

**SUMMARY, CONCLUSIONS AND
RECOMMENDATIONS**

CHAPTER VII

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

Summary

Conclusions

Recommendations

CHAPTER VII

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

SUMMARY

In this investigation a few job reactions under the four systems of management suggested by Likert (1967) were compared. Likert has identified four ideal types of managements, 1) Exploitative authoritative ; 2) Benevolent authoritative ; 3) Consultative and 4) Participative. The four systems vary on a variety of criteria. Likert proposed and demonstrated that moving from system I and II and towards III and IV would increase employee satisfaction and other relevant phenomena.

The main purpose of the study is to test the job reaction - climate relationship within the context of Likerts Systems of Management. The job reactions investigated in this study include probabilistic orientation work commitment, alienation and role conflict.

For the purpose of this investigation, a sample of 30 organizations having 240 supervisors was selected. Data on all the questionnaires were collected from 220 employees belonging to the 30 organizations. After ascertaining internal consistency of data gathered on the profile of organizational characteristics (Likert, 1967), the organizations were classified as belonging to different systems of management. Care was taken to ascertain the classification of organizations into the four systems on sound empirical norms.

The instruments used to obtain data on individual Ss and their job reactions include probabilistic orientation questionnaire, work commitment questionnaire, alienation questionnaire and role conflict differential.

Correlational analysis shows that seven out of the eight dimensions measured by the profile of organizational characteristics are significantly correlated to the total scores of the questionnaire. Communication process (CMP), goal setting or ordering (GSO), Interaction influence process (IIP), motivational process (MP), decision making process (DMP), leadership process (LP), Control process (CNP) are significantly correlated with the total climate of the system in organizations ; while performance goals and training (PGT) is not correlated with the total climate.

Regression analysis reveals the following prediction equation for organizational climate.

$$\begin{array}{l} \text{Organizational} \\ \text{climate} \end{array} \left| = \begin{array}{l} -0.0005 + 1.000 \text{ CMP} + 0.999 \text{ GSO} \\ + 1.000 \text{ IIP} + 1.000 \text{ MP} + 1.000 \text{ DMP} \\ + 0.999 \text{ LP} + 0.999 \text{ CNP} + 1.000 \text{ PGT} \end{array}$$

The empirical data were tested using χ^2 with regard to the validity of the prediction equation and the data were found to have adequate consistency.

χ^2 analysis, rank sum test and the multiple sample slippage test confirm the classification of organizations into different systems made in this study.

Analysis of variance - tests reveal that the four systems remain homogeneous with regard to probabilistic orientation, work commitment and role conflict. With regard to alienation, the four systems were found to be homogeneous, the HSD - tests show that alienation is experienced significantly in greater degree in system I compared to system III and system IV.

χ^2 analysis of distribution of Ss having extremes of the job reactions in the four systems show that there is no significant association between the attribute - having high or low degree of probabilistic orientation/work commitment/alienation/role conflict and 'membership in the different systems'.

Correlational analysis shows that probabilistic orientation is correlated with communication process, interaction-influence process and decision making process. Work commitment is significantly correlated with motivational process. Alienation is not correlated with any of the dimensions. Role conflict is significantly correlated with communication process and interaction-influence process.

Regression analysis linking different job reactions and different climate dimensions lead to the following prediction equations.

$$\begin{array}{l} \text{Probabilistic} \\ \text{orientation} \end{array} \left| = 13.834 + 0.348 \text{ IIP} + 0.174 \text{ CMP} + 0.225 \text{ DMP} \right. \\ \left. + 0.006 \text{ LP} + 0.009 \text{ PGT} + 0.008 \text{ MP} - \right. \\ \left. 0.424 \text{ GSO} - 0.341 \text{ CNP} \right.$$

$$\begin{array}{l} \text{Work} \\ \text{commitment} \end{array} \left| = 1.538 + 0.513 \text{ MP} + 0.397 \text{ IIP} + 0.471 \text{ CNP} \right.$$

$$\begin{array}{l} \text{Role conflict} \end{array} = 49.081 + 2.278 \text{ CMP} + 0.504 \text{ IIP} + 2.847 \\ \text{GSO} - 4.813 \text{ PGT} + 0.997 \text{ MP} - 0.004 \\ \text{CNP} + 0.575 \text{ LP} - 4.485 \text{ DMP}$$

Further regression analysis reveals the relationship between the different job reactions viz., probabilistic orientation (PO), work commitment (WC), alienation (AO), and role conflict (RC) and the climate perception.

Leadership process	$5.3159 + 0.216 PO + 0.098 WC + 0.290 AQ$
Motivational process	$10.9863 + 0.299 WC + 0.003 RC$
Communication process	$11.6195 + 0.008 PO + 0.774 RC$
Interaction- influence process	$3.6049 + 0.476 PO + 0.003 RC$
Decision making process	$12.1361 + 0.384 PO$
Goal setting or ordering	$7.2351 + 0.003 RC$
Control process	$10.5945 + 0.123 WC$
Performance goals and training	$12.0477 - 0.152 PO - 0.001 RC$

CONCLUSIONS

- The profile of organizational characteristics developed by Likert using data on American organizations seems to retain its validity in terms of internal consistency when applied to Indian textile organizations.
- Leadership process, motivational process, communication process, interaction-influence process, decision making process, goal setting or ordering and control process directly contribute to wholistic description of system climate in organization. Performance goals and training seem to have a bearing on system-climate in organization.
- Organizational climate variance in an organization could be explained by the variables in the order-communication process., goal setting

or ordering, interaction-influence process, motivational process, decision making process, leadership process, control process and performance goals and training of the system-climate in organization.

- ° It is possible to classify the organizations into four systems viz., exploitative authoritative, benevolent authoritative, consultative and participative.
- ° A few job reactions, i.e., probabilistic orientation, work commitment and role conflict are found to be not uniquely associated with any of the four systems of management i.e., the exploitative authoritative, benevolent authoritative, consultative and participative organizations.
- °° Alienation is found to be experienced in greater degree by the individuals more in exploitative authoritative than consultative and participative systems.
- ° Individuals having extreme degrees of probabilistic orientation, work commitment, alienation and role conflict are not uniquely distributed into any one of the four systems of management i.e., exploitative authoritative, benevolent authoritative, consultative and participative management.
- ° The probabilistically oriented individuals tend to perceive the communication process, interaction-influence process and decision making process in the organization to be more oriented towards democratic system rather towards exploitative authoritative system.
- °° Individuals committed to work tend to perceive the motivational process in the organization to be more oriented towards participative system rather than oriented towards exploitative authoritative system.
- °°° Individuals with role conflict tend to perceive the communication

process and interaction influence process to be more oriented towards democratic system rather than oriented towards exploitative authoritative system.

- ° The variance in probabilistic orientation could be explained by the organizational climate variables in the order - interaction-influence process, communication process, decision making process, leadership process, performance goals and training, motivational process, goal setting on ordering and control process.
- °° The variance in work commitment could be explained by the organizational climate variables in the order motivational process, interaction-influence process and control process.
- °°° The variance in role conflict could be explained by the organizational climate variables in the order - communication process, interaction-influence process, goal setting or ordering, performance goals and training, motivational process, control process, leadership process and decision making process.
- ° The variance in leadership could be explained by the job reaction variables in the order - probabilistic orientation, work commitment and alienation.
- °° The variance in motivational process could be explained by the job reaction variables in the order - work commitment, role conflict.
- °° The variance in communication process could be explained by the job reaction variables in the order - probabilistic orientation, role conflict.
- °° The variance in the interaction-influence process could be explained by the job reaction variables in the order - probabilistic orientation, role conflict.

- The variance in the decision making process could be explained by the job reaction variable probabilistics orientation.
- The variance in the goal setting or ordering could be explained by the job reaction variable role conflict.
- The variance in the control process could be explained by the job reaction variable work commitment.
- The variance in the performance goals and training could be explained by the job reaction variables in the order - probabilistic orientation, role conflict.

RECOMMENDATIONS

- * The principles of systems of management revealed in studies by Likert and others may be validly applied to improving the functioning and productivity in Indian organizations as well irrespective of the category of organizations.
- * Periodic assessment of the leadership process, motivational process, communication process, interaction-influence process, decision making process goal setting on ordering, control process and performance goals and training of the employees may be made in the industries based on such assessments.
- * Periodic assessment of the leadership process, motivational process, communication process, interaction-influence process, decision making process, goal setting or ordering, control process and performance goals and training of the employees may be made in the industries based on such assessments.
- * Organizations may plan their activities facilitating a shift in their management system towards democratic system.

- * Emphasis may be given to goal setting or ordering, interaction-influence process, motivational process, decision making process, leadership process, control process and performance goals and training in the order of priority.
- * Government agencies like Council of Scientific and Industrial Research, Indian Council of Social Science Research and Ministry of Human Resource Development may conduct survey of management pattern adopted in industries all over the country from time to time and provide a data base for the use of policy makers, management consultants, research scholars to study the management patterns existing in India.
- * Management planning may take into account both motivation and hygiene factors.
- * Human relations training in industries may focus on orientations and attitudes of the employees and encourage such orientations and attitudes that contribute to a better appreciation of reality and development of a positive attitude among employees.
- * The values and goals of the groups involved in production, should be shaped to become constructive. The potentialities of the group are to be effectively utilized. The atmosphere of the work group should be cooperative and supportive so that a feeling of security can exist among the work groups. The members of the groups are to be motivated and should have a high degree of confidence and trust among members.
- * The motives of the group members are to be tapped and a group participation and involvement should be there in setting up organizational goals. Attitudes that are favourable, strong and cooperative which can stimulate the behaviour of group members are to be developed to implement the goals of the organization.

SUGGESTIONS FOR FURTHER RESEARCH

- The findings of the present study show that as much as 60% of the variance in the climate could be accounted by communication process. Within the limitations of the study it could be generalised that communication attribute most to the climate. Researches on communication process in industries may be undertaken to identify the role communication process plays in the functioning of the organizations.
- Job reactions studied in the present study admittedly are not exhaustive.
- Job reactions such as job burnout, acute anger, cynical attitude, jadedness, may be used.
- Interesting findings have been obtained in the present study, suggesting a relation between alienation and systems of management, This may be studied indepth. The dynamics of alienation in organizations may be explored from different angles.
- Admittedly, a simplistic relationship could not be expected between job reactions and systems.
- As emphasized by contingency models of leadership, (e.g. Blake and Mouton, Reddin, Hersey and Blanchard) factors like pesonality and culture and the like may moderate the relationship between job reactions and systems.
- Studies may be undertaken to explore the moderator variables that possibly mediate the relationship between job reactions and systems.
- In recent studies, the cleavage between psychological climate and organizational climate has been brought into focus. Studies exclusively focusing on the interaction between psychological and organizational climate may be undertaken by researchers.

- The role of participation contributing for motivation in industry has been well stressed in literature and taught to the students of management and participants training for human relations. In spite of this still several organizations have not adopted the principles of participative management. The reasons for not adopting a participative management in organizations may be explored in depth.
- Humanistic psychologists assert that when an individual is given judicious choices under a non-evaluative, stress-free context, he/she will choose the most creative choices. The conditions which might favour the management and the employees opting for judicious creative choices needs to be explored from all possible perspectives. Studies on climate should imbibe these perspectives in their approach.