CHAPTER VII

This final chapter attempts to bring out the main implications of our research findings and derive generalizations from them, keeping in mind the limitations of the present study. A brief summary of previous chapters, is also included while giving analytical conclusions.

The present study has been done with an objective of exploring whether, as a result of development of industries, a modern professional management pattern is emerging in Nasik. The study also aimed to make an appraisal of the managerial role as 'agent of modernization and social change' in the traditional set up of Nasik. Thus, the nature of this study was purely exploratory. The focus of attention was on the role of professional managers in transforming the traditional social structure into a modern industrial democratic one through their interacting activities in both organization and society.

The city of Nasik is known to be a traditional city with its age-old religious and mythological background, and it has retained many ancient traditions. The grip of religious formalities, blind faiths and
superstitions is commonly apparent here. In Nasik, industrial development has not been autonomous in the sense that as a process it has not evolved as an outcome of the activities in the city. The development of industrial complex at Satpur - a suburb of Nasik - is the outcome of the State Government's policy of dispersal of industries. After Independence, the main thrust of economic policy was to spread industries in underdeveloped regions and Nasik was chosen for such industrial development.

Industrialization, as we understand the term today (the spread of chain of industries) is rather new to Nasik - less than twenty years old. But within this short span of time the growth of industries has been quite considerable. Therefore, we thought it appropriate to study at this juncture the style and patterns of management that these new industries have evolved in the process of growth so as to know the difference between the management pattern that emerged in the 19th century and the management pattern that is developing today. Again, we have concentrated on investigating as to how far management is the product of external environment and how far it is the product
of internal dynamics of the organization. For this purpose we have analyzed various processes in the organization and we have made an attempt to understand as to what extent the socio-cultural factors affect inter-personal relationships in the organization.

We have approached the subject by formulating a hypothesis based on the assumption that industrialization of a city may give rise to changes in existing social and cultural institutions and in this process the professional managers play a very significant part as they are both the product as well as the cause of change. Here, the underlying assumption is that the emerging professional managers form an important 'elite' social group capable of inspiring effective action as well as of controlling and directing events.

We have assumed that both in organization as well as in society at large, the managers are agents of modernization and social change as firstly, they have had the benefit of modern western education and secondly, they have to work with technology both physical and social which is oriented towards scientific rational outlook.

Units of different sizes and diverse products
and technologies are selected to unravel the role of managers. Attempt is made to explicate (1) managerial behaviour with reference to Organization and, (2) managerial behaviour in relation to society so as to get an idea as to how the managers perceive their role and while performing managerial role, what is the nature and type of management that they help in developing.

In explicating management pattern, we have tried to relate Mc Gregor’s Psychological framework with the existing management practice to explain the prevalent managerial style. We have also attempted to analyze the situation in terms of Joan Woodward’s approach to understand emerging management style at Nasik. Even then, at this stage, it is not at all possible to show as to what exactly is the style of management that the executives apply. Perhaps it is a trial and error approach. It can be said that Organization structure—which is a sum of culture and resources—dictates the style.

As our data analysis indicates, the pattern of management existing in the units appears likely to depend on the vary in accordance with a number of
factors which we have concentrated on organizational structure, technology, and people as the three major variables in this regard.

Our findings reveal that in Nasik where industrial management is very much organized on the basis of getting results, only a few units have experimented with sophisticated management style. Most of the units are in the first phase of management cycle where teething troubles are to be overcome. It is only at the adult phase that the modern management comes into picture; and here, most of the managers are rather sceptical about the 'so-called' professionally trained graduates for they show, according to them, theoretical orientation but lack practical insight.

Thus, as illustrated by our data, professional management pattern appears to exist mostly in large size units with a high technological content and with complex organizational structure than in small units where the product is simpler and manual skills predominate and organizational structure is not complex.

Sociologically, the management pattern of an industrial unit is reflected by a set of relationships existing in the formal and informal organization of the
unit. Therefore, managerial behaviour is studied in terms of both formal and informal relationships that the managers hold with their superiors, subordinates and colleagues. Our findings imply that the management pattern as reflected by managerial behaviour in the units of our study is not only determined by the universalistic demands of technology, but it is also conditioned by demands of the socio-cultural environment in which these units are functioning. We have tried to have some idea about the typical Indian culture and its impact on managerial behaviour.

In order to facilitate further understanding about the existing relationships between the managers and their superiors, subordinates and colleagues, we have taken the relevant unit of analysis as the individual manager. Accordingly, we have analyzed the individual manager's organizational behaviour as reflected through his interpersonal relationships while performing the managerial role. We have attempted to seek an explanation of organizational behaviour of managers in social terms. It has been assumed that from his own life-experiences every manager evolves certain attitudes and modes of behaviour which have a major impact on
his organizational behaviour and his managerial philosophy.

Analysis of various cases indicates how different managers perceive and perform their role and how they differ in their perceptions about leadership, motivation and communication while making effective utilization of people in developing an efficient organization.

In an attempt to understand how an individual manager creates motivating environment, provides appropriate leadership and communicates efficiently, we tried to know the manager's perception regarding the deficiencies in his subordinates. Almost all the managers who constituted our sample were eloquent while pointing out major deficiencies felt in their subordinates especially in matters essential for effective communication. Responses of managers clearly indicate the magnitude of communication problem prevalent in the units of our study. Again, it has also been noted from their responses that the managers in general perceive their subordinates lacking in self-motivation. Similarly, quite a considerable majority of city-bred middle level managers from large and medium scale units have complained about the level of sophistication.
that their subordinates lack due to the rural background and upbringing. In their case, this deficiency has led to communication gap which in turn has hampered motivation.

Our analysis of organizational behaviour of managers reveals that there is a certain amount of nebulousness in what they want. Most of the units have either 'over management' or 'improper management'. Though both of them amount to the same thing, in the former there is too much interference at the right place while in the latter there is interference at the wrong place. When the results are not satisfactory, ultimately the type of management that emerges is management by crisis.

As regards job satisfaction amongst managers, it has been observed that there exists a general belief among them that their subordinates and their work situation both have much to be desired and both need to be corrected. Job satisfaction is found to be related to personality types as well as cultural background and training. It is also found to be dependent on interpersonal relations and opportunities to exercise one's own independent judgement. At the
managerial level what is important is the complex of 'power'.

There is a hierarchy of units in which collaborations occupy the highest position while purely Indian units have rather a lower rank. In their interaction in society the managers of the former feel that they have a superior position and behave that way. Obviously, they have greater job satisfaction than those in the other units; and if they change the job it is because there is no scope left for the upward mobility. It is not the challenge that they seek but power position and pay.

Our findings indicate that managers by and large are aware of modern management ideas though they practise on the principle of pragmatism. Different managers encounter different difficulties in bringing modern management ideas into practice because of various constraints at the organizational level - may be of the top hierarchy or of the workers' attitudes arising from their external environment which emphasizes 'social distance' and distrust.

In these units the management pattern that emerges is a kind of intermixture (not exactly a
synthesis) of what management practises and what workers think they can give. There is no objective management style. It is made up of managers' cultural background, organization's environment and the workers' cultural background. Thus, each organization has its own managerial culture.

Those who say that they practise the professional management style have their own ideas of this style, and out of this can arrange what is known as "Indian Managerial Professional Style".

As of now the picture is rather confused and there is much overlapping of the traditional and modern approach. This is because in Nasik industries are having a lot of teething troubles and with uncertain political environment there is more 'diplomacy' rather than organizational dynamics. Political activities take precedence over socio-economic development and there is an attitude of heads I win and tails you lose. It is a situation of trial of strength.

A sociological study of managerial role essentially involves an understanding of managerial behaviour in relation to society. While studying managerial responses in the various social situations
we have concentrated on the patterns of behaviour that an individual manager has developed through his social experiences in the process of growing up. It has been assumed that these patterns are conditioned by the socialization process undergone by individual manager in his family and by his internalization of culture of the society. We have concerned ourselves with understanding a manager's role in creating or changing social values, in the development of modern social norms and through this establish values of democracy and secularism. We were interested in finding out whether the managers are aware of their role as agent of modernization and social change.

Our observations and findings indicate that the managers are awfully short of time in the present stage of unit development. They have to face innumerable problems while performing their role in the organization where they work as a nucleus among the owners, directors, workers and consumers.

Again, the whole organization pattern is 'result-oriented' wherein the managerial role centres round maintaining a high productivity for making profits. In doing so, managers do not appear to be concerned
about whether the traditional practices remain intact or democratization of industrial relations make progress.

From our observations and from their responses, we cannot clearly say that there is absence of social awareness for their position on pollution, noise...etc. indicates their social awareness. However, we cannot either say that there is positive willingness to involve oneself in social work. What the managers are concerned with is the success of their units and other things do not figure in their thoughts except occasionally. Answers are suggestive but not conclusive. We can say managers are socially aware but not involved. Managers at the present stage do not seem to be set out to fulfill their obligations to society and they do not appear to be propelled by a desire to serve.

On the whole we can say that these circumstances are not very encouraging when we consider the possibility of managers acting as agents of modernization and social change. Similarly, after examining the present industrial scene at Satpur, the picture that emerges is not of clear and continuous development in one direction that is development of progressive professional management but of overlapping of professional and non-professional
style of management intermixed with traditional and modern social outlook.

This itself has generated tension not merely between the management and labour but among different types of management (from traditional to modern) which are being practised by different industrial establishments. Managers of these different units have their own patterns of behaviour and accordingly each organization has developed its own culture and its own methods to control various disturbances that occur now and then.

Managers from a large number of units in our study have mentioned several problems in their organization which include absenteeism, turnover, substandard performance, apathy, lack of commitment, ...etc. Managers in those industrial units where labour troubles are increasing are found to take various measures such as lockouts, closures, suspension and dismissal of employees in order to push workers on the defensive and break their struggle.

It appears that the seeds of industrial unrest are sown and the "Samant Wave" is beginning to take shape which has baffled managements of small,
medium and large scale organizations all alike *.

How these managers adjust to the present situation and how they perceive and perform their role in this regard is a matter which needs further research.

This is because, for such an analysis, workers' outlook and their attitudes and value system should also be studied thoroughly. Though these two groups — managers and workers — work for the same organization in the same environment, both are separated by wide gulfs in education, family background, social status, income levels, resources and life-style. Thus the Indian managers and workers are likely to represent two distinct sub-cultures within the society if differences in attitudes and value system on all dimensions are

* Datta Samant, a physician by training, has a strong dynamic personality and with his mass appeal he is effective in leading and organizing huge labour agitations. He controls many unions and has spread his influence to distant and newly industrializing towns as Nasik. His usual strategem is to mobilize workers of a strike-bound factory to picket the other factories where he is leading an agitation. As a result, the whole zone of factories is stimulated and there begins something like 'Samant Effect' which makes many executives take either defensive or offensive line of action.
measured. Therefore, an indepth study of the new working class culture is also essential to understand better the extent of the impact of the new executive culture in India.

As far as the present study is concerned, we have tried to understand the new executive culture that is now developing in Nasik city. By executive culture we mean a system of interrelated beliefs and behaviour shared by executive of industrial organizations and transmitted through the socialization process by means of education-formal and informal. This executive culture is well observed throughout our study of managerial behaviour both in organization as well as in society.

In a sense, the executive culture developing in Nasik can be comparable with the one developing in alike industrializing cities elsewhere in India since the executives belong to different castes and hail from different regions. All the executives do not belong to Nasik proper, nor Maharashtra only, but come from all over India and they truly represent Indian society. That is perhaps the reason for the co-existence of modern and traditional social outlook of the executives in our study. Their interpersonal relationships
attitudes and values reveal predominantly neither the traditionalistic nor the modern rationalistic norms of behaviour, but rather a kind of intermixture of both. This situation implies that since industrial organizations are sub-systems of society, they reflect in miniature what is taking place in society on a big scale.

In the transformation of the society, both the workers and the managers have to fulfill their social responsibility by democratization of industrial relations. Let us see how far the interests of industrial democracy are promoted in the industrial organizations that we have studied.

Though, in the present study we have not made a thorough and deep analysis of the working class culture and the labour situation, from whatever observations we have made in the factory-settings, we can say that the union leaders certainly do not appear to be 'democratic' in their functioning. Their decisions appear to be arbitrary and authoritarian. This situation implies that they practice 'Iron Law of Oligarchy' and do not further the interests of industrial democracy. As a result, labour-management collaboration has become difficult.
Most of the managers in our sample hold the view that the trade union leaders seldom think of their responsibilities while asserting their rights, and that the trade-unions are extremely rights-oriented so much so that many of them lack even the consciousness that they have a responsibility to the industry in which they operate. Quite often the trade unions are believed to have a tendency to satisfy their members at the cost of the industry and not by contributing to the prosperity of the industry.

In our units of study, certain prosperous large scale collaborative units make higher payments to their workers and thereby try to improve their standard of living; whereas in various other units there always go on intense struggles for bonus, wage-rise, etc. Workers in the former units who obtain greater gains appear to be developing a tendency to regard themselves as a secluded class by themselves. These workers are not united with those in the other units and thereby so far there is observed multiplicity and diversity of forms of workers' unions in our units of study. With an exception of the few prosperous large-scale collaborative units, the major struggle in other units is
against inadequate wages and the poor standard of living. This implies that the struggle is for material gains. These struggles for bonus, wage-rise do not encompass the broader social objectives.

It is a matter of further research to explore the role of trade unions in developing moral, political and social consciousness among workers and thereby aiding and equipping them for fulfilling their role in the transformation of the society. In the achievement of the kind of the society we are trying to build up, it is extremely essential that the workers in industrial units must be taught to build up democratic relations. Due to the social climate of the country, it will be appropriate to anticipate that the pattern of democracy emerging in the society will be the type of democracy that will be developing in the trade unions. If there is no democracy in the industrial field, it is futile to expect it in the larger social field.

The entire crux of the problem lies, therefore, in generating appropriate values conducive to the development of democratic relationships within industrial organizations. In introducing these changes, it is certainly the managerial role that plays crucial part
by discharging the management's social responsibility of spreading various nascent values.

Unfortunately, managers in our units of study are not found in general to be aware of this specific social responsibility. The few prosperous large-scale collaborative units in our study seem to view the concept of social responsibility in terms of the amount of money donated for various social institutions. One unit has donated liberally for building a hospital and a school in Nasik area. Similarly a few others have donated in 'charity'. However, their perception of their role in the field of social responsibility does not appear to go beyond the 'material' level.

In this study we have not gone through details of relationship between technology and managerial practices; neither we have done a thorough analysis as to how different types of technology necessitate reorganization of the firm in order to match needs of the individual and objectives of the organization.

Various studies have been made, even in India, of changes in technology giving rise to the needs for reorganizing the work force at the plant level - for example, the Ahmedabad Experiments undertaken by A.K. Rice in the Calico and Jubilee Mills of Ahmedabad.
He reorganized the looms in accordance with the technical and social dimensions of the organization. The reorganization of the tasks and occupational roles was so done as to form small integrated work groups in which all the members would find social and psychological satisfaction. As a result, problems of productivity and morals were solved satisfactorily.

Research carried out on these lines would be of much use in solving problems of the newly developing industrial units in Nasik — which is a part of the developing country. In a developing country, bottlenecks always arise on account of environmental constraints. It is a challenge for management to overcome the environmental resistance and limitations. We have discussed the Japanese pattern of management not simply for knowing what they have done, but understanding what we can do with the resources — cultural and economic — given the will.

Managing the total environment properly is the most crucial aspect of managerial role. Effectiveness of any industrial unit is not only dependent upon how efficiently the manager manages his own unit, but how effectively he relates himself to the social, political and cultural environment.
Akio Morita has aptly summarized for Japanese management practices what is relevant for other developing countries as well.

"And Japanese business, in an expanding world economy must be competitive managerially. Yet, while there is need for considerable change in practices, there is need also to preserve the fundamentally Japanese values of our social tradition. These are values of unique strength ... Japanese management of tomorrow needs to be as modern, as proficient, and as professional as any management found in any place in the world. But at the same time, it should—and can—be as truely representative of its own values, as our country's landscapes, culture, and art are representative of our own values"**.

Emphasizing this point of view we conclude our study in the words of Kamala Chowdhary who rightly believes that "developing countries will have to develop knowledge and improved practices taking into

account modern technology on the one hand, and the cherished beliefs of people in a given culture on the other hand. The study of managerial practices based on integrated, unified, and congruent behaviour of people in a given cultural setting will provide the basis for new knowledge about management and improved administrative practices — otherwise we are likely to fail.