CHAPTER VII
SUMMARY AND CONCLUSION

This study is an attempt to understand managerial behaviour on the basis of certain culture based values and personality. There are several other approaches to understand managerial behaviour: behavioural scientists in the West, with their ontological assumption of self actualizing man, have developed certain postulates about organizational behaviour which have formed the basis for developing HRD practices in many Indian organizations; from mid 80's, some scholars have been popularizing concepts developed from Hindu psycho-philosophy for human resources management and some organizations have started giving trial to these ideas; some organizations are trying Japanese style of management. These approaches apart, there is controversy regarding modal Indian personality and Indian culture in general and personality and management style of Indian executive in particular.

Review of various studies on values, leadership styles and managerial effectiveness has shown that there is scope for a new study of this kind.

Understanding of culture specific values and personality structures helps in demistifying the notions about Indian executives. Practically, it helps Indian organizations in designing appropriate HRD policies suited to Indian conditions. Knowledge of correlates of
management styles and managerial effectiveness aids in designing appropriate practices for bringing about desired style and effectiveness.

The questionnaire method has been employed for collecting relevant data. Twenty six values have been sampled from the literature on Indian values. Respondents have been asked to mark the degree of importance and the frequency of realization of each value concept on a five point Likert scale. Management style has been measured by asking the respondents to mark statements indicating their dealings with the subordinates. Self-rating method has been employed to know managerial effectiveness. The Questionnaire has been administered personally to the respondents. Middle level executives from various functional areas of selected eighty six organizations in four states in South India formed part of the sample. Percentage analysis and Chi-square test have been employed to analyse the data.

As is to be expected, the inherent limitations of this study are methodological in nature: the representative nature of values selected for the study is still a debatable question; personality structures conceptualized in this study are based on certain ontological assumptions which do not lend themselves to
empirical verifications; possibility of subjectivity and exaggerations in self-rating of managerial effectiveness cannot be ruled out. Further, the subjects for the study would provide rather inadequate basis for generalization about the entire managerial class of India.

In the pages to follow the summary and conclusions arrived at each chapter have been brought together.

Conceptual framework

The conceptual framework presents discussion on the concept of value and its relationship with other related concepts. This chapter also provides theoretical basis of classification of values and the theory of personality; influence of values and personality on managerial behaviour has been discussed.

Internalized Values

Values in terms of their orientation have been classified into progressive and regressive. Out of fifteen progressive values, thirteen values have been marked on higher scale by the majority of executives.

"Internalization" and "Perceived importance of Values" have been used interchangeably.

* Higher scale refers to combined frequencies of Very High and High scales -- part 1 of the Questionnaire.
They are: Truth, Purity of mind, Self-actualization, Love, Compassion, Code of life, Purity of motive, Ahimsa, Gratitude, Modesty, Benevolence, Absence of hatred, Liberation. Out of the eleven regressive values, only two values, viz., Personal relationship and Reverence have been considered important by the majority of the sample.

The following is an ordering of values in terms of highest number of executives who considered them important on higher scale:

<table>
<thead>
<tr>
<th>VALUE</th>
<th>RANK</th>
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<tbody>
<tr>
<td>Truth</td>
<td>1</td>
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<tr>
<td>Purity of mind</td>
<td>2</td>
</tr>
<tr>
<td>Self-actualization</td>
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<td>Love</td>
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<td>Compassion</td>
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<td>Purity of motive</td>
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<tr>
<td>Code of Life</td>
<td>8</td>
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<tr>
<td>Ahimsa</td>
<td>7</td>
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<tr>
<td>Personal relationship</td>
<td>8</td>
</tr>
<tr>
<td>Gratitude</td>
<td>8</td>
</tr>
<tr>
<td>Benevolence</td>
<td>9</td>
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<tr>
<td>Absence of hatred</td>
<td>10</td>
</tr>
<tr>
<td>Reverence</td>
<td>10</td>
</tr>
<tr>
<td>Modesty</td>
<td>11</td>
</tr>
<tr>
<td>Liberation</td>
<td>12</td>
</tr>
<tr>
<td>Forgiveness</td>
<td>13</td>
</tr>
</tbody>
</table>
VALUE
Equanimity 14
Money 15
Power 16
Cosmic causation 17
Loyalty 18
Status 19
Aggressiveness 20
Dependence 21
Rest/Leisure 22
Caste 22

Personality Types*

Next, an attempt has been made to examine the personality structures of the executives. On the basis of personality, the executives have been classified into three categories, viz., progressive, regressive and mixed. The analysis reveals that more than two-thirds of the executives are of progressive character and nearly thirty per cent of the executives are of mixed character, whereas regressive character executives constitute one per cent of the sample.

* The classification is influenced by the works of Erich Fromm.
Then the association between (1) age and values; (2) place of birth and values; and (3) religiosity and values is considered. The following findings are based on an analysis of the personal characteristics of the executive.

Executives are classified into four age groups — Below 35 years, 35-41 years, 42-60 years and 61 and above. Forty four per cent of the executives are in the age group of "below 35", none in the age group of "61 and above", twenty eight per cent each in the age groups of "35-41" and "42-61".

As the samples are drawn from organizations located in South India, ninety per cent of the executives are found to have their place of birth in South India.

On the basis of religiosity, the executives are classified into four categories: highly religious, religious, agnostics and anti-religious. The analysis shows that the sway of religion on Indian executives is unmistakable.

Analysing in terms of each value, the association is found in respect of the following values.

1. Values that are related to age:

   Liberation

   Forgiveness

   Modesty

   Cosmic Causation

   Ahimsa
The remaining twenty-one values are not associated with age. Even in respect of these values, the relationship is not consistent to warrant any meaningful conclusion. It may therefore be concluded that age does not influence the perceived importance of values by the executives.

II. Values that are associated with religiosity:

1. Liberation
2. Benevolence
3. Love
4. Modesty
5. Reverence
6. Code of life
7. Ahimsa
8. Compassion
9. Status
10. Rest

III. Values that are associated with place of birth:

1. Power
2. Liberation
3. Caste
4. Equanimity
5. Aggressiveness
6. Gratitude

Twenty values are found not associated with place of birth of executives and moreover the relationship in respect of above values is not consistent. Therefore, it can be concluded that regional subcultures do not have different value systems.
The Realization Pattern of Values*

In terms of realization of values on higher scale,* more than three-fourths of the executives found expression of the Truth, Purity of mind, Personal relationship, Ahimsa, Purity of motive in their job life; nearly two-thirds of the executives are found to have realized Benevolence, Reverence, Self-actualization, Absence of hatred, and Modesty; more than half of the executives marked Money and Liberation on higher scale.

The following are the values ranked in the order of percentage of executives who have realised values on higher scale:

<table>
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<tr>
<td>Truth</td>
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<td>Gratitude</td>
<td>4</td>
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<tr>
<td>Compassion</td>
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* Realization of values refers to usage or application of values in the job life of the executives.

*# Higher scale is obtained by combining frequencies if Always and Usually scales -- part I of the Questionaire.
<table>
<thead>
<tr>
<th>VALUE</th>
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<tbody>
<tr>
<td>Code of Life</td>
<td>6</td>
</tr>
<tr>
<td>Personal relationship</td>
<td>7</td>
</tr>
<tr>
<td>Ahimsa</td>
<td>8</td>
</tr>
<tr>
<td>Futility of motive</td>
<td>9</td>
</tr>
<tr>
<td>Benevolence</td>
<td>10</td>
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<tr>
<td>Reverence</td>
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<tr>
<td>Self-actualization</td>
<td>12</td>
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<tr>
<td>Absence of hatred</td>
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<tr>
<td>Modesty</td>
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<td>Money</td>
<td>15</td>
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<tr>
<td>Liberation</td>
<td>16</td>
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<tr>
<td>Forgiveness</td>
<td>17</td>
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<td>Status</td>
<td>18</td>
</tr>
<tr>
<td>Loyalty</td>
<td>19</td>
</tr>
<tr>
<td>Equanimity</td>
<td>20</td>
</tr>
<tr>
<td>Cosmic causation</td>
<td>21</td>
</tr>
<tr>
<td>Power</td>
<td>22</td>
</tr>
<tr>
<td>Aggressiveness</td>
<td>23</td>
</tr>
<tr>
<td>Dependence</td>
<td>24</td>
</tr>
<tr>
<td>Caste</td>
<td>25</td>
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<tr>
<td>Leisure</td>
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By comparing the realization with the perceived importance of values in terms of their orientation, the extent of deprivation or excess usage or application is
ascertained. Progressive orientation is subdivided into love, freedom, liberation and biophilous sub-orientations and regressive orientation has egoistic, sado-masochistic and necrophilous sub-orientations.

A higher percentage of executives have internalized and realized love, freedom, biophilous and liberation orientations than egoistic, sado-masochistic and necrophilous orientations. Another significant behaviour of these orientations is that deprivation is found to have occurred in all forms of progressive orientation; excess application of value is found in all forms of regressive orientation. However, in the case of freedom orientation, deprivation has occurred for nearly one-fifth of the executives.

By combining perceived importance of value concepts and their application, value profiles are constructed. In terms of central-peripheral nature of values for organizational behaviour, values are categorized into operative, intended, adopted weak and non-operative. The analysis has brought out the following values;

Operative Values

Intended values: NIL

Adopted values:

Aggressiveness, Power, Money, Status, Loyalty, Forgiveness, Equanimity and Cosmic causation.

Weak Values:

Rest and dependence.

Non-operative value: Caste

Finally, the association between (1) managerial function and applied values; (2) organization size and applied values; and (3) sector and applied values have been examined. Analysing in terms of each value, the association is significant in respect of the following values:

I. Applied values that are related to managerial function:

1. Absence of hatred and

2. compassion.

II. Applied values that are associated with organization size:

1. Self-actualization
2. Equanimity

III. Applied values that are associated with sector—public or private:

1. Love

2. Equanimity

3. Purity of motive.
Thus, it can be seen that twenty four values are not related to the functions; twenty two values are not associated with the organisation size; and twenty three values failed to predict the sector. Even the associations found significant are not meaningful. The analysis leads to the conclusion that value application is not influenced by the size of organization. If size is taken as an index of the level of technology, structure and organization culture, the results indicate that none of these factors influence executives' value realization; similarly, executives in public and private sector do not differ in respect of their value realization; and managerial functions also have no influence on value realization. There are insignificantly few values which stand apart and are associated with the above variables.

Management Styles

Management styles are classified into two discrete dichotomies: democratic and authoritarian.

Analysis of results have yielded the following conclusions:

Generally, the executives tend to exhibit democratic style of functioning; around seventy nine percent of the executives are found to practise democratic style, with only twenty one per cent of the
sample exhibit authoritarian style. This finding departs from the widely-held belief about the authority patterns in Indian organisations. This is still possible at the higher levels in their organization but middle level managers, the style that emerges is that of democracy. Probably, indigeneous styles of management are loosing their relevancy.

An attempt is made to examine the association between personality structures and styles. Both the variables are statistically and meaningfully related; around 88 per cent of the progressive character executives are found to adopt a democratic style; about 60 per cent of the mixed character executives are found to practise democratic style; and all the regressive character executives are found to adopt authoritarian style.

The association between applied values and management styles has also been examined. Following are the results of analysis.

1. The following values are found to be associated with management styles:
   1. Absence of hatred
   2. Liberation
   3. Benevolence
   4. Money
   5. Power
   6. Status
   7. Modesty
   8. Loyalty
   9. Purity of mind
   10. Aggressiveness
Higher percentage of executives with democratic orientation have realized absence of hatred, liberation and benevolence on higher scale.

Money, power, status, modesty, loyalty, purity of mind and aggressiveness found a high degree of expression for a higher percentage of authoritarian executives.

Managerial Effectiveness

Executives are classified on the basis of effectiveness, into highly effective, moderately effective and less effective. This study found that majority of the executives (around 79 per cent) are highly effective, as against two per cent of the executives less effective; and about nineteen per cent of the executives are moderately effective. Even after considering the possibility of a bias in self-rating, still the results are positive.

Finally, an attempt has been made to find out whether any statistically meaningful association can be established between (1) value usage and managerial effectiveness; (2) personality structures and managerial effectiveness; and (3) management styles and managerial effectiveness.
Following conclusions have emerged out of the analysis of results:

1. Personal relationship alone is associated with effectiveness. All other values have failed to predict managerial effectiveness.

2. Relationship between personality structures and managerial effectiveness is not significant.

3. There is no association between management styles and managerial effectiveness.

In summary, the analysis in this chapter shows that there is no influence of values and personality structures on managerial effectiveness; management styles are not the determinants of effectiveness. The results do not support the hypothesis that authoritarian managers would be effective in authoritarian culture; nor do they offer support to the assumption that democratic managers would maximize their subordinates productivity and satisfaction in all situations. It can be concluded, therefore, that there is no best style suitable to all the situations and that effectiveness of a manager depends upon the situation in which he operates.
Conclusion:

A study of this kind cannot answer all the questions regarding the relevancy of Indian psychophilosophical thought to management practices and it is not designed to venture into investigation of all the questions regarding reflection of wider culture in the business organizations. The results show that the executives have the experience of self-actualization and self-transcendence in their job life; transcendental experience (Moksha) can be reached without discarding self-actualization experience. Further, the study has established that whether or not Indian culture is authoritarian, whether or not the modal Indian is authoritarian, the executives are predominantly progressive (humanitarian) in terms of their value realization, applications, personality structures and style of management. An interesting feature of the executives is that their age, place of birth, religiosity (ritualistic in nature), managerial functions, size of organizations and sectors do not have influence on their values; their culture-specific values and personality structures determine their management styles; however neither their values, nor their personality, nor their style have any bearing on their effectiveness. Possibly, effectiveness is a function of a given situation.
Suggestion:

The study has established that the dominant orientation of the executives is progressive and therefore, the organisation culture is progressive. The organizations should decide whether they would like to retain and improve on or modify existing culture. If they decide to improve upon the existing culture, deepening of love, biophilia, freedom and liberation should be the main thrust of their HRD policies. As the study has shown that managers have transcendental experience, the organisations would do well to adopt Yoga system of Patanjali for improving their transcendental experience. However, self-actualization needs of the executives should not be ignored and therefore, all the existing practices for providing self-actualization need should be continued till self-transcendence becomes the vibrating culture of the organizations.

Suggestion for future Research

In terms of the questions raised in the first chapter, this study is a beginning in this direction. To solve the dilemma of Indian organizations some of the possible studies may be as follows:
1. What is the association of personal values of top executives to specific business policies, strategies and management philosophies?

2. To what extent personal values of executives are based on Indian ethos and culture and to what extent they are learned from Western or other sources?

3. To what extent the executives themselves are consciously aware of the possibilities of converting a culture based value into a business decision/strategy/behaviour in general?

4. Replication of this study in north Indian organizations.

5. Replication of this study with only top level managers as subjects drawn from all over the country.