CHAPTER V

INTERPRETATION COMPARISON AND SUGGESTIONS

This chapter is devoted to the interpretation of the results obtained in the preceding chapter. An attempt has also been made to collate and juxtapose the results of the study with available studies already carried out in the field. Besides, the implication of the effectiveness or/and otherwise and the suggestions thereof have also been discussed in this chapter. The interpretation begins with the discussion of authenticity of predictive equation (given in Chapter IV) at aggregative level which has been arrived at following the human-side variables that could alter the efficiency in the industries.

It is obvious from the equation that 9 per cent efficiency in the industry can be enhanced by non-materialistic determinants i.e. human-factor oriented effectiveness which, in fact, is the major finding of the present study. The statement seems to be bold enough because the management strives for increasing its efficiency even in points. Of course, the human factor invention is not new but its results-oriented execution is still a matter of shaping in optimum fashion. Even a thorough review of related studies
could not supply a perfectly matching empirical study to the present one. Certainly, "a large number of studies, which are too empirical have, time and again, emphasized the role of human-factor for increasing efficiency alongwith technological as well as other materialistic aspects. As a matter of fact, the present study has been able to present a maiden quantitative evidence. In this regard Chowdhary and Trivedi's (1953) study supports our finding. They have determined the effectiveness of group norms as a method for increasing production in loomshed. Studies by Poduval (1974), Rao (1972) and Satyamurthy (1972) also support our finding. Since materialistic determinants of efficiency are self-limiting based on power, technology, raw materials etc. but the effectiveness of human-factor is the matter of exploitation within the industry with presently available limited resources. Therefore, the conclusive evidence, arrived at by our results, has manifold implications in the present industrial environment in India where other materialistic resources are limited and the human resource is abundant with sizable trained management people. The results, however, warrant that more empirical studies should be carried out in detailed manner so that the predictive equation can be compared for arriving at the general conclusion.
Effectiveness and efficiency have cause and effect relationship. However, this cause is a set of multiple sub-causes. To increase the efficiency, these various sub-causes should be separately dealt with. Results revealed that the variable selected for human factor effectiveness contribute with varied weights to the efficiency. The most important one was found to be the manager's style dealing with the people at work. This finding is in consonance with the studies conducted by Bose (1958), Ganguli (1957-1961), Ganguli et al (1957), Chatterjee (1961), Pandey (1975), Sayeed (1977) and Kakar (1971) etc. Although most of the managers and assistant-managers taken into sample were found Y-oriented, that is, in terms of Reddin (1967) they were influenced by Relationship-oriented (RO) style. But general impression about Indian managers seems to be heavily biased that they are task-oriented (TO). A third style of Effectiveness-oriented (EO) has been operationalized in the study which is most important factor of efficiency. Therefore, an attempt must be made that what assumptions the effective managers should hold for people at work. So, future attempts should be made to identify where EO managers should lie on X-Y scale. A tentative guess is that certainly they must be between half-way toward Y-scale, but exactly where. The answer to
this question will certainly help in training the effective managers, selecting as well as placing them in industries properly.

Surprisingly, the managerial skill (self-assessed) has been found negatively associated ($b = -0.124$) with the efficiency. The reason may be that the managers when assessing themselves were not true and away from reality. The result shows clear picture of over-rating and exaggeration of skills by managers and assistant-managers actually possessed by them. This could be the most possible reason of getting the negative correlation between the two. Otherwise managerial skill is the indispensable requirement for the achievement of higher efficiency. Many empirical studies have been made in this regard giving the positive relationship between managerial skill and productivity. O'Neal (1985) has studied that the need of the management was to help their managers to develop new skills and values for effectiveness and so to efficiency. Another reason might be that when filling the questionnaires, the managers and assistant-managers were apprehensive of reactions from their colleagues regarding their weak skills, for they over-assessed themselves. Therefore, the feed-back relationship should have been there regarding their skills assessment. Naturally,
unrealistic self-concept would lead to maladjustment or ineffectiveness and thereby inefficiency. So, an attempt must be made in the industries to provide objective feedback (e.g. time index, ER, appraisal by superior, peer, and subordinates) for appraising manager's skills. Such social perception helps the individual in realistic self perception or self assessment. It will result in objective or realistic self-concept and would also provide information for correction, reformation, change and development of skills among managers and assistant managers.

Another important variable affecting the efficiency was found to be job-satisfaction \( (b = .33) \) among assistant-managers and workers. The result shows: higher the job-satisfaction, the greater is the efficiency. In a study report of SITRA (1964), the level of job-satisfaction in high productivity units was found to be significantly higher than in low-productivity units. Other studies made by Ganguli (1962), Sinha and Sawhney (1968), Mukherjee and Sreekumar (1969) etc. also back-up our result. The efforts should be made to bring the more satisfaction among the assistant-managers and workers to materialise the potential efficiency in actual efficiency. A
satisfied assistant manager/worker feels more secure from all points of view (like job security, financial security etc.) and so he works in the industry as if he is doing his own work. If the work is done with the feeling of own work the efficiency would definitely and automatically increase. Managerial style (Y/X assumptions) also affects the job-satisfaction, therefore, if the manager is considerate, he would be able to enhance the job satisfaction among his workers.

Organisational climate found to be mildly effective determinant of efficiency but not as much as managerial style and job satisfaction. The obtained regression coefficient (b = .11) shows that two things are not strongly correlated. Here, it can be argued that a good organisational climate may not lead to high efficiency always. In other words, the perceptions of the employees about rules, regulations, clarity, reward, standards, warmth and support etc. do not bear much on efficiency. Since the regression coefficient of organisational climate (existing) is not stable and even the predictor can decrease the % efficiency. The fact can be attributed either to the nature of variable, i.e. organisational climate is a dynamic concept. Shift in the quantitative aspect of dimensions
may have temporary negative effects, however, the employees may adjust with changed conditions in a span of time, or the negative effects may be due to worse conditions in the organisation or due to some other individual variables (e.g. motivation, job satisfaction etc.). The perceptions may be worse even for better conditions.

The reason for D-score as an abortive predictor was of minimum variance in the dispersion of ideal organisational climate, i.e. each and everyone was having very high ideals. It resulted in poor heterogeneity in one set of source and thereby leading to poor correlation and regression. Its realistic role can be judged either when considerable heterogeneity is ensured in the sample of further studies or the tool should be very sensitive to differentiate very minor discrepancies. A procedural precaution was also felt needful which should be incorporated in such studies while instructing the respondents for rating ideal organisational conditions because the respondents should not rate unrealistic ideals which are beyond the capability of the management. In fact, the extreme response style being a natural tendency might also be the reason responsible for nonsignificant variance. Therefore, the ideal
organisational climate was dropped from the analysis.

It will be worthwhile to examine, at this stage, whether a set of four effectiveness variables is exhaustive and fully representative. As far as internal position of organisation is concerned, almost all managerial variables (human side) and their sub-variables have been considered in our study (see questionnaires). Thus, it is supposed that internal variables affecting managerial effectiveness and efficiency are exhaustive. No doubt, some extra-human factors are related with outside environment which can affect managerial effectiveness. These variables (like salesman behaviour, status of employees in the society, district and local authorities etc.) could be considered but remained beyond the scope of our study. Obviously, in this type of individual research work, all these factors could not be considered due to the limitations of finance, time and specific purpose.

Now we describe the level of effectiveness and efficiency sectorwise and unitwise on the basis of our results. It has come to light that effectiveness and efficiency differ from public sector to private sector. The per cent efficiency was found more in
private sector (74.08) in comparison to public sector (60.17). Our finding is supported by Sinha (1973) who compared the productivity of two public sector units and their corresponding two private sector units and found more productive units in the private sector than the former. The reason of higher efficiency in private sector could be due to more democratic managers and assistant managers working in this sector.

Job satisfaction was greater in public units (\(X = 29.03\)) as compared to private sector (\(X = 33.82\)) units. Thus, excess satisfaction may also decrease the efficiency. So, management should always be vigilant to the proper quantum of job satisfaction prevailing in the organisation. The studies done by Verma & Sinha (1983) Daftuar and Prasad (1986) give contradictory results. They held the view that personnel in private sector were more satisfied than in public sector.

Managerial personnel in public sector were slightly less skilled (\(X = 41.14\)) than private sector personnel (\(X = 41.31\)). This shows that the greater efficiency of private sector than public sector may be due to this factor also. It is surprising and interesting that the correlation value (-.124) is found to be negative which implies their negative contribution
to units as far as their skill rating is concerned.

Our results further showed better organisational climate (existing) in public sector (X = 50.62) than private sector (X = 43.47). But the efficiency in public sector units was not better as compared to private sector units. This may be attributed mainly to the 'easy-going' by managers, assistant managers and workers as they feel more safe from the service safety point of view in public sector because it is the general notion among the people that government service is more safe and secure than private sector service. Although the organisational climate emerged as a positive predictor (with less stability) of efficiency but the public sector was found to be less efficient than the private sector despite having better organisational climate. The fact can be explained that efficiency is equal to human factor plus/multiplied by material factors. Since the study focussed on human factors only, it is possible that the materialistic factors were better in private sector and so leading to better efficiency. We observed that public units in textile field are generally sick units and lack in physical facilities. Moreover this sector suffers from unexperienced staff, nepotism, arbitrariness in union-management-relationships, inadequacy of management
system; interference by politicians and bureaucrats in the name of public accountability.

Organisational climate discrepancy between existing and ideal was found significant in two sectors. Private sector employees ($\bar{X} = 21.13$) were found to be having more discrepancy in their ideals and existing climate in comparison to public-sector employees ($\bar{X} = 19.15$). It reveals that public-sector practices are more nearer to the ideal perceptions of its employees. Most probably, it is due to high perceptions regarding existing and ideal climatic factors in the public-sector. This failure can be attributed to certain procedural situation because organisational-climate implies highly individualistic perceptions based on needs, motivations, experiences etc. whereas the percent efficiency is computed by the management departmentwise. Therefore, the general relationship between individualistic perceptions and group criterion can not be considered the representative of the general situation. In the same organisation employees differ in their perceptions of the same practices and policies etc. and they too differ in individual output also. This discrepancy between ideal and existing perceptions of organisational climate has no relationship with the
efficiency as per our result. It is because the existing perceptions are already very high and moreover, the existing organisational climate perceptions are associated to the lesser degree to the efficiency of the units under study.

Managers/Assistant Managers:

We now, finally, assess the impact of personal factors on the level of effectiveness and efficiency in respect of all types of employees viz. managers/assistant managers and workers. Despite serious objections about the utility and applicability of modern management in Indian industrial context, the results are surprising in the sense that majority of the managers and assistant managers were found to be believer in theory-Y of McGregor. They were human oriented and democratic in their outlook for their subordinates. The more significant factor which emerged to influence such assumptions was the educational background of the managers and assistant managers. Our results are in consonance with the findings of Gopal Krishna and Hafeez (1964) in which they revealed the positive correlation between employee-oriented attitudes and education. Bhushan (1968) also obtained similar results saying that the persons of middle age and higher
education and those coming from urban area have significantly greater preference for democratic style of leadership. In our findings, technically trained managers and assistant managers were more Y-oriented than those of having just formal education. The reason for this type of behaviour seems to be the training and type of courses imparted in technical education etc. Almost in all technical degrees, the modern management courses are included in the syllabus which emphasizes the role of human factor. Thus the training is the major reason for shaping such assumptions.

It may be added that the similar pattern also emerged in all units under study without any exception which sufficiently indicates that the theory 'Y' is more practicable in work-set up.

The personal variable of age, in case of assistant managers, is significantly related with the job satisfaction. The job satisfaction was found less in the middle age group of assistant managers. The finding of our study has been at variance with Guha (1965) who found that satisfaction tended to increase toward middle age. According to our result, their job satisfaction increasing with the increase in their age. Our finding is in conﬁrmity with Verma & Sinha (1983)
who found positive relation between age and job satisfaction. However, there are also evidence of the negative relationship between age and job satisfaction as brought out in the identical studies made by Sinha & Sarma (1962), Kaur (1984). It seems from these studies that the relationship between age and satisfaction has been of conflicting nature. The reason of positive correlation in our study may be: (a) that as one steps into mature age, he does not require to change his job and wants to work solely for the present organisation, (b) that family circumstances and rare opportunity of service in other fields. The weak positive relationship in the middle aged assistant managers may be attributed to the fact that at this stage they have more personal responsibilities and after considerable experience they need promotion and higher pay etc. It is suggested therefore, that middle aged assistant managers should be provided more facilities and incentives so that their job-satisfaction may increase which in turn would increase effectiveness.

Total experience of the assistant-managers was found significant factor on job-satisfaction. The result shows that with the increase in experience, the job-satisfaction also increases. The findings of
Hullin & Simith (1965), Prasad (1965), Mathur & Raman (1962) had also arrived at similar result. But Kaur (1984), Verma & Sinha (1983) got no relationship between job-satisfaction and experience. Similarly, Arya (1984) who studied two large sized public-sector plants found no-relationship between these two. The reason for positive relationship between experience and job satisfaction perhaps that the more experienced assistant managers restrict their possibility of job-change-over to get more promotions and pay in the present organisation. Further, more experience means more age also. So, change of job at higher experience would mean losing the benefits of Provident Fund, Gratuity and pension etc. A high experienced man may change his job if he gets the maximum benefits in the new job compensating the losses of above said benefits. It implies that more experienced men are good contributors in effectiveness and efficiency of the management in the organisation. This may be one of the reasons that experienced persons are required to appoint in more number particularly in private-sector.

Our results have revealed a positive and significant relationship between salary and job-satisfaction in case of assistant-managers. Narchal et a
(1984) and Rajbir & Vasudeva (1976) also had arrived at the similar results. Although contrary results have also been attained by Khaleque & Choudhury (1984) and Sharma (1980) also say that the pay was the least important factor for job-satisfaction. As per our result, raising the salary of assistant managers to their expectations would lead to increment in job-satisfaction and so to efficiency. In the units under study the salary level is not yet good because the increments are not satisfactory due to defective salary system. Additionally, assistant-manager may think that the profits are due to their hard work, experience and education and so they need the share in profits in shape of salary, bonus, exgratia etc. Hence, the management should give considerable thought to this point so that the potential efficiency can be materialised to the maximum percentage.

Workers:

Regarding the workers like managers and assistant managers there is Direct relationship between organisational climate and job satisfaction. The association between organisational climate (ideal) and personal factor of age is positive. The ideals of workers about their climate are very high when the
workers join some organisation because they are not aware of the realities of work situation, policies, practices and benefits etc. As they grow in an organisation with few years experience they tend to lower their ideal perceptions because workers realise the limitations of the management and overall working climate. Moreover, they are more realistic when reaching towards middle age. However, in the mature age, they again raise their ideals and expect more from the management in organisation. It may not be necessarily due to their personal motivation but may be because of greater organisational commitment and identification that they want their own organisation's climate as model and the best climate. Therefore, the curvilinear relationship between age and ideals is the resultant of experience within the organisation which is dependent on age. Although, quantitatively the difference between various age groups were significant but qualitatively every worker was almost very near to the maximum ideals, that is, they were demanding too much and perhaps their ideal perceptions regarding organisational-climate were simply impractical. Some workers while perceiving the existing organisational climate were much lesser than the ideal perceptions. On an average, they were less by 20 points out of
total 70 points in their perception for existing organisational climate.

Job satisfaction increases along with age according to our results. This positive relationship between age and job-satisfaction has been very frequently reported in various empirical studies such as Sinha & Sarma (1962), Guha (1965), Sinha (1983), Verma & Sinha (1983). However, there are some studies conducted by Natraj and Hafeez (1965) and Marchal et al (1984) exhibit negative relationship between age and job-satisfaction of workers. At the same time, some researchers failed to establish the significant relationship between these two factors. The major reason of disagreement between empirical studies may be because of the differences in nature of the concept, the method of measurement as well as the type of the industry sampled. Infact, job-satisfaction is an output-variable which is the result of large number of individualistic and organisational variables. At the same time, the relationship between age and job-satisfaction is highly probable and most easily explainable. With the increase in age, the worker attains the experience, gets more salary, and promotions, becomes more committed to the organisation and gets other more benefits which contribute to his satisfaction.
After establishing himself for some years, the worker feels secure which in turn increases his job satisfaction. The aged workers are more attended by their superiors, they are respected and their suggestions are taken care of. All these factors contribute to the mature aged workers' satisfaction to their job. Certainly, if these dependent factors of job are not positively related then age may not be related or negatively correlated with job-satisfaction.

The association between education and experience seems to have relevance for the applicability of modern management theory in the present contest as well as for the future. The high frequencies of merely formal degreeholder managers in recent past slowed down the process of change in managerial practices. At present, more and more technically trained assistant managers are being induced into management cadre and we hope that in recent future when old managers will retire and young professionally trained managers will ascend to higher levels of management, there will be rapid change in management theory and practice. At the same time, equal number of low and middle experienced assistant-managers are joining the cadre.
with less education but more practical experience at lower levels. Thus, the future management task force will be trained professionally by their work experience (training within industry). Veeraraghavan made a study in 1962 in which he interviewed number two executives in textile units and classified on the basis of education and training into five categories. His study revealed that the largest group was formed by those who have risen to the position from the supervisory position. They were specialist by training and their job turnover was negligible. Similar pattern of result obtained in the present study clearly indicated that there is little change in the training and educational background of executives in textile-industry.