CHAPTER---VII

FINDINGS AND CONCLUSIONS
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7.1 FINDINGS IN THE DIMENSIONWISE ANALYSIS:

From the data analysis made in the previous chapter, following findings and conclusions are derived:

- **OPENNESS:** Positive values in percentage regarding the Openness dimension of OCTAPACE is Very Low in VPT, there is a dire need to improve implementation of systems and innovation, free interaction among team mates and clarity in setting objectives.

- **CONFRONTATION:** As the overall Confrontation Dimension Response is 90%; there is no doubt to say that in VPT all most all the Executive employees have Problem Solving Abilities and generally hold Team Discussions to Resolve Problems.

- **TRUST:** As regards Trust aspect is concerned, the 90% positive response indicates that in VPT the employees maintain the Confidentiality of Information shared by others and company. It is evident that there is a presence of Higher Empathy, Timely Support, Reduced Stress & Simplified, Standardized Forms and Procedures.

- **AUTONOMY:** It is evident from the above data that all Employees of VPT use and give freedom to plan and act in one’s own sphere and develop mutual relationships to reduce upward references.

- **PRO ACTION:** Only 53% of VPT employees agree that there is Pro Action and 42% opined negatively. The Management of VPT shall undoubtedly Focus on Participative Planning, Motivation and creating environment for more Employee Initiative and drive.
• **AUTHENTICITY:** 98% of the Executives and 94% of Non Executives opined that there shall be congruence between what one feels, says and implements particularly as regards Trainin Programmes and Upward communication in VPT. This is the **HRD DIMENSION** in VPT, where, there is **NO NEGATIVE** response at all which implies that there exists **Excellent** Inter Personal Communication as well as Training Out comes in VPT.

• **COLLABORATION:** Around 85% of the Executives and 83% of Non Executives agreed that giving help to and accepting help from others in Teams, prevail in almost all departments in VPT. Timely Work, Improved Communication, Resource Sharing are the real outcomes of this sort Excellent Team spirit in VPT. Collaboration involves working together and using one another’s strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together. In Visakhapatnam Port Trust, owing to the Very High Level (84%) of Team Spirit; there exists a model participative work environment.

• **EXPERIMENTATION:** 58% of the Executives and 37% of the Non executives opined that in VPT Experimenting as a value emphasizes the importance given to innovation and trying out new ways of dealing with problems in the organization. However there are 35% of Executives and 61% of Non Executives who denied that there is Encouragement for Creative Ideas. Since 53% of Total employees of VPT opined that there is a requirement of Using and Encouraging Innovative approaches to solve problems and Development of New Product, Methods, and Procedures this dynamic dimension of HRD Climate definitely need attention.
7.2 **TOTAL OCTAPACE CLIMATE:**

- There is an overall **69.37% positive** OCTAPACE climate prevail in VPT.
- Out of all Dimensions, **AUTHENTICITY** occupied the First position in VPT, with a total of **94%** (Both the Executives and Non Executives) which reveals that all Four forms of Authenticity Exists:
  1. **Type Authenticity:** The Management of VPT is true to its commitment
  2. **Moral Authenticity:** In VPT all the Managerial Decisions behind the Operations reflect sincere choice true to one’s self rather than theoretical and stereo typed ones.
  3. **Idiosyncratic Authenticity:** In VPT there exists a general conjecture of Inter Personal Communication that is visibly integrated into the structure of an organization;
  4. **Craft Authenticity:** VPT is Conducting Training programmes with appropriate Needs, Feedback, Utility and with appropriate Techniques. The overall OCTAPACE dimensional analysis reveals that Individual Openness (19%), Experimentation (47%) and the Pro Action (53%) Dimensions require immediate attention for Improvement.

**7.2.1 FINDINGS OF THE TOTAL PERCENTAGE WISE ANALYSIS:**

- Out of all dimensions of OCTAPACE, with a maximum percentage of positive responses (96%) “Authenticity Dimension” has occupied the First Position. This reveals an important message that in VPT majority of employees are interested in the career development which is the fundamental aspect of HRD. One more aspect of authenticity is believable, genuine, trustworthy, reliable, truthful, and dependable. All these qualities can be attributed to the subordinates by their supervisors in VPT as there is a high degree of Authenticity.
- With **91%**, “Confrontation Dimension” stood in Second Position. Majority of the VPT employees are very open, and participative in problem solving situations. This is one more important feather in the VPT management cap, owing to the Employees ability of solving the problems amicably without any jeopardy.
• Autonomy at **88%** and Trust with **87%** and Collaboration with **84%** could occupy the third and respective positions with marginal difference. Totally all most all the important dimensions of OCTAPACE have been prevailed in VPT. Freedom in work environment, believing the colleagues, maintaining good team spirit are the basic elements of autonomy, trust and collaboration.

• It is impossible to achieve organizational goals without the above cited five elements. Thus in VPT, both the Executives and Non executives unanimously agreed that Authenticity, Confrontation, Autonomy, Trust and Collaboration are the main pillars up on which a beautiful mansion of VPT is built in.

**7.3 FINDINGS OVER THE PERCEPTIONS OF EXECUTIVES AND NON EXECUTIVES OVER THE OCTAPACE CLIMATE DIMENSIONS:**

• There is a more percentage of positive response by Executives than Non Executives in almost all dimensions of OCTAPACE

• This clearly gives a picture of more positive attitude in the existence of dynamic HRD climate in VPT and the Executive’s contribution to it is paramount

• Both the Executives and Non executives have given more negative responses in case of Openness; Pro Action and Experimentation dimensions are concerned.

• The Negative responses given by the Executives in respect of Authenticity, Autonomy, Confrontation, Trust, and Collaboration are Very Low.

• Among all the Eight Dimensions the Maximum Negative Score has been attributed by the Non Executives in respect of Openness at 90%.
• It can be concluded that there is a very good percentage of Positive responses given by Executives chosen. The OCTAPACE climate in VPT is dynamic with the existence of a dimension AUTHENTICITY at maximum percentage. This indicates the existence of Goal understanding, putting all out efforts thereof, to reach the set objective and finally showing the achievements are common in VPT.

• Executives of VPT are playing very dynamic role with clear understanding the implementation of HRD concept through proper perception thereof.

• The Executives and Non Executives have shown Lowest Scores as regards Openness, Pro action and Experimentation Dimensions are concerned. This implies that Top management shall pay immediate attention on Initiative, Drive, Creative Ideas, Innovative Methods and an Environment for Openness.

• In the same way Executives with above 90% and Non Executives with above 80% agreed that in VPT there exist Always the Basic Elements of Trust, Problem Solving abilities, Opportunity for Development and Authenticity among staff. Team spirit is on very high stride in VPT.

7.4 FINDINGS IN ASSESSING OF MANAGERIAL EFFECTIVENESS:

As regards assessment of Managerial Effectiveness parameter is concerned there around nine dimensions contributing to this. Let us analyze the findings regarding these nine elements of managerial effectiveness as below:

• 92% of the Executives unanimously agreed that they give importance to their subordinate’s development in VPT

• Majority of the Executives (86%) opined that Performance Appraisal reporting is objectively assessed and there is an Open appraisal system prevails in VPT.
• There is proper planning, coordination by way of sharing objectives and targets with subordinates in VPT at 93%

• Executives, at 83% opined that they guide, support and encourage their subordinates. There is no single response to the strongly disagreed scale.

• 83% of Executives agreed that they are always open and democratic in problem solving situations

• Both the Discipline and Client focus are given around 80% positive response

• Training and Development and Communication are at low levels which need focus as per the Executives at approximately 70%

OVER ALL MANAGERIAL EFFECTIVENESS:

• There is an Overall of **83.55% Positive** Managerial Effectiveness prevail in VPT

• Training and Communication Elements require more attention for improvement

• Belief in subordinates and Planning and coordination are the basic pillars on which the managerial effectiveness is developed in VPT.

7.5 FINDINGS IN DEMOGRAPHIC ANALYSIS:

• **AGE**: In the positive perspective: (51%) of Good, Experienced and Skilled Human Resource will still prevail in VPT for one more Decade(till 2026); in the negative perspective: **39% of rich experienced Top executives and skilled Non Executives are retiring very shortly and create a vacuum of talent for the smooth functioning of VPT.** There is a dire need for proper Human Resource Planning and Top Management shall immediately take this aspect into Top Priority to infuse Fresh Blood in to the dynamic veins of VPT.
• **GENDER:** In case of Non Executives; Male Employees (72%) are less than Executive Male Employees (90%) by 18% and Female employees are More than 18%. However the Statutory stipulation of 30% women employees is to be adhered. The impact of Gender Analysis on OCTAPACE cultural dimensions is paramount. Majority of the women employees opined that they have NO Trust on their male colleagues in VPT.

• **QUALIFICATION:** VPT is garlanded by highly/ professionally qualified staff. There are totally 93% graduates in which 41% are Post Graduates. 63% of Executives are professionally qualified and 22% are Post graduates and the remaining 15% are graduates. 9% of the Non Executives are professionally qualified and 24% are Post graduates and 54% are Graduates. This is the reason as to why the dimensions like Authenticity, Confrontation, Collaboration, Autonomy and Trust exist in VPT at high levels more than 80%.

• **DESIGNATION AND SERVICE WISE:** There are 48% of employees who put up 21 to 30 years of service and 19% in the range of 31 to 40 years which reveals that majority of the employees in VPT are skilled and well experienced. There is an alarm sign for fresh blood to be infused into VPT. High levels of Team spirit, Collaboration and Trust is possible among employees having good and long association with colleagues.

• **DEPARTMENTS:** Cargo Handling (Traffic) and Mechanical Engineering (CME) are the crucial departments of VPT through which the actual business takes place; hence these departments have more employees.

**CONCLUSION:**

• There is a good percentage of skilled, experienced and highly qualified human resource in VPT
7.6 FINDINGS ON THE IMPACT OF OCTAPACE CLIMATE OVER MANAGERIAL EFFECTIVENESS:

a) CORRELATION ANALYSIS (CHI SQUARE TEST):
   - All the elements of Managerial Effectiveness (ME) are correlated with and influenced by the basic OCTAPACE dimensions Openness, Autonomy, Pro Action and Experimentation.(100%)
   - All the elements of ME are influenced by Authenticity Dimension with only one exception of Motivation parameter.
   - Only Task Assessment, Planning & Coordination and Client Focus of Managerial Effectiveness are correlated to and effected by the dynamic dimension of Confrontation (problem solving)
   - Trust factor has its influence only on Belief in Sub Ordinates, Planning, Conflict Management, Discipline, Client Focus and Training & Development
   - Collaboration has its impact on all elements of ME excepting Belief in Sub ordinates and training/development.

b) REGRESSION ANALYSIS:

   - With 78%, OPENNESS dimension has occupied first position as a highly effecting element of OCTAPACE on Managerial Effectiveness. This has been proved even in the Chi Square Analysis. Theoretically too, among all the other factors Openness has its high influence and Managerial Effectiveness is possible only when the official problems are solved with open mind.
   - Autonomy is giving freedom to employees to work independently under no pressure but with responsibility. This is another major OCTAPACE dimension, that which influences ME. Even the Regression analysis showed that ME is influenced by Autonomy with 63%.
   - Finally, Experimentation is also a major contributing factor that affects ME.
c) **ANOVA:**

- With 100% significance; Openness, Autonomy, Pro-activity, and Experimentation dimensions of OCTAPACE are influencing Managerial effectiveness.
- With maximum significance Confrontation and Authenticity are also influencing almost all the elements of ME.