Chapter - 4

Findings of the Study

4.1 Introduction

Forgoing discussions given in the previous chapter reveals that the age, educational qualification and professional experience of a manager are closely associated and has a major impact in developing the style of management. The age of an individual is an important parameter deciding the formulation of his behaviour and character. A manager is not an exemption to this rule. The maturity of a manager is influenced by his age. The educational qualification of a manager enhances capacity of thinking in a logical manner. The educational qualifications of a manager change his vision and convert him to adopt the style which is most suited to him and practice the same on ground. Thus education brings him to a high horizon and he is in a position to function excellently. His contribution to the society will be higher than a normal person without education. The professional experience of a manager enables him to be more practical in the handling the day to day situations and to a take appropriate decision at the right time. For an effective management the decision are to be taken at the right time. Thus the profile like age, educational qualification and professional
experience are directly related with the style of management practiced by the manager. These variables have influence the style of management practiced by a manager.

The managerial effectiveness is associated with qualitative and quantitative variables. The managerial effectiveness of the management style practiced by the manager are analysed with the help of qualitative and quantitative variables. The quantitative variables related or associated with the effectiveness of the managerial style are profit, capacity utilisation, lock outs, man days lost and attrition level (employees turn over). The qualitative variables related or associated with the effectiveness of managerial style are employee’s job satisfaction, employee’s attitude towards their managers, morale, productivity and performance. Analysis of these variables reflected in the preceding chapter gives the confirmation about the managerial effectiveness.

The present study is undertaken for making a comparative study Autocratic and Democratic styles of management in the industries of Kerala state, which leads to the specific findings. In this chapter we are giving the major findings and inferences of this study based on the analysis of the collected data, interaction with the industrialists and managerial experts.
4.2 The Study in Retrospect

In the present era, it is of utmost importance to utilize economically and effectively the resources of all kinds; human, physical, financial and technological. The greater the effectiveness and productivity of the human resources, the more will be the effectiveness of the organisation. Hence managing human resources is now globally recognized as one of the key functions of management. Thus it brings out the importance of sound and effective management to any organisation.

Managers are men of actions. Management is also called a science because it has developed certain principles, generalisations and techniques which have more or less universal application. The term management is also used to denote a career or occupation. A manager is a person who is concerned with the performance of managerial functions in an organisational setting.

The way a manager manages is defined by the management style being pursued by the manager. Good management involving the entire gamut of activities like proper training and development, judicious remuneration, creating conducive work environment, providing challenging jobs and maintaining excellent industrial relations will result
in the positive employee contribution towards the achievement of the organisational goal. Effective managers thus intend to make their employees productive and they have the ability to inspire people.

Manager is generally responsible for a group of individuals under him and essentially must be able to communicate, negotiate and influence the group. However the manager can perform these skills using varied modus operandi. This difference in the way each manager tackles each situation in a particular manner is called his or her management style. The management style of a manager is influenced by his personality, qualifications, experiences and environment. Thus even though there could be a huge number of ways a manager can react to a multitude of situations he usually follows one of the few narrowed down styles of management or at best practices a moderate mix of the management styles. Thus the way a manager will react to a scenario can be understood by comprehending his management style.

Organic style, Altruistic style, Intuitive Style, Familial or Paternalistic Style, Bureaucratic style, Professional management style, Conservative style, Entrepreneurial style, Free Rein style, Autocratic style and Democratic style are the important management styles followed or practiced from ancient time. As we progress with the styles
in industries and organisations and also through interaction with industrialists and experts on the subject we realized that there are a few distinct management styles, which are prevalent in industries and organisations all over the world. Out of the above enlisted management styles, the most predominant management style used in bulk of the industries are Autocratic and Democratic management style. A few organisations and industries also follow Free Rein management style. The remaining styles are only followed in certain types of industries and these styles are, in some sense, further distillates of the two predominant styles.

After understanding the vastness and importance of the subject, to concentrate our research effort, in order to, produce positive results from the study we have decided to list out certain specific objectives for the study to be performed. We have also set out the objectives with the express purpose of enabling faster growth of industries within the state of Kerala state and to also understand the present difficulties the managers in industries of Kerala state are facing. The specific objectives of this study are as follows:

- To present theoretical background of different styles of management.
• To study the management styles of managers in industries of Kerala state and its relationship with their age and education.

• To study a comparative assessment of effectiveness of existing styles of management in industries of Kerala state.

• To compare job satisfaction of employees, productivity and performance and attitude towards managers under different styles of management.

• Suggestions and recommendations for the improvement of management in the Industrial Sector of Kerala state.

Once objectives for the study were clearly established we have formulated various hypotheses and tested the same. The pilot study was conducted in the form of questionnaires and direct interviews administered to the managers and the employees in various industries of Kerala state. The pilot study was conducted only within the selected group of managers from the industries. The industries were narrowed down by taking sample of the entire industries within Kerala state.

4.3 Identification of Variables

The variables and various items falling under each variable are tentatively identified on the basis of various theories, models, research supports and seminar reports on management styles in industries.
After a close perusal of the requirements of this study and the resources available to us, various aspects that influence the management styles in industries of Kerala state can help us ascertain the management styles prevalent or best suited to the industry have been identified and can be broadly classified into two categories – one category of inference from data obtained from managers and a second category of inference from data obtained from the employees in the same industries.

The data obtained from the employees are based on variables like job satisfaction, attitude towards managers, morale, productivity and performance.

The data obtained from the managers can be classified into the following categories or variables. These include personal information of managers like their age, educational qualifications, professional qualifications, professional experiences, number of individuals working directly under them, management style they practiced currently and the management style they prefer most. We have included as a category the effectiveness of the existing management style within the industry. We have as well as taken a self indicative and indirect inclination the managers had towards the three management styles. This can be used to ascertain whether the manager’s self assessment of his own management style prevalent within the industry and his answers given in the indirect
assessment matched with each other. Qualitative and quantitative variables are selected and analysed for ascertaining managerial effectiveness. The quantitative variables used are profit, capacity utilisation, attrition level (employees turn over), lock outs and the man days lost.

The main categories or variables are studied in detail using data analysis by sub-dividing these variables into a number of sub variables also known as Items. This sub-division is envisaged with a view to having an analytical perception and statistical accuracy of the variables. Accordingly, Sub variables (items) used to divide the six main variables listed to understand the different aspects of Management Styles in Kerala state were identified and were given to the managers and employees for the opinion survey.

For the study we had collected opinions from one employee per hundred employees within the industries selected to be part of the sample. In the case of managers it was mostly one manager per industry but for industries of larger size opinions of more than one manager was taken. The detailed profiles of only managers are taken as it was understood that it had a greater influence on the topic of study. This is because the profile of employees does not have a perceptible impact on the management style prevalent within the organisation.
The analysis of the profile of the managers interviewed revealed the following facts:

- 14.02% of the managers in the sample are in the age group of 25-35 years, in the age group of 36-45 years there are 44.86% of managers, 41.12% of the managers belong to the age group of 46-55 years. The predominant age group of the managers from the data collected from the 107 managers is 48 (44.86%).

- 18 (16.82%) of managers in the sample are practicing Free Rein style of management, 27 (25.23%) are practicing Autocratic style of management and 62 (57.95%) are practicing Democratic Style of management.

- Out of 44 managers with age group 46 and above years, 27 (61.36%) are practicing Autocratic style of management. This clearly indicates that the managers with older age are practicing Autocratic style of management. Whereas approximately 46 managers with age below 45 years are following Democratic style of management. Thus it is revealed that managers with younger age are practicing Democratic style of management.

- 55 (51.40%) managers are post graduates or technically qualified, 42 (39.25%) managers are graduates and remaining 10 (9.35%) managers are with no formal education. 40 (72.72%)
managers with post graduate or technically qualified are practicing Democratic style of management, which clearly gives the fact that majority of the managers with higher education are practicing Democratic style of management. 8 (80%) of managers with no formal education are practicing Autocratic style of management. Thus it is revealed that the managers follow Autocratic style of management if they are not with proper education. So education is a major factor in the adoption of an appropriate style of management.

- 15 (14.02%) of the respondent managers have 1 to 5 years of experience and 31 (28.97%) of the managers are with 6 to 10 years of experience. Managers with 11 to 15 years, 16 to 20 years and 21 years and above of professional experiences are 26 (24.30%), 23 (21.50%) and 12 (11.21%) of the total number of managers interviewed. From the above it is revealed that the managers of the industries in Kerala state lie predominantly in the combined range of 6 to 15 years of professional experience. Based on the interviews and interactions it is also revealed that the post professional experience of a manager has no discernible effect on the style of management practiced by the manager.
• Out of the 107 managers in our study 5.61% are from MRF-Vadavathur, 9.35% are from KSE Ltd.-Vedagiri, 3.74% were from Meat Products of India-Koothatukulam, 3.74% from Middas Treads (India) Pvt. Ltd.-Varrissery, 3.74% from Travancore Cements- Nattakam, 1.87% ALIND- Mannar, 9.34% Kerala Minerals and Metals Ltd.-Chavara and the remaining 62.61% are from other selected industries of Kerala state.

• 18.42% are performing their duties as general managers, 25.73% are performing their duties as senior managers and 55.85% are performing the duties as managers. The predominant numbers of persons are performing their duties as managers.

4.4 Results Obtained from Statistical Analysis of Data Collected

After conducting the above mentioned analysis on the data collected the following results are obtained:

• Chi-Square value for the analysis of age of managers and the practiced manager’s style read with a significant level 0.000008 implies that there is a significant relation with age and the style of management practiced. This result reveals that the younger group of manager’s practice Democratic style of management and the aged group of managers practice Autocratic style of management.
• ANOVA test for the lack of impact of age on Democratic management style being practiced results the rejection of null hypothesis with P-value 0.006. The highlight of this test is that most of the managers of younger age group practices Democratic style of management.

• ANOVA test for the lack of impact of age on Autocratic management style being practiced results the rejection of null hypothesis with P-value 0.00098. Thus it is revealed that the age is having impact on the style of management practiced.

• ANOVA test for the lack of impact of age on Free Rein management style being practiced results in the null hypothesis with P-value 0.00273. Thus it is again concluded that the age of the manager is having direct influence on the style of the manager being practiced.

• Chi-Square Value for the educational qualification of the managers and the style of management practiced gave a significance level of 0.000071. This significance value causes the rejection of the null hypothesis. Thus it is established that there is a relationship between the educational qualification of the managers and the style of managers being practiced. 40 (72.73%) of manager with post graduate qualifications are practicing
Democratic style of management. Thus the managers with higher education are practicing Democratic style of management.

- ANOVA test for the lack of impact of education of managers with the Democratic style of management being practiced results the rejection of null hypothesis with P-value 0.0042. This result indicates that the adoption of Democratic style of management is based on their educational qualifications. 61 (57%) of managers with graduate and post graduate qualifications are following Democratic style of management. Thus it is revealed that the managers with educational qualification adopt and practice Democratic style of management.

- ANOVA test for the lack of impact of education of managers with the Autocratic style of management being practiced, results the rejection of null hypothesis with P-value 0.00034. It is established that the score of the Autocratic style of management is different from the educational qualifications of the managers.

- ANOVA test for the lack of impact of education of managers with the Free Rein style of management being practiced, results the rejection of null hypothesis with P-value 0.000303. Thus it is revealed that the score of the Free Rein style of management is different from the educational qualifications of the managers.
• The above results prove that there are significant relations between the level of education and the style of management in the industries of Kerala state.

• ANOVA test for the perceived managerial effectiveness and the styles of management practiced resulted in the null hypothesis being correct with P- value 0.246. It is revealed that the average score of the managerial effectiveness of the practiced style of management is equal for the industry selected for the study. This gives the picture that the managerial effectiveness in the industries of Kerala state is fairly satisfactory. This result could be primarily imparted due to the managerial effectiveness in the case of Autocratic style of management in certain cases and also due to inaccuracy of reporting within the managers regarding their own efficiency in the industry.

• ANOVA test for the perceived effectiveness of the Democratic style being practiced by different age group of managers resulted in the null hypotheses being rejected with P- value of 0.0047. Thus it is revealed that the average score of managerial effectiveness is equal with Democratic style of management.

• ANOVA test for the perceived effectiveness of the Autocratic management style being practiced by different age group of
managers resulted in the null hypothesis being rejected with P-value of 0.00083. Thus it is revealed that the average score of managerial effectiveness is equal with Autocratic style of management.

- ANOVA test for the perceived effectiveness of the Free Rein management style being practiced by different age group of managers resulted in the null hypotheses being rejected with P-value of 0.00288. Thus it is revealed that the average score of managerial effectiveness is equal with Free Rein style of management.

- t-test reveals that the mean values of different management styles are not equal with respect to capacity utilisation, lock outs, profit, man days lost and attrition level are different.

- Correlation analysis reveals that the correlation between the capacity utilisation and profit is positive. This means that the capacity utilisation and profit move in the same direction. The results of all other pairs are negative. Thus it is revealed that all these pairs move in the opposite direction. It fairly established that the managerial effectiveness is at peak when both capacity utilisation and profit attains maximum.
• ANOVA test for the lack of impact on employee’s job satisfaction and practiced style of management being practiced resulted in the null hypothesis being rejected with the P-value 0.00046. Thus it is established that as per the prevalent conditions, job satisfaction of the employees is hardly affected by the practiced style of management in industries of Kerala state. It is also proved that the employees are happy with the status quo prevalent in the current industrial environment of Kerala state. In the status quo the employees are comfortable with culture of unionism prevalent with in the state as managers have no control or, and are bound by restrictive labour practices. It can also be stated that the employee’s job satisfaction is high when they work under Democratic style of management.

• Regression analysis pertaining to the employee’s job satisfaction resulted that the Democratic style of management is the major influencing style for which the regression coefficient is positive (0.7643). Autocratic style and Free Rein style of management are having negative impact. However these impacts are relatively small as the regression coefficient associated with these styles are negligible and near to zero.
• Chi-Square value for the employee’s attitude towards their managers and the practiced management style gave the significance value 0.0000. Thus it is proved that there is significant association between the two variables. The null hypothesis formulated is rejected. Thus the employees have high attitude towards their managers in industries of Kerala state.

• Regression analysis pertaining to the employee’s attitude towards their managers resulted that the Democratic style of management is the major influencing style, for which the regression coefficient is positive (0.713). The regression coefficient of Autocratic and Free Rein style of management are also having positive impact.

• Chi-Square value for the practiced management style and the morale of the employees gave significance level 0.000. This significance level reveals that there is significant relationship between morale of the employees and the management style practiced. We can state that the Democratic style of management in industries of Kerala state has higher influence on morale of the employees.

• ANOVA test for the lack of impact of management style being practiced on the performance and productivity resulted in the null hypotheses being incorrect with P-value 0.00014. This result
reveals that the performance and productivity with in an industry in Kerala state are dependent on the management style practiced by the manager. We can also establish that the performance and productivity in an industry could be comparatively better in an industry following Democratic style of management.

- Regression analysis for the performance and productivity based on the style of management practiced revealed that Democratic style is the major influencing style for which the regression coefficient is positive (3.2762). It is also revealed that both Autocratic and Free Rein style of management is having positive impact on the performance and productivity for which the regression coefficient are 0.0510 and 0.0234.

- In the correlation the employees’ job satisfaction is positively correlated (0.789) with Democratic style of management and negatively correlated with the Autocratic and Free Rein style of management (-0.451 and -0.243). Employee’s job satisfaction is also correlated positively with the mean managerial effectiveness. This could be primarily due to the fact that Autocratic style of management is not a full compliment, giving to employees a free environment to function as they please. This could thus indicate a deep rooted problem in the psychology of employees in Kerala.
state. The negative correlation to the Free Rein style of management could be because it requires employees to take own initiate to do tasks and this leaves them confused and directionless. It is also revealed that the managerial effectiveness is positively correlated with the job satisfaction.

- In the correlation of the employees attitude towards their managers, there are positive correlation with the three management styles and the managerial effectiveness with maximum correlation (0.8374) for Democratic style of management and minimum correlation (0.5320) for Free Rein style of management. In performance and productivity, there are positive correlations with the three management styles and with the managerial effectiveness. The maximum correlation (0.8988) is for Democratic style of management and the minimum correlation is (0.3607) for Free Rein style of management.

- It is also revealed that 46 (43%) managers prefer to follow Autocratic style, 50 (46.72%) managers prefer to follow Democratic style and 11 (10.28%) managers prefer to follow Free Rein Style of management. There is an increase of 19 managers preferring Autocratic style. They are practicing Democratic or Free Rein style of management. It is noted that there is a decrease
of 12 managers, and 7 managers from Democratic and Free Rein styles. These 19 managers are practicing the style of management against their wish and they are projecting their dual characteristics in selecting and practicing management style. This change may be due to prevailing industrial relations prevailing in Kerala state.

- Chi-Square value for the management style which is a significant level the managers most prefer and their age gave the significance level 0.000003 and thus we reject the null hypothesis. This implies that there is significant relation between the age of manager and the management style they prefer. It is evident that the younger group of managers prefers to practice Democratic style and the aged group of managers prefers to practice Autocratic style.

- ANOVA test for the lack of impact of age on Democratic management style the managers prefer most results in the rejection of null hypothesis with P-value 0.032. The result reveals that the younger managers prefer Democratic style of management for practice.

- ANOVA test for the lack of impact of age on Autocratic management style the managers prefer most results the rejection
of null hypothesis with P-value 0.041. Thus it is revealed that the age of manager is having impact on the Autocratic style of management they prefer most.

- ANOVA test for the lack of impact of age on Free Rein style the managers prefer most resulted in null hypothesis being accepted with P-value 0.343. This result is an important one which indicates that the age of managers is not influencing their style of management they prefer most. The adoption of Free Rein style of management is not having much influence on the age group of managers. Thus it is evident that the Free Rein style of management is preferred by managers of different age groups.

4.5 Inference Obtained from the Analysis of Data

- The Chi-Square value significance for the analysis of age of managers with the styles of management practiced and the rejection of null hypothesis shows that the age of managers has bearing on styles of management.

- The significant values >0.05 obtained from the ANOVA test for the various styles of management and the rejection of null hypothesis shows that age of manager has bearing on which the management style he practices.
• The Chi-Square value significance for the analysis of education of managers and the management styles practiced and the rejection of null hypothesis give an inference that the educational qualifications of the managers are having definite relationship with the management style practiced.

• The significant values >0.05 obtained from the ANOVA test for the various styles of management with the education of the manager and the rejection of null hypothesis bring to the inference that the education of the manager has bearing on the styles of management practiced by the manager. The adoption of management style by managers is based on the educational qualification, is proved.

• The ANOVA tests results for the perceived managerial effectiveness of the various management styles indicates clearly the fact that managers in Kerala state still consider the most effective management style overall is the Autocratic style. The consistent scores obtained for all the three management styles and also for the managerial effectiveness, indicative of a prevalent confusion within the managers in the industries of Kerala state. This confusion could be regarding the managerial effectiveness of various management styles due to the lack of theoretical understanding of the subject of management styles or the lack of practical experience of various
styles of management. This also suggests an evident lack of clarity in their thought process towards the need for a constant and consistent management style inside their industries. This indecisiveness could be also due to the prevalent environmental constraints like labour and labour union issues and politicization of business activities within the state.

- The managers also greatly felt that the existing management style within their organisations were effective irrespective of the current management style being followed by them. This could be suggestive of the bias the managers had in terms of self assessment of their own existing management styles. This contention also arises from the higher P-values for the perceived effectiveness of the Democratic style of management. This brings to light the comfort with the status quo situation that managers in Kerala state have developed. This is an alarming conclusion as this could be a major deterrent towards organisational change in Keralite industries.

- t-test result reveals that the variable capacity utilisation is different for Democratic, Autocratic and Free Rein style of management. This test clearly reveals that the variables capacity utilisation, attrition level (employees turn over), lock outs, man days lost and profit are directly related to the managerial effectiveness.
The correlation analysis result clearly gives positive result for the pair capacity utilisation and profit. The capacity utilisation is having influence on the managerial effectiveness. Remaining pairs of variables are showing negative correlation. Thus the managerial effectiveness of an industry is at peak when both capacity utilisation and profit attains maximum.

The P-value obtained in the ANOVA test for job satisfaction indicates clearly that job satisfaction of employees is not dependent on the management style being practiced by the managers.

Regression analysis of employee’s job satisfaction and the management styles practiced reveals that Democratic style of management is the major influencing style. The regression coefficient (0.7643) shows that the employees are happy and their job satisfaction is at peak with Democratic style of management.

Chi- Square test for the employee’s attitude towards their managers and management style practiced gives a significance level (0.0000) which shows the significant relation. The employees are having high attitude towards their managers in industries of Kerala state.

Regression analysis with larger value of regression coefficient (0.713) for Democratic style of management shows that the major influencing style is Democratic style. This indicates that the
employees are more comfortable and happy with the Democratic style of management.

- Chi- Square test for the management style practiced and the morale of the employees gives a significance value 0.000. This value clearly indicates the significance of the two variables. The result indicates that the Democratic style of management in industries of Kerala state has higher influence on morale of the employees.

- The less significant P-value <0.05 obtained in the ANOVA test for performance and productivity of employees show clearly that performance and productivity of employees is indeed dependent on the management style being followed by the managers. This brings to light the importance of the management style adopted by the manager inside an industry. This is because the industry is established for profit and if performance and productivity of employees are low it will result in below par production which will result in lower profits for the owners. This shows exactly why the best fit management style is very important for an organisation because the basic aim of business is profit to start with.

- Regression analysis for performance and productivity with regression coefficient (3.2762) is positive for Democratic style of
management. Thus the major influencing style of management is the Democratic style of management.

- The job satisfaction correlation analysis is also in agreement with theoretical implications that job satisfaction is highest for the Democratic style of management. This is in contradiction with political aspersion in Kerala state that job satisfaction is dramatically increased by labour activism and labour involvement in management. This could be directly questioning the perceived benefits of the labour union culture to the employees in Kerala state.

- The prevalent climate of distrust of managers amongst the employees in the industries of Kerala state is marked in the relatively high value of negative correlation obtained for job satisfaction with the existing management style in the industry or organisation.

- The correlation results for employees attitudes towards managers are clearly in line with expectations and highlights how Democratic style of management scores over the Autocratic style of management in developing positive attitude within the employees for their managers. We must still highlight that one must not totally negate Autocratic style of management, based solely on this parameter, as even it had a significant correlation in terms of attitudes towards managers.
• The Free Rein style of management in an industrial scenario has the least probability of production and performance. This is held true in the correlation analysis. The employees thought that their existing styles were the best suited for performance and productivity. No clear inference can be made on this point.

• Regression analysis produced the same inference as the correlation analysis for job satisfaction and attitudes towards managers.

• The only point of contradiction of the regression analysis with the correlation analysis comes for performance and productivity with the major influencing style being Democratic style with positive regression coefficient and Autocratic management style on the other hand having a negative regression coefficient.

• The Chi-Square values for the management style practiced and the management style the managers prefer most gives a dichotomy of results with the management styles practiced not having a significant difference with the age of the managers while there is a marked difference in the case of the management style preferred and the age of managers therein. The senior managers in the case of the management style they prefer were leaning more and more towards the Autocratic style of management and on the other hand the junior
managers continued with their inclination towards the Democratic style of management.

In the foregoing paragraphs the researcher has made a worthwhile attempt for giving the findings about the analysis of data collected for this study. The researcher is able to bring to light that managers in industries of Kerala state are practicing the styles of management as per the requirement. The overall study reveals that the managers in Kerala state are always in favor of Democratic style of management. This may be due to the industrial customs and traditions, civilization and the civic culture. However, the industries or the society of Kerala state is not desirous for the implementation or practice of the democratic style of management in industries of Kerala state.

The findings of the study are given based on an in-depth analysis of structured questionnaire and interaction with the respondents. Researcher has made an attempt to give the conclusion, suggestions and recommendations of the study in the next chapter.