The primary focus of this study was to assess the impact of selected antecedent variables namely Psychological Empowerment at Work (PEW), Psychological Contract Violation (PCV), Work Life Balance (WLB), Job Satisfaction (JS) and Affective Organisational Commitment (AOC) on Managerial Performance (MP) of middle level managers of private sector manufacturing and service sector organisations in Kerala. Following are the significant findings from the research done:

6.1 Findings

- The correlation analysis of all the variables involved in the study revealed that there existed a positive correlation between MP, AOC, JS, WLB and PEW as expected from the indications available from review of literature. As posited the relationship between PCV and all other variables under study was negatively related.

- The perceived level of Affective Organisational Commitment among the middle level managers of service sector organisations was found to be higher than the managers of manufacturing sector organisations. The finding conveys that the managers of service sector organisations are more emotionally attached, identified and involved with their
organisations than their counterparts in manufacturing sector. In all other variables of the study, namely - PEW, PCV, WLB and JS, there were no differences between the two groups representing service and manufacturing sectors.

- On the basis of the gender of the responding managers, the study did not find any difference in the level of perception with regard to Psychological Empowerment at Work, Psychological Contract Violation, Work Life Balance, Affective Organisational Commitment and Job Satisfaction.

- The managers perceived the Psychological Empowerment at Work, Work-Life Balance, Affective Organisational Commitment and Psychological Contract Violation similarly and were not having difference based on their age. However perception of Job Satisfaction was found to be different among the managers when they are grouped in terms of the two major age categories viz., less than 35 years and more than 35 years. The result showed that the level of JS among the managerial group belonging to less than 35 years of age was higher than the group belonging to higher than 35 years of age. The chances of younger group with less Job Satisfaction moving out of the organisations may be high compared to the older group, as the opportunities and personal mobility are higher for the younger group. This may be a reason for the above finding from the current study.

- On the basis of the educational qualification of the respondent managers, the study did not find any difference in their perceptions of PEW, PCV, WLB, AOC and JS.
Findings and Conclusions

- The study didn’t find any perceptual difference among the managers on their levels of PEW, PCV, WLB, AOC and JS in terms of their difference in marital status. The result suggested that marriage does not have any positive or negative impact on the respondent managers, as they may be able to insulate their psycho social factors and job attitudes from the influence of family domain.

- Presence of working spouse and dependent children at home for the respondent managers were analysed for possible perceptual difference in terms of the PEW, PCV, WLB, AOC and JS. The result showed that there was no difference in their perception in terms of the variables mentioned above namely PEW, PCV, WLB, AOC and JS.

- Managerial Performance of the respondents is found to be positively related to their level of perception of Psychological Empowerment at work implying that psychologically empowered individuals perform more effectively in their organisational environment. Further analysis revealed that the four sub dimensions of PEW namely – meaning, competency, self determination and impact are positively related to MP at sub dimensional levels.

- The level of perception of the Job satisfaction of managers was found to be positively influencing their performance.

- Managers with higher levels of Affective Organisational Commitment showed higher levels of performance.

- Managers experiencing higher levels of Work-Life Balance exhibited higher levels of performance. Further analysis resulted in the finding that both the sub dimensions of WLB, namely, work-family conflict...
and family-work conflict were independently related to Managerial Performance.

- Managers experiencing Psychological Contract Violation showed negative Managerial Performance. The sub dimensions of PCV, namely- relational and transactional aspects also were negatively related to MP.

**Findings from Integrated Model**

- In order to develop and statistically validate a model linking Managerial Performance and the selected antecedent variables among the managers of private sector organisations, the researcher used SEM analysis. The analysis brought in some interesting findings unlike visualised in the initial conceptual framework proposed for the study. Job Satisfaction and Affective Organisational Commitment assumed a mediating role in the relationship between the selected antecedent variables and MP, except in the case of Work-Life Balance. In the relationship between WLB and Managerial Performance, only AOC acted as mediating variable.

The relationship between Psychological Contract Violation and Managerial Performance is partially mediated through both JS and AOC. Similarly the relationship between Psychological Empowerment at Work and MP is also partially mediated by both JS and AOC. Among JS and AOC, the mediating role of AOC is more pronounced than JS for both independent variables PEW and PCV. The finding is in tune with the observation and suggestion made by Podsakoff et al.,(2000) in their study to investigate the possibility of
job attitudes playing a mediating role in the relationship between performance behaviours and antecedent variables.

In the case of the relationship between WLB and MP, the direct relationship is significant whereas both JS and AOC are not mediating the relationship. This finding implies that WLB has a direct correlation with Managerial Performance, irrespective of the extent of JS or AOC experienced by the respondent managers. The finding also suggests that a high level of JS or AOC experienced by managers may not nullify the negative impact of work-life imbalance in organisations. Organisations should give ample attention in addressing Work-Life Balance issues in organisations rather than considering this as an individual level problem. A further analysis to assess the total effect of each of the independent variables on MP revealed that Psychological Empowerment at Work showed highest total effect followed by Psychological Contract Violation and Work Life Balance on the performance of managers.

- The integrated model was further broken into two sub parts representing service and manufacturing sectors to find out how far the model holds good in both these cases.

**Findings from Service Sector**

In the integrated model for the service sector, except in the relationship between Work-Life Balance and Managerial performance; JS and AOC acted as mediating variables in the other two cases.

In the case of PEW and PCV, the direct effects as well as the indirect effect are significant. JS and AOC are seen to be partially mediating
the impact of PEW and PCV on Managerial Performance. Among JS and AOC, the mediating role of AOC is more pronounced than JS for both independent variables - PEW and PCV. Psychological Empowerment at Work showed the highest total effect on Managerial Performance followed by Psychological Contract Violation.

In the case of the relationship between WLB and Managerial Performance, AOC is not a mediator whereas JS fully mediates the relationship. This finding implies that when managers experience higher levels of Work-Life Balance, their level of JS will also increase and in turn will result in improvements of Managerial Performance and vice versa. The finding is not in line with the finding of the combined model and it also highlights the fact that in service sector organisations, managers are more influenced by their level of satisfaction with the job than affective organisational commitment. The finding may be reasonable in the light of higher levels of employee turnover in the service sector organisations compared to manufacturing sector. Employees in such organisations may switch their jobs frequently due to lack of satisfaction with the job and also because of the favourable labour market dynamics, and then AOC may have little relevance. A further analysis to assess the total effect of each of the independent variables on Managerial Performance revealed that PEW showed highest total effect followed by PCV and WLB.

**Findings from Manufacturing Sector**

The direct and indirect effect of Work Life Balance on Managerial performance was insignificant in the case of managers from manufacturing sector. The total effect of WLB on MP was found to
be zero implying that Work Life Balance has no impact on MP in the case of manufacturing sector. Even though the work environment in manufacturing sector had undergone major changes in terms of performance expectations and management practises and processes, the general working condition in the sector is more or less in tact such as leave rules, transfer rules, shift timings etc. This might have resulted in managers perceiving Work-Life Balance as a non-issue in their work context. The result was discussed with practicing managers in organisations from where the data was collected to ratify the finding. They also commented that the practice of taking work home or staying back for long hours in the office is not a regular occurrence in their organisations. Therefore it may be safely concluded that manufacturing sector, compared to service sector, better manages the work life balance of their managers in Kerala.

In the case of PEW, the direct effect is insignificant, whereas the indirect effect through JS and AOC are significant. This implies that there is full mediation through JS and AOC in the relationship between PEW and Managerial Performance. This result implies that PEW will lead to higher levels of Job Satisfaction and Affective Organisational Commitment and in turn lead to higher levels of MP. In the case of PCV, both direct and indirect effects are significant implying that there is partial mediation through JS and AOC. This relationship is more meaningful and significant when mediated by both JS and AOC. Among JS and AOC, the mediating role of JS is more pronounced in this relationship.
A further analysis to assess the total effect of each of the independent variables on Managerial Performance revealed that PCV showed highest total effect followed by PEW.

- When the combined model and the broken down models were compared and contrasted, it was evident that in service sector organisations the impact of JS was more significant than AOC in mitigating the negative impact of work life imbalance. This could be because of the fact that the customer interfaces of managers in service organisations are more frequent and intense than managers of manufacturing sector. Therefore, the negative impact of work life imbalance coupled with lack of job satisfaction will have a much larger impact on performance of managers.

6.2 Conclusions

The study investigated the relationship between Managerial Performance and its selected antecedent variables and also tried to analyse the emerging intervening processes. Since management work is undergoing enormous and rapid change in the present century, the study attempted to understand the major factors that have an impact on the performance of managers among the private sector organisations in Kerala.

The study brings out the significance of Job Attitudes namely Job Satisfaction and Affective Organisational Commitment in meaningfully explaining the linkage between the rest of the antecedent variables in the study and Managerial Performance. The study interestingly revealed that Job Attitudes play a mediating role in explaining performance of managers unlike visualised in the initial conceptual framework. The study points to the importance of taking care of job attitudes in the work place to ensure
performance of managers. The result of the study also brings out the significance of maintaining work-life balance especially in service sector organisations because it will have a direct impact on the level of performance of managers than most of the other contextual factors. Hence, it is the responsibility of HR department to initiate activities which are customised to the collective aspirations of the members of respective organisations to ensure positive job attitudes. HR departments should advice and convince the top management to provide resource support and endorsement to such initiatives.

6.3 Implications to Management Theory

Focus of the present research is to study the relationship between Managerial Performance and selected antecedent variables namely Psychological Contract Violation, Psychological Empowerment at Work, Work Life Balance, Job Satisfaction and Affective Organisational Commitment among the middle level managers of private sector organisations in Kerala. Result of the study brought out some interesting observations about the emerging intervening nature of Job Attitudes in the proposed model tested in the study. The study confirmed the mediating role of Job Satisfaction and Affective Organisational Commitment in the relationship between Managerial Performance and its other antecedent variables.

Thus the present study provides an important contribution to the Organisational Behaviour discipline by reiterating the significance of attitude-behaviour relationship and also the mediating nature of the job attitudes in explaining the causal relationship of contextual variables and performance dimensions of organisational members.
The study confirmed that both Psychological Empowerment at Work and absence of Psychological Contract Violation improve performance of managers through Job Satisfaction and Affective Organisational Commitment, irrespective of the affiliation of managers to service and manufacturing sectors. The finding is a significant contribution to the HRM discipline by way of identifying and relying on some of the human resource management practices aiming universally at improving psychological empowerment and avoiding psychological contract violation in the HRM literature.

The study also contributes to the Organisational Behaviour discipline by bringing out the contradictory nature of mediation by Job Satisfaction and Affective Organisational Commitment, in the relationship between Work-Life Balance and Managerial Performance in manufacturing and service sectors. In the combined model analysed, Work-Life Balance was found to be partially mediated through Affective Organisational Commitment, whereas Job Satisfaction does not mediate the relationship between WLB and performance of managers.

But in the service sector the study revealed that Job Satisfaction fully mediates the relationship between Work-Life Balance and performance of managers. Contrary to the above finding, in the manufacturing sector, the direct and indirect effect of WLB on Managerial Performance is insignificant. This contradicting result brings out the importance of addressing WLB issues in organisational behaviour literature differently for organisations that are contextually different. Managerial mind set may be a significant feature in determining the perceptual difference of the impact of work life balance at individual and collective levels. Therefore, further
analysis of the contextual factors along with the previously existing gender based discussion will create a much more grounded understanding of the evolving role of work life balance in OB literature.

6.4 Implications to Managerial Practice

Insights from this study may help practitioners, managers, and organisations take appropriate steps to improve Managerial Performance through using the models depicted in the study.

The results of the present research suggest some major implication for practice. The study revealed that Psychological Empowerment at Work has highest total effect on performance of managers in the combined model and model depicting service sector organisations. Job Satisfaction and Affective Organisational Commitment partially mediate the relationship between PEW and MP in the case of the combined and service sector models. In the case of manufacturing sector, JS and AOC fully mediate this relationship. Practicing managers and their organisations should take cognisance of the fact that highly empowered employees experience positive job attitudes and in turn improve their performance in the work place by realising that they make a difference in the workplace. Designing positions to ensure meaningfulness and setting clear performance criteria shall assist people in perceiving their actions as making a difference and could contribute to feeling more empowered. When managers spend time on getting to know people, setting targets, identifying development needs, facilitating personal development plans and giving positive and corrective feedback, employees’ levels of self-efficacy will increase and they will experience psychological empowerment at their work environment.
Another implication of the present research is that Psychological Contract Violation can have a very strong negative impact on Job Attitudes and this in turn will result in bringing down managerial performance specifically in the case of manufacturing sector. Also, PCV has the highest total effect on MP followed by PEW. This clearly indicates that the HR departments should put in more effort to clarify expectations of new entrants into the job market and newcomers into their respective positions. Only if they have a clear picture of expectations and role clarity, will it lead to developing a more meaningful psychological contract between the employees and organisation. In this context, the study clearly indicates that more resources have to be invested by the HRM departments in enhancing their ‘Employer Brand’ through various realistic and sustainable initiatives. The recruitment and induction efforts need to be much more focused on building and sustaining employer brand than ever, to ensure future performance of new recruits.

Yet another practical implication of the study is the mixed result available on the direct and indirect impact of Work Life Balance on managerial performance in service and manufacturing organisations. In the overall integrated model, impact of WLB on MP is direct and there is no mediation through JS or AOC. In the case of service sector, JS fully mediates the relationship between WLB and MP, whereas both direct and indirect effect of WLB on Managerial Performance is insignificant in manufacturing sector. Though there is no conclusive evidence on the direct and indirect effects, we can conclude that when there is imbalance in work and life, there will be either direct or indirect impact on performance of the managers. For the organisations and respective Human Resource Management
departments, it will be of utmost importance to understand the aspirations of their organisational members before initiating WLB initiatives, unlike some of the other HRM initiatives which are universally applicable without distinguishing between service or manufacturing sectors.

6.5 Scope for Further Research

The theoretical model proposed in the current study has the potential to be expanded through the inclusion of further variables that are likely to influence Managerial Performance such as the variables mentioned in the partial nomological network mentioned in the literature review. Such a comprehensive model could have the prospective to explain more variance in Managerial Performance and insights into a causal relationship, particularly through a longitudinal study. Current study makes us clearer about the understanding of mediating role of Job Attitudes; however the relationship needs to be further verified and reconfirmed in the future studies. In this context, it is also recommended and suggested that upcoming studies should also be using more comprehensive set of mediating variables such as Leader Member Exchange, personality types, leadership styles etc., which have a direct impact on the relationship between contextual factors and behavioural performance outcomes. The intent is to enable the future researchers to become clearer about the explanatory value of the mediating variables. Future researches may also include inter sectorial and inter industry focus along with comparative analysis of managers belonging to different hierarchical levels of organisational structure.
Chapter-6

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