CHAPTER - III

Statement of the problem
And
formulation of
Hypotheses
In a bureaucratic set up, the clerical employees hold a very important place. Illiterate people approach the clerks as the higher ups in bureaucracy are not easily accessible to them, and most of delays in the bureaucratic decision-making process are attributed to the delays made by the clerks. It is frequently heard that the clerk has not put up the files or the clerk has not typed a particular order or the clerk is on leave, and so on. This gives an impression that the whole administration is dependent upon clerks. By and large it is true, unlike in more advanced countries, in India we have a bureaucratic system of routing a particular order or decision through a number of sections. Naturally, the decisions or the orders, etc., take more time because many people have to see it and approve it. This, naturally, needs more people on the pay-roles and obviously these are clerks. Hence, if the clerk does his job well, the delays are reduced, decisions are quick and people do not go to offices and disturb the clerks. In this process, the clerks should pay their attention to their immediate superiors’ orders. If the superior-subordinate’s perceptions are positive and harmonious, the organization functions well. If the perceptions are negative both the superior and the subordinate suffer and ultimately the organization’s growth would be impaired.

This study is a modest attempt to explore the variables which make these people more job satisfied, job involved and work involved. Since this is a time bound study only a limited number of factors were taken up for the study. The variables which are likely to influence the subordinates functioning are leadership styles such as nurturant-task, participative, bureaucratic and authoritarian styles. The factors which have impact on the subordinates’ work behaviour, are influence strategies – exchange and challenge, expertise and reason, personalized help, coalition and manipulation, showing dependency, upward appeal and assertion.
The personal variables such as - job tenure, educational qualifications also exert certain influence on both these superiors and subordinates in their work related behaviour.

Blau and Scott (1962) classified the organizations into mutual benefit associations, business concerns/organizations, service organizations, and commonweal organizations. For the purpose of this study, commonweal, service and business organizations were only considered. The functions and basis of the establishment of these organizations are different. Each of these organizations is established with a specific aim and concern. The business organizations are established to benefit primarily the owners/managers. Profit is the underlying aim of this organization. The service organizations, on the other hand, are established for the benefit of the clients and commonweal organizations to benefit the public at large. For a smooth functioning of the society the individuals should be provided with certain basic amenities and these are provided by the commonweal organizations.

The employees, in the above three organizations, have to behave in accordance with the stated objectives of the respective concerns. Unless they behave and conduct themselves that way they cannot meet the demands of their organizations. So, it is expected that employees in business organizations should have profit as the basic aim. In the service organization the basic concern should be beneficial to the client and in the commonweal organizations the public should be benefited.

In order to meet the goals of their respective organizations the entire organization should be mobilized. As the organizations consist of men in superior and subordinate positions and relations between them are important in meeting the stated objectives. In some organizations the relationship between superiors-subordinates should be participative. It means that the superior participates in the work situation and guides and encourages the subordinate. In some organizations the superior gives broad outlines of work to be done to the subordinate and holds him responsible
for the outcomes. In this way the superiors use certain unique influence strategies and these differ from organization to organization, as the same influence strategy does not work in all the organizations. In the same way, the subordinates also have unique styles of functioning and these differ from organization to organization. The superiors' influencing strategies would also have bearing on the subordinates' work related behaviour. The superiors using a particular strategy might affect the subordinates' job satisfaction, job involvement and work involvement.

In this study, it is proposed to examine the impact of superiors' influence strategies and the subordinates' perception of their superiors' leadership styles the consequent work related behaviour of subordinates. Although all employees in a particular organization are expected to behave the same way still there would be differences among themselves as a result of different educational and job tenure backgrounds.

The influence strategies flow from individuals at higher levels of organization structure to those in the lower levels. The most common type is job instruction and related information which passes from superior to subordinates. The influence strategies of superiors constitute an important part of this downward communication. These influence strategies are used by superiors in order to control or bring about a desirable change in subordinates' behaviour to get the work done. These influence strategies directly influence not only the job attitudes of subordinates but also work attitudes in general. For instance superiors render exchange and challenge to their subordinates, they are more likely to develop the tendency of exchange, their feelings and competitive tendency in their job and likely to get more job satisfaction and more involved and perceive their behaviour favourably. This strategy is used by managers with superiors, peers, and subordinates to their work done. It involves such things as offering an exchange or offering to make personal sacrifices. Kipnis et al., (1980) and Mowday (1978).
In view of the above the following, hypotheses are formulated:

1. The superiors use the exchange and challenge influence strategy more frequently than the other strategies viz., expertise and reason, personalized help, coalition and manipulation, showing dependency, upward appeal and assertion in commonweal, service and business organizations.

2. The superiors' influence strategy exchange and challenge have significant effect on their subordinates' job satisfaction, job involvement and work involvement than the other strategies Viz: expertise and reason, personalized help, coalition and manipulation, showing dependency, upward appeal and assertion in commonweal, service and business organizations.

The superior – subordinate relations are the result of mutual understanding and attitudinal congruence. The superiors in an organization will try to influence and control their subordinates' behaviour in such a way that it will help reach the goals of their organization. In this process, the superiors' consistent pattern of behaviour in attempting to influence subordinates' behaviour in brief in their leadership styles leave its mark on the subordinates' job related attitudes. When a subordinate perceives his superior to be nurturant, considerate and participative, he is likely to derive more job satisfaction, show more job and work involvement. In their studies of Sinha and Sinha (1977), Valenqi and Dessler (1978) Gauigan (1990) found significant correlation between leadership styles and job related variables and in particular the findings of Bass et al., (1975) Jannae (1990), Indiresan (1982) shown a significant correlation between job satisfaction, bureaucratic orientation and job involvement.
In view the above the following, hypothesis is formulated:

3. The superiors’ participative leadership style as perceived by the subordinates, has significant effect on their (subordinates) job satisfaction, job involvement and work involvement than the other nurturant-task, bureaucratic and authoritarian leadership styles in commonweal, service and business organizations.

It is a well known fact that people’s behaviour in any organization, its structured and communication process determine how personnel at different job levels perceive their organization. Apart from these organization factors, there are another set of factors which are inherent in the person himself which would determine his job behaviour. These inherent factors are his personal and social motives, recognition motives, self assertion, dominance, achievement motive and the like. Even organization provide enough opportunities to meet any of the above personal or social motives of an individual, it will result in high job satisfaction, job involvement and work involvement. But the same organizational factors differently influence the people with different personal and social motives. So people at different job levels and type of organizations with different needs and motives are likely to experience different levels of job satisfaction, job involvement and work involvement. The job level has significant correlation with job related variables. Pestongee (1979) and Vikas Kisore (1986) found a significant correlation between job level and job satisfaction. Pathak and Pathak (1987) and Sharma and Sharma (1978) found a significant relationship between job level and job involvement. Practice not only makes a person perfect in a job, but also makes the job a habit for the person. To excel in a job apart from academic / technical expertise related to that job, a person needs a lot of time to practice. A person cannot learn to play a particular role effectively all of sudden. Only over a long period of experiences, he can fulfill the role exportations and responsibilities. In other words it can be said that acquaintance over a long duration with the job environment and
organizational environment fosters familiarity and positive attitude towards them.

The educational background levels also can influence the job related behaviour. Those who have higher educational background understand and determine work easily when compared to the employees who have middle and lower educational background. Their working style, administration, work commitment and work related aspects are more effective in different organizations. The different educational backgrounds influence the employees' job related variables, Frances (1986) and Nancy et al., (1987). Moreover the different levels of job tenure influence the job related variables. The studies of Gupta and Badran (1979) and Pathak and Pathak (1987), have long proved that job tenure is directly related to the job attitudes. So employees with different tenure levels on a particular cadre may vary in their job attitudes. When employees work for long time for the same organization, they will have acquaintance with the principles, rules, regulations, policies etc., and will have favourable attitude towards that organization.

Keeping the view of the above the following, hypotheses are formulated:

4. The subordinates have more job satisfaction, job involvement and work involvement than superiors in commonweal, service and business organizations.

5. Employees in business organizations have more job satisfaction, job involvement and work involvement than the employees in commonweal and service organizations.

6. Employees with lower educational background have more job satisfaction, job involvement and work involvement than employees with medium and higher educational backgrounds.
7. Employees with long job tenure have more job satisfaction, job involvement and work involvement than employees with medium job tenure and short job tenure.

8. There is a significant interaction among explanatory variables such as job level, type of organization, educational background and job tenure with regard to their job satisfaction, job involvement and work involvement.