various countries and similar kind of legal protection can be considered by the Government of India.

4. The UN conventions on disaster management and the Sentai declarations can be considered by the Government for implementation in all areas.

5. Situational leadership is found to be effective in the disaster mitigation work, hence the situational model of leadership training can be important to such recommended body and also the NSS and other voluntary agencies that work for social causes.

6. The regular forces can adopt this leadership model as they are primary resource for the community to address emergencies, hence the internal security forces can impart training to their members of the force which can additionally boost them to leverage their leadership potential in emergencies.

7. The volunteers can also be trained to participate in the rehabilitation process in the post disaster scenario than limiting their role in rescue and relief. This effort would be very helpful in expediting the rehabilitation and rebuilding process in the post disaster scenario,

8. The educational institutions irrespective of the level of education can impart leadership training as part of curriculum as this enable the younger generations to assume leadership than being assigned with.

9. The concept of ISR (Individual Social Responsibility) could be inculcated in the minds of public through the media and other sources as this can help in many ways. Those who are half minded can be brought into mainstream volunteering by inculcating these minds amongst the public. CSR initiatives of the organizations can be used for promoting and sustain this initiative.

10. The government on a yearly basis identify self less and most contributing volunteers and they can be awarded and rewarded for their work. Currently only the social media celebrates extraordinary achievers in volunteering during the disaster times.

11. Quick facilitation centers can be formed when the disaster strikes to assimilate and disseminate the voluntary groups with the appropriate information and resources. This initiative if regulated can be more effective in addressing the unaddressed areas of disaster situations.

12. The gender participation is more in volunteering during the Chennai Floods 2015 and the research findings suggest extremely encouraging trend of the gender participation

in the volunteering work. This is very different from the past experiences and this can be nurtured by providing better confidence and comfort assurances to the female volunteers by the agencies and voluntary groups concerned. Both the genders of volunteers have to provide with intermittent training regularly so that they can always be ready to address the emergencies.

13. Organizations should be encouraged to recognize their employees or member's participation and contribution during the disaster situations.

14. Most effective volunteers identified can be sent for exchange programs to other countries and also invite experts to our country to share knowledge.

The first part of this chapter dealt with the major findings of this research. The research on the situational leadership was done on the volunteers who participated in the Chennai Floods in disaster mitigation. The samples were selected using the non probability purposive sampling model and the collected data were statistically processed and presented in the analysis and interpretations, the major findings from the analysis and interpretations were discussed in the this first part. The second part of this chapter dealt with the recommendations on the basis of major findings and the entire process of research work. The recommendations were given on each part of the questionnaire and the final list of recommendations also is given above for consideration of the appropriate authorities. The next chapter conclusion deals with summation of the entire research work.

CHAPTER – VI
CONCLUSION

Leadership has been a constantly researched area in every spectrum of human life. Be it socio, economic or political leadership, the research keeps happening in different parts of the world and newer approaches and theories are brought out. Though the conventional structure of leadership in academic perspective is not changed the challenge it faces to sharpen its effectiveness through research keeps happening rapidly. The newer interpretations of the leadership are essential to define and redefine the applicability of leadership spectrums in the evolving human society.

Natural Disasters are natural phenomena and they have been happening from time immemorial. The disaster mitigation has also been developed and advanced over the period of time. There are newer areas of disaster vulnerability discovered with the climate change and global warming. When the newer vulnerable areas are affected by disasters the preparedness is one of the biggest challenges in the mitigation initiatives. It is such instances the volunteers with their own volition get involved in the mitigation work. They compliment in all the initiatives of Governmental agencies, NGOs and other organisations.

Chennai is a coramandel city of southern India, the capital city of the state of Tamilnadu. The state is very developed with its rich educational, economic, socio cultural and politically matured background. This city has rarely witnessed a disaster of the magnum it faced during the flooding in December 2015 post heavy rains in the city and its suburbs. Most parts of the city were marooned due to various reasons of the courses of city planning and development. The Adyar river that brought unprecedented flood due the Chembarambakkam lake opening also caused enormous flooding in the bank's the of the

Adyar river which housed several thousand slum dwellers and housing apartments, industries in low lying areas.

Immediately after this disaster a large number of people from various Governmental forces and agencies like the NDRF (National Disaster Relief Force) and SDRF (State Disaster Relief Force) were used in the mitigation work. They covered highly affected areas where thousands of people have to be evacuated to safety. The other areas were attended to by NGOs and thousands of volunteers.

During this period this research work was started and the research focused in its objectives of this research. Once the research area was finalised the review of the relevant studies were carried out. After analysing the various research works that have taken place in past, this area was identified by the researcher that needs attention and focused the research on this area. This study is conducted using quantitative and qualitative research methods. The research has used constructivism paradigm in approaching the research work. The constructivism paradigm is used in approaching this research work deploying the alternative knowledge including the parameters like, understanding, multiple participant meaning, social and historical construction and theory generation.

The research wanted to focus on the profile of volunteers, their leadership capability, gender participation and their experiences in terms of role, problems faced etc, situational leadership in such situations and the readiness and the volunteer's competencies in situational leadership.

The study was conducted amongst 300 respondents who had earlier participated in the volunteering work in the Chennai Floods. Since there were no authentic sources of database

were available the known contacts and social networking groups were used to identify the respondents.

This study had its limitations in identifying the appropriate respondents. With the networking along with the volunteers who worked in the disaster mitigation work the respondents were identified and located. All these respondents are preoccupied in studies or their professional work, hence finding them to spend the required time to fill in the questionnaire posed challenges. Further the respondents have been located in different parts of the city and the logistics coordination to arrange meetings and collect data also posed problems and limitations to the researcher.

Non probability purposive sampling procedure was used to conduct this research. The data were collected using a questionnaire prepared for carrying out this research. The collected data were statistically processed and analysed using the SPSS system and appropriate presentation was designed. Prior to starting the data collection the researcher carried out a pilot study and pre test amongst 50 respondents from the universe.

The statistically analysed data have been presented here in the analysis and interpretations chapter. The analysis and interpretations have been organised in the same order as the questionnaire and each analysis is given the interpretation in the same analysis.

The major findings on the basis of the analysis and interpretations were identified and presented here in the chapter Major Findings and Recommendations. The major findings on various areas of the research focus areas are in alignment with the objectives of the study. The most core major findings are there are multiple type of profiles of peoples who participate as volunteers, the volunteers possess leadership quality in the disaster work situations, there is no major gender oriented problems in the volunteering work process, the

situational leadership is suitable to such kind of disaster mitigation situations and the volunteers have profiles that suit the requirements of the situational leadership style.

The recommendations have been made with the thorough knowledge and understanding acquired from this research. The major recommendations are given in a consolidated manner as 12 recommendations at the end of the major findings and recommendations chapter. The recommendations are pertaining to the individual initiatives that can be taken to improve the quality of volunteer experiences, the initiatives the corporate houses can take on the improvement of the volunteering resources, the NGOs and Institutions based initiatives that can be implemented to improve the participation and volunteering experiences of the volunteers and the initiatives the government can take towards the development of volunteers in these kinds of situations. These recommendations are aimed at creating a highly prepared society to face any disaster situation more with ease and professional outlook. Further better leaderships in disaster mitigation would more effective in reducing the time, cost and efforts of the agencies concerned in the rescue and relief phases of the disaster. In the future these recommendations if implemented into practice would also have a volunteer base that can contribute in the rehabilitation process post disaster situations.

This research study has achieved its objectives but however an open theoretical question that arises from the work is the applicability of the research findings in such other disaster locations. Future research in such scenarios may provide better and authentic globalised generalisations and applicability.