CHAPTER VI

PROFILES OF MANAGERIAL LEADERSHIP IN
PUBLIC ENTERPRISES OF JAMMU AND KASHMIR STATE
The efficiency and effectiveness of an organizational management to a great extent depends upon a dynamic brand of managers. Managers are the key personnel who play crucial role in the achievement of the organizational goals. "A manager may also be regarded as the leader who directs controls and motivates his subordinates"\(^1\).

**WHO IS A MANAGER**

A manager is "one who manages, a person who controls a business or other concern, one who organizes other peoples doings, a domestic contriver"\(^2\). Louis A. Allen defines a manager "as one who guides and directs the work of other people"\(^3\). Micheal Ivens has defined manager as follows:

"Someone who is concerned with the proper, systematic and profitable use of resources under his control". The term "manager" is flexible and denotes all members of the management. Management expert consultants and managers themselves have not agreed on what exactly the term implies. Some hold that the manager is the person at the top of the hierarchy while others hold that he is one who supervises others. Others describe no definite status to

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a manager. A manager can supervise other managers and report to his supervisor. Engineers and scientists do not always supervise anyone, yet they are managers over-riding these shades of meaning. There is another definition which says that the manager is a person on the managerial payroll. Terms like manager, administrators, executives, and supervisors are often used interchangeably.

Broadly speaking, a manager may be defined as one holding a "management" position in an organization with some standing in the business. Various abilities and skills are required to fulfill the administrative and managerial responsibilities, hence it is difficult to define the term. A manager can be defined only by his functions and contributions expected from him. The performance of a manager depends upon the efficiency and productivity of his subordinates and he is held responsible for the behavior of his subordinates.

In the words of Monappa and Saiyadain, "The effective manager is one who is properly developed in terms of basic intellectual abilities and predispositions necessary for carrying out the task smoothly."

FUNCTIONS OF THE MANAGER

Since defining the term in isolation is futile, it can be defined in the context of the Manager's functions. Though his

5 Monappa Arun and Saiyadain Mirza, S. op. cit., p. 3.
job can vary with the industry, his functions involves, five main activities, viz., planning, organising, co-ordinating, directing and controlling. Over the years, the descriptions of these activities have, however, been modified.

The basic managerial function is planning, i.e. formulating the corporate goals and policies and chalking out the programme and procedures for achieving them, planning spells out the functions and activities of an organization. Managing a business is innovative. The manager has to develop ideas for the expansion or progress of his organization and at times adapt old ideas to new uses. Business and industry today are more concerned with innovations than in the past. A manager should not only plan to adapt his organization to future need but also plan for maximising productivity of the organization. Considering the rapid changes and the increased complexities in business organization, planning and innovation has become the important managerial function. The manager coordinates his activities to attain, the corporate goals, organizing, thus, involves "grouping activities of different types at various levels, determining the responsibilities and relationships, setting up patterns of communication and delegating work to the staff." In organising the manager stabilises and allocates duties and responsibilities in the most fitting manner. Staffing this involves "man-power planning, selection, recruitment, training, compensation, promotion and retirement."
Directing involves motivating subordinates to achieve a desired goals, guiding and supervising their performance. The process of motivating is extra-ordinarily complex. The manager has to identify the goals of his subordinates and his organization, and maintain a constant vigil on the former to ensure that they work with zeal and confidence.\textsuperscript{10}

Controlling includes apprising the performance and measuring progress in the attainment of corporate goals. It enables the manager to take corrective measures if the organization deviates from the path for it.\textsuperscript{11}

Although managers, at all levels, can perform similar activities, the emphasis of the activities varies. A foreman devotes most of his time in supervising and guiding the subordinates and his discretionary powers are relatively limited. The top level manager spends most of his time in planning and decision making and wields substantial discretionary power. The day today activities of managers not only differ with levels but also with the organizations and even among managers holding comparable positions in the same organizations.

Management is the process of utilising the factors of production to achieve the corporate goals. Since the implementation of these decisions is the crucial, the manager has to utilize the resources not in the static way to derive the best

\textsuperscript{10} Kazmier Leonard, J., op. cit., p 47.
\textsuperscript{11} Monappa, Arun and Saiyadain, Mirza, S., N.6, p 22.
from a given situation but in a manner which will increase the possibilities of effective utilization in future.

**IMPORTANCE OF MANAGERIAL FUNCTION**

The question mostly asked is that in a given economic climate some organizations succeed and others fail? Several factors contribute to this phenomenon viz. the availability of natural resources, the ability to attract and accumulate capital and labour etc. However, there are passive agents. The active agents are the managers themselves who exploit the natural resources and utilise labour and capital to derive the maximum out of them. "The manager is a dynamic, life giving element in every business without his leadership, the resources of production remain resources and never become production. In a productive economy above all, the performance of managers determine the success of the business, indeed they determine its survival. In fact the role of the manager in business and industry is widely recognized. A country cannot fully utilise its resources without competent managerial personnel. The manager is the principal factor in determining the productivity of the workforce. The abilities and the attitudes of management towards growth are more important than the environment or organizational forces"12.

12 Monappa, Arun and Saiyadain, Mirza S., N. 1, pp 3-5.
LEADERSHIP THEORIES OF MANAGERIAL ELITE

Human beings or human resources are the most precious part of the organization. In the organization effective utilisation of the capacity of human resources depends upon management. Management can get the results from the people in the organization in two ways: (1) by exercise of authority vested in it or (2) by winning support of the people. Out of these, the second method is better as it has a lasting effect over the people's motivation. However, it is only possible when a manager becomes their leader in the real sense to influence their behaviour in desired direction. Thus, Leadership is an essential ingredient for successful organization. The successful organization has one major attribute that sets it apart from unsuccessful organization that is dynamic and effective leadership.

WHAT IS LEADERSHIP?

Leadership may be defined in terms of the totality of functions performed by executives as individuals and as a group. Thus, "Leadership, is the process of influencing the activities of an individual or a group for goal achievement in a given situation". According to George R. Terry, "Leadership is the activity of influencing", people to strive willingly for the group objectives.

Keith Davis has defined leadership "as the ability to persuad others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals"\(^\text{15}\).

Robert Tanne-nbaum, Irving R.Weschler, and Fred Massarik define leadership as "interpersonal influence exercised in a situation and directed through the communication process towards the attainment of a specialized goal or goals"\(^\text{16}\). Harold Koontz and Cyril O'Donnell states that "Leadership is influencing people to follow in the achievement of a common goal"\(^\text{17}\).

An analysis of these definitions of leadership gives certain basic characteristics. These are as follows:

1. Leadership is basically personal quality. This quality motivates the individuals to be with leaders.
2. Leader, by exercising his leadership tries to influence the behaviour of individuals around him to fulfil certain pre-determined objectives.
3. Leader tries to influence the individual to behave in a particular way.
4. There is a relationship between leader and individuals (followers) which arises out of functioning for a common goal.

\(^{15}\) Davis, Keith, op.cit., p 124.
\(^{17}\) Koontz Harold, O'Donnell and Weihrich, Heinz, op.cit., p 423.
5. Leadership is a continuous process of influencing behaviour.

6. Leadership is exercised in a particular situation. The situation variable also affect the effectiveness of leadership.

These characteristics of leadership functions hold good in any organization whether it be a political, religious business or any other organization.

Leadership is an important factor for making organization successful. Here we are more concerned about manager as a leader. Without a good leader, organization cannot function effectively and efficiently. Since the organization is basically a deliberate creator of human beings for certain specified objectives, the activities of its members need to be directed in a certain way. Any departure from this way will lead to inefficiency in the organization. Direction of activities in the organization is effected by leader. Peter Drucker has pointed out that managers (business leaders) are the basic and scarcest resource of any business enterprise. The importance of good leadership lies in motivating creating confidence and in building moral of the employees. In fact, a good leadership is essential in all aspects of managerial functions whether it be motivation, communication or direction. Good leadership ensures success in the organization, and unsatisfactory human performance in any organization can be primarily attributed to poor leadership.  

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THEORIES OF LEADERSHIP

Research studies conducted by the behavioural scientists were carried out to find the answer to question of leadership i.e. What makes a leader effective? He has success due to his personality, or his behaviour, or the type of followers he has or the situation in which he works, or a combination of all these. These researches could not give a highly satisfactory answer to the question. Instead these researchers have resulted in various approaches to leadership. The prominent among these are trait theory, behavioural theory, and situational theory. Each theory has its own contributions, limitations, assumptions and frame work of analysis. The understanding of various theories of leadership will provide guidelines to judge and evaluate leadership effectiveness in a concern, company, industry or governmental organization.

TRAIT THEORIES OF LEADERSHIP

Trait is described as relatively enduring quality of an individual. The trait approach seeks to determine what makes a successful leader, from the leaders' own personal characteristics. Trait approach leadership studies were quite popular between 1930 and 1950. People hypothesised that the persons having certain traits could become successful leaders.
The Greatman theory of leadership said that a person was born either with or without the necessary traits for leadership. It was based on the belief that leaders are born and not made. Eventually, the Greatman theory gave way to a more realistic trait approach to leadership. Under the influence of behaviouristic school of psychological thought, acceptance was given to the fact that the leadership traits are not completely inborn but can also be acquired through learning and experience.

Attention turned to the search for universal traits possessed by leaders.

Various research studies have emphasised various traits for successful leadership viz., intelligence, attitude, personality and biological factors. A review of various research studies has been presented by Stogdill. According to him, various trait theories have suggested these traits in a successful leader.

1) Physical and constitutional factor (height, weight, physique, energy, health, appearance;

ii) intelligence;

iii) self-confidence;

iv) sociability;

v) will (initiative, persistence, ambition);

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vi) dominance; and

vii) surgency (talkative, cheerfulness, geniality, enthusiasm, expressiveness, alertness and originality).

In a later study, Ghiselli has found supervisory ability, achievement motivation, self actualing, intelligence, self-assurance, and decisiveness as the qualities related with leadership success. Keith Davis offers intelligence, social maturity breadth, inner motivation, achievement drives and human relation attitudes, as focus traits which seem to have an important impact on successful organizational leadership. The various studies show wide variations in leadership traits. The various traits can be classified into innate and acquirable traits on the basis of their source.

Innate Qualities

Innate qualities are those which are possessed by individuals since their birth. These qualities are natural and often known as God gifted. On the basis of such qualities, it is said that leaders are born and not made. Physical features and intelligence are the major innate qualities in a successful leader.

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22 Davis Keith, op. cit., pp 124-125.
Acquirable Qualities

Acquirable qualities of leadership are those which can be acquired and increased through various processes. In fact, when a child is born, he learns many of the behavioural patterns through socialisation and identification processes. Such behavioural patterns are developed among the child as various traits over a period of time. Many of these traits can be increased through training programmes, emotional stability, human relations, empathy, objectively, motivating skills technical skills, communicative skills and social skills are some of the acquired qualities. All these qualities contribute to the success of leadership.

BEHAVIOURAL APPROACH OF LEADERSHIP

This approach emphasises that strong leadership is the result of effective role behaviour. Leadership is shown by a person's acts more than by his traits. Though traits influence acts, these are also affected by followers, goals and the environment in which these occur. Thus, there are four basic elements - leaders, followers, goal and environment - which affect each other in determining suitable behaviour. Leadership acts may be viewed in two ways. Some acts are functional (favourable) to leadership and some are dys-functional (unfavourable). The dysfunctional acts are also important in leadership because they
demotivate employees to work together. As such, a leader will not act in this way. The dysfunctional acts are inability to accept subordinates ideas, display of emotional immaturity, poor human relations and poor communication.

A leader uses three skills technical, human and conceptual, to lead his followers. Technical skill refers to a person's knowledge and proficiency in any type of process or technique. Human skill is the ability to interact effectively with people and to build team work. Conceptual skill deals with ideas and enables a manager to deal successfully with abstractions, to set up models and devise plans. Behaviour of manager in a particular direction will make him good leader while opposite of this would discard him as a leader. Setting goals, motivating employees for achieving goals, raising that level of moral, building team spirit, effective communication, etc. are the functional behaviours for a successful leader.

**SITUATIONAL APPROACH TO LEADERSHIP**

The prime attention in this approach is given to the situation in which leadership is exercised. Since 1945, much emphasis in leadership research is being given to the situations that surround the exercise of leadership. The contention is that in one situation leadership may be successful while in others it may not.

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For the first time, this approach was applied in 1920 in armed forces of Germany with the objective to get good generals under different situations. Historical example of Winston Churchill also supports this approach. Winston Churchill was treated to be most efficient Prime Minister during the Second World War. However, he was a flop afterwards when situation changed.

Ohio State University research has given four situational variables that affect the performance of leadership. These are (1) the cultural environment, (2) differences between individuals, (3) differences between jobs and (4) differences between organizations. Other studies made over the years have shown that effective leadership depends upon response to such environmental factors as the history of the enterprise, the community in which the organization operates, the psychological climate of the group being led, group member personalities and cultural influences, and the time required for making decisions.

This approach obviously has much meaning for managerial theory and practice. It has meaning for practising managers who must take into account the situation in its entirety when they design an environment for performance.

26 Sanford, Fillmore, H; Acceptance, in Harold Guetzkow: Groups, Leadership and Men, 1951, p 162.
FIEDLER'S CONTINGENCY THEORY

Approach to Leadership

Fiedler and his associates at the university of Illinois combined to some extent, the trait and situational approach and have suggested a contingency theory of leadership. Fiedler's theory implies that leadership is any process in which the ability of a leader to exercise influence depends upon the group task situation and the degree to which the leader's style, personality and approach fit the group. According to Fiedler, people become leaders not only because of the attributes of their personality but also because of various situational factors and the interaction between the leaders and the situation. Fiedler feels that the group performance will be contingent upon the appropriate matching of leadership style and the degree of favourableness of the group situation for the leader, that is, the degree to which the situation provides the leader with influence over his group members.

HOUSE'S PATH - GOAL THEORY OF LEADERSHIP

Another well-known approach to leadership contingencies is one developed by Robert House. This approach has its roots in the expectancy model of motivation. The term "path-goal" is used

28 Ibid., p 153.
because of its emphasis on how a leader influences subordinates, perceptions of work goals and personal goals, and the linkages or paths found between these two sets of goals. The theory assumes that a leader's key function is to act in ways that complement the work setting in which subordinates operate. Suppose, for example, that a subordinate's job is ambiguous. The path-goal theory argues that the manager should try to offset this ambiguity by providing clarity and structure, unless other factors make this unnecessary.

House's theory argues that when the leader is able to compensate for things lacking in the setting, subordinates are likely to be satisfied with the leader. Performance should benefit as the paths by which effort leads to performance (expectancy) and performance leads to valued reward (instrumentality) become clarified29.

But if the subordinates have got a lot of job-related experience and expertise and the jobs are well defined, clarifying behaviour from the manager will be redundant. Redundant behaviour by the leader won't help and may even hinder performance (who needs a boss telling to do the things already known how to do) The details of House's approach are summarized in the Diagram shown in the next page.

Leadership Factors
Leadership Behaviour
Directive
Supportive
Achievement-oriented
Participative

Contingency Factors
Subordinate Attributes
Authoritarianism
Internal-External
Orientationability
Work-Setting Attributes:
Task formal authority system
Primary work group

Subordinate Outcomes
Job satisfaction:
Job leads to valued rewards

Acceptance of Leader:
Leader leads to valued rewards.

Motivational Behaviour:
Expectancy that effort leads to performance
Instrumentally that such performance is the paths to valued rewards.

House's Path-Goal Leadership Approach.
The figure shows four different kinds of leadership behaviour and two categories of contingency variables. Together, the performance and satisfaction of subordinate.

**LIFE CYCLE THEORY**

Hampton has given another theory of Leadership known as Life Cycle Theory.

The life cycle theory of leadership is based on a curvilinear relationship between task relationships and maturity. This theory attempts to provide a leader with some understanding of the relationship between an effective style of leadership and the levels of maturity of one's followers. The emphasis in the life cycle theory of leadership will be on the followers. Fillmore H. Sanford has indicated that there is some justification for regarding the followers as the most crucial factor in any leadership event. He also accepts traits of leader and situational variables but to him followers in any case cannot be excluded. Followers in any situation are vital, not only because individually they accept or reject the leader, but as a group they actually determine whatever personal power he may have.

According to life cycle theory, as the level of maturity of one's followers continues to increase appropriate leader-behaviour not only requires less and less structure (task) but also less and less socio-emotional support (relationships). This cycle can be

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30 Hampton, David R; Modern Management; Ideas and Issues, Prentice-Hall of India, New Delhi, 1976, p 137.
illustrated in the four quadrants of the basic styles portion of the leader-effectiveness model as shown below:

Maturity is defined in life cycle theory by the relative independence, ability to take responsibility and achievement motivation of an individual or group. These components of maturity are often influenced by level of education and amount of
experience, while age is a factor, it is not directly related to maturity as used in the life cycle. We are concerned here with psychological age not chronological age. Beginning with structured task behaviour which is appropriate for working with immature people, life cycle theory suggests that leader behaviour should move from (i) high task - low relationship behaviour to (ii) high task - high relationships and (iii) high relationships low task behaviour to (iv) low task - low relationship behaviour if one's followers progress from immaturity to maturity.

All these theories of leadership reveal that managers constitute an important elite. Managers are leaders of their respective organizations and they have different types of leadership behaviours. Leadership behaviour and styles of leadership depends upon many factors viz., family background, social and economic status and education etc. Thus to know about leadership behaviour and the styles of leadership of the managers it becomes essential to have knowledge about the social and economic background of these persons - the managers responsible for leadership functions.

SOCIO-ECONOMIC BACKGROUND OF MANAGERS OF JAMMU AND KASHMIR STATE PUBLIC SECTOR UNDERTAKINGS

The socio-economic background of the managers serving in the selected public enterprises operating under JKI Ltd. and JKM Ltd. in Jammu and Kashmir State is being given on the proceeding pages.
1. **RURAL URBAN BACKGROUND**

Jammu and Kashmir is one of the poorest and less developed states of India. Most of the people in the state (75%) live in the villages and constitute a big segment of rural population of the state. Majority of them depend upon agriculture as their main source of livelihood and remaining of them are either labourers or class IIIrd and IVth employees in state government services. Very few educated are having good posts either in the private sector or in the public sector. Thus most of the area of the state is predominantly rural. Because of higher rate of illiteracy, lack of modern facilities and less pace of development and lesser degree of awakening amongst the people in the villages, the rural population of the state enjoys lesser opportunities of employment both in the public and private sectors of the state.

A survey of socio-economic background of managerial elite in some public undertakings of Jammu and Kashmir state has attested the same. A total of thirty managers were interviewed and majority of them came from urban areas. Sixty six percent of the managers come from Urban area and are city dwellers and rest thirty three percent only belong to the rural area as is clear from the Table no.5.1.
2. **CASTE**

India is caste ridden society. There are several castes in India and the same scenario also pervails in Jammu and Kashmir State which is one of the federating units of Indian Union. Thus, as ours is a caste-ridden society it becomes essential to know something about the caste which enjoys more employment opportunities and employment benefits as compared to other castes of the society. The following table shows the position of various castes in the managerial profession in some of the Public undertakings of Jammu and Kashmir State.

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Area</th>
<th>No. of Managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rural</td>
<td>10</td>
<td>33</td>
</tr>
<tr>
<td>2</td>
<td>Urban</td>
<td>20</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

**TABLE 6.1**

Rural - Urban Background of Managers
Brahmins were in majority in the managerial professions of these public undertakings of Jammu and Kashmir State. The total strength of Brahmans was 18 out of 30 managers of these public undertakings. Mohammdans acquired second and place among the studied castes with 26%. There were two percent Rajputs and two percent Gupta managers. Thus only seven percent of the managerial leadership had come from these two castes. Although scheduled castes are being provided with special job opportunities and some percentage of posts are reserved for them, yet there had been not even a single manager belonging to

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**TABLE - 6.2**

Caste of the Managers

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Caste</th>
<th>No. of Managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Brahmans</td>
<td>18</td>
<td>60</td>
</tr>
<tr>
<td>2</td>
<td>Rajputs</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>Guptas</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>Mohammdans</td>
<td>8</td>
<td>26</td>
</tr>
<tr>
<td>5</td>
<td>Scheduled Castes</td>
<td>Nil</td>
<td>00</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
scheduled castes in the public enterprises operating under JKI Ltd. and JMM Ltd.

3. SEX

In India, although the women are given equal status with men and have got equal rights in every field of life, yet this sample of 30 managers from some public undertakings in Jammu and Kashmir State, had no women manager. Many women in the state have got good position so far as their status in government services is concerned for instance, women have been appointed teachers, doctors, police officers and revenue officers and secretaries also in the state. At present there are two Female M.L.A's who were previously ministers also in the state but unfortunately not even a single women is serving as a manager in these public undertakings.

4. AGE

It is not out of place to say that maturity, experience and training are key factors in the successful functioning of any corporation. Experienced and mature personnel play most important role in the efficiency and effectiveness of public undertakings also. They have got first rate information and knowledge of the job as well as of the business and always take rational decisions. The decisions taken by experienced persons
are usually fair and worth. But this does not mean that young personnel in the undertakings are useless people and only the experienced and aged people are capable of making rational decisions. Youth equipped with adequate knowledge, qualifications and training, can also participate in this process successfully and can also bring excellent results. But this by no means reduces the importance of the age as a variable. The table given below depicts the age groups of managers.

**TABLE - 6.3**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Age groups in years</th>
<th>No. of managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>25-30</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>31-35</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>36-40</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>4</td>
<td>41-45</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>5</td>
<td>46-50</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>6</td>
<td>51-55</td>
<td>Nil</td>
<td>0</td>
</tr>
<tr>
<td>7</td>
<td>56-60</td>
<td>Nil</td>
<td>0</td>
</tr>
</tbody>
</table>

Total 30 100
Out of the 30 managers interviewed, twenty percent were in the age group of twenty five years to thirty years. Again the percentage of managers was twenty in the age groups of thirty one years to thirty five years and thirty five years to forty years each. Thirty percent of the managers belonged to the age group of forty one years to forty five years and there were only ten percent of the managers in the age group of forty five years to fifty years. There was no manager above fifty years. Thus majority of the managers belonged to the age group of forty one years to forty five years.

5. **EDUCATION**

The modern world is an age of science and technology. Almost all the countries of the world are today under the rubric of competition in the field of science and technology. The success of individual organizations depends to a large extent on the well qualified, educated and technically trained and skilled personnel. The personnel unaware of the technical know how may prove serious disastrous to the industrial organization. Thus for managerial staff or personnel in the organization both academic and special qualifications are of immense importance. In fact the success and effectiveness of an industrial organization depends to large extent on the efficiency of highly educated and skilled managers who are to guide and control other
employees in the undertakings. The table given below shows the educational qualification of the managers.

**TABLE - 6.4**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Academic Degree</th>
<th>Number of Managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Matriculation</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Intermediate</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Graduation</td>
<td>18</td>
<td>60</td>
</tr>
<tr>
<td>4</td>
<td>Post Graduation</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

In the public enterprises managed by JK Industries Ltd. and JK Minerals Ltd., the two big corporations of the Jammu and Kashmir State, the majority of the managers were graduates. Amongst the 30 managers interviewed, only three were matriculates. There were 18 i.e., sixty percent of the managers graduates and remaining thirty percent were post graduates.
It is immaterial as to how much simple educational qualification the managers does possess but what matters is how much life enrichment they had acquired while serving in the corporation and how much special and technical qualifications they possess which is directly related to the functioning and management of the organization. Thus specialization in particular field of management as well as some technical education is needed for smooth and harmonious functioning of the organization. It helps in achieving the targets within the specified period. Eighty percent of the managers in these public undertakings had specialized degrees in their respective fields of management. Ten percent of the managers were simply matriculates and other ten percent were simple graduates having no special or technical education.

6. RELIGION

India is a secular country where every citizen is allowed to follow or adopt religion of his choice. There is no state interference in any body's personal religion. In fact, secularism is the most important feature of the constitution of India and right to practise or to adopt any religion is one of the fundamental rights enjoyed by the citizens of India. There is further no discrimination in any field simply on the basis of religion. Thus, it becomes essential to know the religion which
is most represented and which is least represented in various professions in private as well as in public sector in this state. The present study, managerial elite showed that Hindus, were in majority in the managerial profession. Seventy Two percent of the managers were Hindus. There was only one manager who was Sikh. Remaining Twenty Six percent of the managers were Mohammandans. There was not even a single manager from Christian, Jain or Budhist religions. All the managers were state subjects but majority of them belonged to Kashmir Division of the state.

7. INCOME

Income is the most important variables in the study of socio-economic background of the leaders. Here income has been taken as the salary and other benefits which the managers receive out of the services which they render in public sector undertakings. People like to serve an organization which provides better job facilities along with job security and a handsome salary. The job satisfaction of the managers to a great extent depends upon the monetary incentives, better job facilities handsome salary and other benefits which the employee receive. These facilities and benefits also attribute to the moral and motivation of the personnel and ultimately to the development of the organization. But these benefits and facilities should vary with the type of duties, responsibilities and standards of performance. Out of...
the 30 managers interviewed, ten percent of them were General Managers, ten percent Deputy General Managers, Thirty percent managers, twenty percent Deputy Managers, and Thirty percent were Assistant Managers.

The classification of Managers with respect to salary has been shown in the table given below:

Table - 6.5
Salary or Pay Classification of Managers

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Salary Group* (in Rs)</th>
<th>No. of Managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1000 - 1400</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>2</td>
<td>1400 - 1800</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>1800 - 2200</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>4</td>
<td>2200 - 2600</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>2600 - 3000</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Salary Group represents salary plus other allowances paid in rupees per month.*

Out of the 30 managers interviewed, thirty percent were drawing salary between Rs 1000 - 1400, Twenty percent between
Rs 1400 - 1800. Another thirty percent of the managers were drawing salary between Rs 1800-200. Ten percent of the managers were being paid between Rs 2200-2600 and equal percentage of managers were drawing salary between Rs 2600-3000 per month.

MANAGERS CLASS AND THEIR LUXURIES

Majority of the managers had their own vehicles. There were sixty six percent of the managers who were having motor cycles or scooters. Ten percent of the managers were having cars also. Only twenty four percent of the managers did not have their own vehicles. Eighty percent of the managers owned their own houses. Only twenty percent of the managers did not have their own houses. However, these managers had joint houses in their joint families.

Thus to epitomize the socio-economic backgrounds of managerial elite in Jammu and Kashmir State, the present study shows that majority of managers (sixty six) belonged to the urban areas. Brahmins were in majority (sixty percent) and second highest percentage was those of Mohammandans (twenty six percent). There were seven percent Rajputs and seven percent Guptas managers. But there was no schedule caste manager. Majority of the managers (seventy two percent) followed the Hindu religion and the rest were Muslims and Sikhs. Further, there was no female manager. All the managers interviewed were
male\textsuperscript{a} and majority of them belonged to the age group of 40 years to 45 years (thirty percent). There were sixty percent graduates and thirty percent post-graduate managers only ten percent of the managers were matriculate. So far their salary is concerned, thirty percent of the managers were drawing salary between Rs 1000-1400 per month and another thirty percent Rs 1800-2200 per month, twenty percent of the managers were drawing between Rs 1400-1800 per month, ten percent of the managers had been drawing a salary between Rs 2200-2600 per month and the same percentage of managers were drawing salary in between Rs 2600-3000 per month. Finally eighty percent of the managers had got houses and even the remaining twenty percent had joint houses in their joint families.

Another most important aspect of this study is the manager's participation in decision making process and their style of leadership. The role of managers as decision makers and their style of leadership has been discussed in the following pages.

\textbf{MANAGERIAL ELITE - DECISION MAKING CAPABILITIES - AUTHORITY - RELATIONS}

Decision making is an integral part of human life. One has to take decisions in one's day today work. In business organizations, managers have always to decide. This is at the core of planning and managers sometimes see it as their central
job because they constantly choose what is to be done, who is
to do it and when and how to do it. Decision making permeates
through all managerial functions. All matters relating to
planning, organizing, directing, staffing and controlling are
settled by managers through decisions which are affected by
operations in organization.

WHAT IS A DECISION?

Etymologically, the word decide is derived from the Latin
prefix 'de', 'to cut'. In this sense, some cognitive process
cuts off as preferred or selects a particular alternative action
among a set of possible alternatives. In decision making the
totality of human mind is involved. Therefore, three aspects of
human behaviour are involved in decision making:

(i) cognition - those activities of mind which are associated
    with knowledge;

(ii) cognition - the action of the mind implied by such words
    as 'willing', derive and aversion; and

(iii) affection - the aspects of the mind identified with emotion,
    feeling, mood, and temperament. Based on these facts,
    decision making has been defined as 'a conscious and human
    process, involving both individual and social phenomena, based
    upon factual and value premises which concludes with a choice of

32 Shull, Fremont A; Delbecq, Jr., Andre L. and Cummings, L.L.,
Organizational Decision Making, New York, McGraw-Hill, 1970,
p 30.
one behavioural activity from among one or more alternatives with the intention of moving toward some state of affairs. Thus decision-making involves, essentially, the selection from among several alternative courses of action.  

Various authors have defined decision-making as follows:

J.L. Massie says that, "a decision can be defined as a course of action consciously chosen from available alternatives for the purpose of a desired result."

D.E. McFarland, has defined decision as "an act of choice wherein an executive forms a conclusion about what must be done in a given situation. A decision represents a course of behaviour chosen from a number of possible alternatives."

According to George R. Terry, "Decision making is the selection based on some criteria from two or more possible alternatives."

Jerrald Young describes decision making as the termination of doubt, wavering and detate and the reaching of a conclusion (a judgement) after consideration regarding a way of thinking or a course of action to be pursued.

Fremont, Andre and Cummings define decision making as a conscious and human process, involving both individual and social phenomenon, based upon factual and value premises which

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33 Ibid., p 31.
36 Terry, George, R. op. cit., p 68.
concludes with a choice of an behavioural activity from among one or more alternatives with the intention of moving towards some desired goals.\(^{38}\)

According to Monappa and Saiyadain, Decision-making stands for the selection of a course of action from several available alternatives.\(^{39}\)

An analysis of all these definitions of decision making gives certain basic characteristics:

1. Decision making is a process of selection and the aim is to select the best alternative.
2. Decision is aimed at achieving the objectives of the organization if it is made in organization context.
3. It also involves the evaluation of available alternatives because only through this evaluation can one know the best alternative.
4. Decision-making is a mental process because the final selection is made after thoughtful consideration.
5. Decision involves rationality because through decisions, one tries to better one's happiness.
6. Decision making involves a certain commitment. This commitment may be short run or long run depending upon the

\(^{38}\) Shull, Fremont, A., Delbecq, Jr., Andre, L and Cummings, L.L., op. cit., pp 31-32.  
\(^{39}\) Monappa Arun and Saiyadain, Mirza, S., op. cit., p 21.
type of decision. For example, there can be organizational and personnel decisions, routine and strategic decisions, policy and operative decisions programmed and non-programmed decisions and finally individual or group decisions. These are some of the types of decisions. Further, the decisions may be automatic, memory-based, cognitive type or based on scientific values. Automatic decisions have little meaning in organizational setting. Memory decisions have the scope of improvement but mostly they are nothing but the repetition of the processes cognitive decisions require knowledge and training, and scientific decisions, the most applicable and effective form of decisions are made after careful evaluation of each and every possible alternative.

**THE DECISION-MAKING PROCESS**

Decision making is the process of choosing among alternative course of action. The four basic steps in the decision making process are:

1. Define
2. Identification of alternatives
3. Choosing among alternatives
4. Take action

Organizational behaviour theorists identify two alternative approaches to decision-making, classical or traditional and behavioural.
I. CLASSICAL DECISION THEORY

Classical decision theory views the manager as acting in a world of complete certainty. The manager faces a clearly defined problem, knows all possible action alternatives and their consequences and then chooses the alternative giving the best or "optimum" resolution of the problem. Clearly, this is an ideal way to make decisions. Classical theory is often used as a model for helping to make rational decisions.

Behavioural scientists are cautious regarding classical decision theory. They recognize that the human mind is a wonderful creation, capable of infinite achievements. But they also recognize that we each have cognitive limitations. The human mind is limited in its information processing capabilities. Information deficiencies and overload both compromise the ability of managers to make decisions according to the classical model. As a result, it is argued, that behavioural decision theory gives a more accurate description of how people make decisions in actual practice.

II BEHAVIOURAL DECISION THEORY

Behavioural decision theory says that people act only in terms of what they perceive about a given situation. Furthermore,

such perceptions are frequently imperfect. Rather than facing a world of complete certainty, the behavioural decision-maker is seen as acting under certainty and with limited information. Managers make decisions about problems that are often ambiguous have only a partial knowledge about the available action alternatives and their consequences, and choose the first alternative that appears to give a satisfactory resolution of the problem. This is referred to by Herbert Simon, who has since won a Nobel Prize for his efforts, as a "Satisficing" style of decision making. Simon says that; Most human decision making, whether individual or organizational, is concerned with the discovery and selection of satisfactory alternatives, only in exceptional cases is it concerned with the discovery and selection of optimal decisions.

The key difference between a manager's ability to make an optimum decision in the classical style and the tendency to make a satisficing decision in the behavioural style is the presence of cognitive limitations and their impact on our perceptions. Cognitive limitations impair managers abilities to clearly define problems, identify action alternatives and choose alternatives with ideal and predictable consequences. Figure given on the next page shows how these limitations differentiate between the two-decision making approaches.

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### Classical Decision-Maker
- Clearly defined Problem
- Knowledge of all possible alternatives and their consequences.
- Choice of the "Optimum" alternative
- Managerial action

### Behavioural Decision-Maker
- Problem not clearly defined
- Knowledge is limited on possible alternatives and their consequences.
- Choice of a "Satisfactory" alternative.
- Managerial action

#### DECISION-MAKING CONDITIONS

Decision making involves the selection of an alternative out of the several available. This alternative is put into action which will take place in future. Thus, a manager is taking a decision for future conditions. In fact, long range action is not a process of making the future decision but a means of reflecting the future in today's decision. Conditions under which a manager makes decision very is a long - continuum from those of perfect, certainty to those of complete uncertainty. This continuum may have three possible points depending upon the degree of certainty in the decision making conditions. Certainty, risk and uncertainty.  

---

1. Certainty - The conditions of certainty exist if the manager has sufficient information about all the elements affecting the outcome of the decision, so that he can predict the outcomes hundred percent of time. Such conditions exist when decision involve actions in immediate future, and the manager has made such decisions a number of times with same results. Further, conditions of certainty exist in case of routine type of decision in the organization. 43

2. Risk - Most of the organizational decisions are made under the conditions of risk. Such decisions are made when some information is available to the manager but this is not sufficient to answer all question about the outcome of the decision. However, he has the sufficient information for estimating the probability of outcomes. 44

3. Uncertainty - Uncertainty conditions are those for which the manager feels he cannot develop probability estimates because he has no way to gauging the likelihood of the various alternatives. Though managers assign probability to various alternatives based upon past knowledge and experience, their may be conditions where such probability assignment is not possible. 45

Various aspects regarding decisions making by the managers of select public undertakings in Jammu and Kashmir State were examined in the present study. The extent of participation of

Ibid., p 13.
Ibid., p 14.
Ibid., pp 14-15.
these managers in decision making, their methods and styles of
taking decisions were considered.

Since there is much centralization of authority both in the
Ltd. Undertakings all important decisions at the corporate or
unit levels are made by the Board of Directors and the Managing
Directors of these corporations. Managing Director of JK
Industries Ltd. and Managing Director of JK Minerals Ltd. are the
chief executive heads of their respective corporations. Although
there is delegation of authority and the powers and functions of
managers, Deputy Managers and Assistant Managers etc. are clearly
written and structured or spelled out but even then they share
little power in decision making process of these corporations
General Managers of industrial units/mines and other Senior
Managers enjoy greater degrees of participation in the decision
making process by virtue of their positions involving control
over large resources of these organization. They are also
consulted by the authorities at the headquarters and further from
time to time they give information to the chief executive i.e.
Managing Directors with regard to the functioning of the
Industrial units/Mines/Factories etc. Thus, the General Managers
or Senior Managers by virtue of the nature of their services or
work enjoys more participation in decision making process. But
the supreme body of to make final decisions pertaining to all
important matters is the Board of Directors. The Managing
Directors of these corporations are also the members of Board of their respective corporations. The table given below shows the extent of managers participation in decision making process in JKI Ltd. and JKM Ltd.

**TABLE 6.6**

**Extent of Managers Participation in Decision Making Process**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Extent of Participation</th>
<th>No. of Managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10% - 20%</td>
<td>21</td>
<td>70</td>
</tr>
<tr>
<td>2</td>
<td>20% - 30%</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>30% - 40%</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>40% - 50%</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>50% - above</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

The majority (seventy percent) of the managers enjoyed participation in decision making from ten to twenty percent. Only ten percent of the managers. Senior Managers participated to the extent of twenty to thirty percent in decision making process. Another ten percent of the managers (Deputy General Managers) were involved in making thirty to forty percent decisions and equal
percentage of managers (General Managers) were participating in decision making process to the extent from forty to fifty percent. Thus from the above it is clear that majority of the managers (seventy percent) had little say and lesser of degree participation in decision making process.

The majority of the managers were not given sufficient powers to make either independent decisions or to participate in decision making process in the selected corporations. Not a single manager was comparable to a leader who made all the decisions himself. Thirty percent of the managers preferred the leader who made decisions on the basis of ideas and views of his colleagues. But seventy percent of the managers expressed their faith in leader who made decisions in collaboration with his subordinates i.e. participative style of decision making of the leader. Thus majority of the managers were in favour of participative style of decisions making process.

STYLES OF MANAGERIAL LEADERSHIP

Leadership styles are "the patterns of behaviour which a leader adopts in influencing the behaviour of his followers (subordinates) in the organizational context". There are many dimensions of leadership styles: power dimensions where superior

uses varying degree of authority, orientation employee or task-orientation, motivational - where superior affects the behaviour of his subordinates either by giving a reward or by imposing a penalty. All these styles are leader oriented. There may be situation or followers - oriented styles. The most important dimension of leadership styles is autocratic, participative Free-rein leadership. According to this dimension, there are three leadership styles:

1. Autocratic Leadership
2. Participative Leadership

1. **Autocratic Leadership**

   This is also known as authoritarian directive or nomothetic style. In autocratic leadership style, a manager centralises decision-making power in himself. He structures, the complete work situation, for his employees and they do what they are told. Here, the leadership may be negative because followers are uniformed insecure and afraid of leader's authority. There are three categories of autocratic leaders.

   (a) Strict autocrat;
   
   (b) Benevolent autocrat; and
   
   (c) Incompetent autocrat

---

2. **Participative Leadership**

This style is also called democratic, consultative or ideographic. A participation is defined as mental and emotional involvement of a person in a group situation which encourage him to contribute to group goals and share responsibility in them. A participative manager decentralises his decision making process. Instead of taking unilateral decision, he emphasises on consultation and participation of his subordinates. Subordinates are broadly informed about the condition affecting them and their jobs 49.

3. **Free-Rein Leadership**

Free-rein or laissez-fair technique means giving complete freedom to subordinates. In this style, manager once determines policy, programmes and limitations for action and the entire process is left to subordinates. Group members perform everything and the manager usually maintains contacts with outside persons to bring the information and materials which the group needs 50.

Rensis Likert and his associates of University of Michigan, U.S.A. have studied the patterns and styles of managers for three decades and have developed certain concepts and approaches important to the understanding of leadership behaviour. Likert's four systems of management in terms of leadership styles may be

---

referred to as exploilative autocratic, benevolent autocratic, participative and democratic system\textsuperscript{51}. In Managerial developed by Blake and Mouton they emphasized grid leadership style consists of factors of both the task oriented and relation oriented behaviour in varying degrees\textsuperscript{52}. Hampton classified leaders in terms of their leadership styles as the people-centred leaders and the task-centred leader\textsuperscript{53}.

**FIEDLER'S CONTINGENCY MODEL**

Taking the cue from the situational approach of leadership that any one of the single style cannot be considered suitable for all situations and for all kinds of subordinates, Fiedler developed a contengency model of leadership assuming that the effectiveness of the leadership is based on his ability to act in terms of situational requirements. To approach study, Fiedler postulated two major styles of leadership: human relations or lenient style and task directed or hardnosed style. Human relations style is oriented primarily towards achieving good inter personnel relations and towards achieving a position of personal prominence. Task oriented style is primarily concerned towards achieving task performed. Fiedler feels that the group performance will be contingent upon the appropriate matching of

\textsuperscript{53} Hampton, David R., op.cit., p 283.
leadership styles and the degree of favourableness of the group situation for the leader, that is, the degree to which the situation provides the leader with influence over his group members\textsuperscript{54}.

Favourableness of situation has been defined as the degree to which a given situation enables the leader to exert influence over a group. Fiedler has identified three dimensions of favourableness of situation\textsuperscript{55}:

1. The leader member relationship which is the most critical variable in determining the situations favourableness.

2. The degree of task structure, which is the second most important input into the favourableness of situation, and

3. The leader's position power obtained through formal authority which is the third most critical dimension of the situation.

Situations are favourable if all the three dimensions are higher - if the leader is generally accepted by his followers, if the task is very structured and if a great deal of authority is

\textsuperscript{54} Fiedler, Fred E., op.cit., p 101.
\textsuperscript{55} Fiedler, Fred E., op.cit., pp 151-152.
formally attributed to the leader's position it is a situation very favourable if the opposite exists, the situation is very unfavourable to the leader. Fiedler identifies the relationship between leadership style and favourableness of situations as shown in the following figure:

![Fiedler's Model of Leadership Diagram](image-url)
The figure shows that:

1. Task-oriented leaders tend to perform best in group situations that are either very favourable or very unfavourable to the leader.

2. Human relations oriented leaders tend to perform best in situations that are intermediate in favourableness.

The model potentially has many significant implications for managers. It indicates that leadership effectiveness depends upon the various elements in the group environment. Thus, the effectiveness of the group performance can be affected by changing the leadership style for the situation in accordance with the described relationships.

Thus all these studies of leadership style and leadership behaviour shows that leadership style changes from one person to another and different theories have given different styles of leadership. Broadly speaking we can place the managers in four classes with respect to their style of leadership. These four categories are (i) Directive Leadership (ii) Participative Leadership, (iii) Supportive Leadership, and (iv) Achievement-oriented Leadership.

Directive leadership is also known as autocratic leadership. In directive leadership style, a manager centralises decision making power in himself. A participative manager decentralises
his decision-making process. Instead of taking unilateral decision, he emphasises consultation and participation of his subordinates. Supportive leadership style involves minimum interference on the part of the leader. He assigns his followers a task and asks them to get that done within a given/specified time period. Achievement oriented leader is mostly concerned with the accomplishment of the objectives, regardless of a particular style of leadership. This type of leader changes his style of leadership from a situation to situation. If a particular situation demands directive leadership style, he will readily follow the same. Likewise he may adopt any other leadership style in accordance with the demand of the situation.

In the present study, 30 managers of select corporation of Jammu and Kashmir State were interviewed and gave different opinions about the above mentioned styles of leadership as shown in the table below:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Leadership Style</th>
<th>Number of Managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Directive leadership</td>
<td>Nil</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>Supportive leadership</td>
<td>9</td>
<td>30</td>
</tr>
</tbody>
</table>
Majority of the managers (seventy percent) expressed their faith in participative style of leadership. Thirty percent of the managers preferred supportive leadership style. These managers were in fact senior managers viz. Deputy and General Managers of the Industrial units and were mostly consulted by the Managing Directors and they provide information to the top management of their respective corporation pertaining to the functioning of their industrial units operating under the select corporations. Thus they were in favour of supportive leadership.
style. So far as the directive leadership style is concerned, not even a single manager preferred it. The most interesting thing with regard to leadership style is the select corporation was that all the managers interviewed expressed their faith in the achievement oriented leadership. Not a single manager supported achievement-oriented-leadership. Thus thirty percent of the managers also preferred achievement oriented but supportive leadership style and majority of the managers (seventy percent) expressed their faith in achievement oriented but of the category of participative leadership style. No manager was in favour of either simple achievement-oriented leadership with whatever may be the style or achievement-oriented with directive or autocratic style of leadership.

There is very close relationship between the leader and the led without followers. No body can claim that he is a leader whatever may the leadership traits in him. Thus leader always has some followers or led and in the absence of followers, leadership is meaningless. In business or industrial organizations the managers are considered as the leaders and the subordinates as the followers. Though normally the managers treat all the subordinates and colleagues alike and have got stereotyped (same type) relations with them but even then there is every possibility of liking a immediate or subordinate colleagues the most by a manager either due to his cooperative behaviour and efficiency or due to some
other reasons viz. skill and loyalty etc. In the present study, managers were asked whether they had a most preferred immediate subordinate or colleague whom they could depend upon for coordination in managerial functions. The information given by the managers is given in the table below:

TABLE - 6.8

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Category of Managers</th>
<th>Number of Managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Managers who had most preferred colleague or subordinate</td>
<td>24</td>
<td>80</td>
</tr>
<tr>
<td>2</td>
<td>Managers who did not have most preferred colleague/immediate subordinates</td>
<td>6</td>
<td>20</td>
</tr>
</tbody>
</table>

Total 30 100

Eighty percent of the managers replied that they had most preferred colleagues or immediate subordinates upon whom they can depend upon for coordination in managerial functions. Remaining twenty percent of the managers interviewed told frankly that they had no most preferred colleague or their most preferred
immediate subordinates upon whom they can depend upon for coordination in managerial functions.

Secondly, a question about the extent to which the most preferred subordinate could be depended upon was asked from the managers. The table given below shows the extent to which the most preferred subordinates could be depended upon by the managers in the select public undertakings of Jammu and Kashmir State.

### TABLE - 6.9

**Extent to which Managers Depended upon most Preferred Subordinates**

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Extent</th>
<th>Number of Managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>75% - 100%</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>50% - 74%</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>25% - 49%</td>
<td>12</td>
<td>40</td>
</tr>
<tr>
<td>4</td>
<td>1% - 24%</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>24</td>
<td><strong>80</strong></td>
</tr>
</tbody>
</table>

The table shows that ten percent of the managers depended upon their most preferred subordinates to the extent from seventy five percent to hundred percent. Twenty percent of the managers liked to depend up to the extent of fifty percent to seventy
percent upon their most preferred subordinates. Forty percent of the managers depended upon their most preferred subordinates for coordination in managerial functions to the extent of twenty five percent to forty nine percent. Remaining ten percent of the managers told frankly that their dependence upon their most preferred subordinates was to the extent of one percent to twenty four percent for coordination in the managerial functions.

The above discussion reveals that majority of the managers (eighty percent) of the select public undertakings of Jammu and Kashmir State relied on their most preferred immediate subordinates for coordination in managerial functions. But this does not mean that the rest twenty percent of the managers had abnormal relations with their subordinates and none of them get any cooperation from their immediate subordinates. Managers were asked whether they had un-cooperative immediate subordinates or not? The information given by the managers in this regard is being given in the table below:

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Category of Managers</th>
<th>Number of Managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Managers who had non-cooperative immediate subordinates</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>Managers who did not have non-cooperative immediate subordinates</td>
<td>24</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Of the total managers interviewed, six of them i.e. twenty percent told without hesitation that each one of them had an immediate subordinate who did not cooperate. Rest Eighty percent of the managers did not mention about any such immediate subordinate or colleague who did not cooperate at all. The extent of lack of cooperation as told by twenty percent of the managers each of whom had an immediate colleague who did not cooperate has been shown in the table given below:

**TABLE - 6.11**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Extent of lack of cooperation</th>
<th>Number of Managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>75% - 100%</td>
<td>Nil</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>50% - 74%</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>25% - 49%</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>1% - 24%</td>
<td>Nil</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>6</td>
<td>20</td>
</tr>
</tbody>
</table>

As already stated, twenty percent of the managers told frankly that each one of them had an immediate subordinate who did not cooperate. The table shows that ten percent of these managers lacked cooperation of their immediate subordinates to the
extent of fifty percent to seventy four percent. Rest of the ten percent of the managers told that their immediate subordinates showed lack of cooperation to the extent of twenty five percent to forty nine percent. These two tables reveal that majority of the managers i.e. eighty percent of them had most preferred and cooperative immediate subordinates and there were only few non-cooperative subordinates whose number was very less as compared to the total number of cooperative subordinates.

The efficiency and effectiveness of an industrial organization depends to a great extent upon an efficient colleague or immediate subordinate as an increment to the effective leadership performance. Here very interesting thing happened instead of replying negatively even some of those managers who had not most preferred immediate subordinate upon whom they could depend upon for coordination of managerial functions responded positively. These respondents told very clearly that though they had not such most preferred colleagues or immediate subordinates upon whom they could have depended upon for the coordination of managerial activities, in their respective industrial units, yet, most preferred colleague is certainly an increment to the effective leadership performance. Thus again ninety six percent of the managers of the sample regarded their most preferred immediate subordinates as an increment to the effective leadership performance. Only four percent of the managers did not support
this view with regard to their relations with their immediate subordinates. The table given below depicts the manager-subordinates relationship in the select public undertakings:

**TABLE 6.12**

Manager-Subordinates Relationships in the Select Public Undertakings

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Nature of Relations</th>
<th>Number of Managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Highly Satisfactory</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>Satisfactory</td>
<td>21</td>
<td>70</td>
</tr>
<tr>
<td>3</td>
<td>So - So</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Unsatisfactory</td>
<td>Nil</td>
<td>0</td>
</tr>
</tbody>
</table>

**Total** 30 100

Twenty percent of the managers had expressed that they are having highly satisfactory relations with their subordinates. Seventy percent of the managers had satisfactory relations with their subordinates and only ten percent of the managers had normal relations with their subordinates. But the success of the manager to achieve these basic goals of the organization further depends upon the cooperative attitude of his subordinates.
Cooperation of subordinates is essential on the part of manager for the successful functioning of the organization. In fact it is not the mere number of subordinates which matter but what matters is how much cooperation they are enlisting in the functioning of the organization effectively. It is better to have lesser number of cooperative subordinates than to have good number of inconvenient/non-cooperative subordinates. In the present study the managers were asked whether they preferred one cooperative subordinate to two inconvenient subordinates. Majority of the managers i.e. ninety six percent of the managers preferred to have a cooperative subordinate to two inconvenient subordinates. Rest four percent of the managers did not give weightage to cooperation. According to them a non-cooperative immediate colleague cannot in any way become a hurdle in effective managerial leadership performance. From this empirical study it become clear that lesser number of cooperative subordinates are more useful and better than many of uncooperative subordinates. In fact cooperative subordinates are regarded as an increment to the effective leadership performance. But this cannot be said convincingly in case of a most preferred immediate subordinate. Because there can be lot many reasons for preferring a subordinate or colleague most. For instance, he could have been preferred most by the manager either due to his loyalty or simply due to sincerity and good terms with the manager. Besides there can be many other reasons which in fact are not counted while evaluating the efficiency of the immediate subordinate.
In order to seek the managers' opinions about this, they were asked, whether they regard the most preferred subordinates i.e. whether they experience neither too good not too bad relations with their subordinates?

The discussion above can be summarized as that the decision making authority was highly centralized in the select public undertakings of Jammu and Kashmir State. The managers were delegated power but they could make only less important decisions related to minor matters in their respective industrial units and even for this they were to report to their headquarters. Decisions pertaining to all the important matters were made by the Board of Directors which in fact are supreme decision making bodies of both of these select corporations of Jammu and Kashmir State. Majority of the managers were crazy to participate in decision-making process. Thus, seventy percent of the managers of these select corporations expressed their faith in participative style of leadership. Supportive leadership was the second preference. All the managers interviewed supported achievement-oriented leadership. Thirty percent of them favoured supportive-achievement oriented leadership and rest (seventy percent) were in favour of Participative-achievement oriented leadership. Not even a single manager supported autocratic or directive style of leadership.
Again overwhelming majority of the managers (eighty percent) had the most preferred immediate subordinates and only ten percent of the managers depended upon their most preferred immediate subordinates to the extent of seventy to hundred percent for coordination in managerial functions.

The number of non-cooperative subordinates was very small. Only twenty percent of the managers expressed that each one of them had a non-cooperative subordinate. Ninety six percent of the managers preferred to have one cooperative subordinate to two inconvenient subordinates. Again some of the managers regarded their most preferred immediate subordinate as an increment to the effective leadership performance.

Further the maximum number of managers were enjoying the confidence and cooperation of their subordinates. Twenty percent of the managers were having highly satisfactory relations with their subordinates. Seventy percent of the managers had satisfactory relations with their subordinates and rest ten percent of the managers were having neither too good not to bad relations with their subordinates. Thus not a single manager had un-satisfactory or poor relations with his subordinates.