Introduction

Management is an essential ingredient of all organised Endeavour. It is obvious from the fact that managers guide the organisational activities for the accomplishment of pre-determined objectives. It is the management which makes the organisation effective and efficient through planning, organizing, integration and inter-relating organised resources and activities. The professional managers transform the disorganised resources of men, money, machine and materials into a useful enterprise. They conceive the service an enterprise can render, mobilize the required means of production, coordinate activities both within the enterprise and with the outside world, and inspire people associated with the enterprise to work towards common objectives. The managers are responsible for keeping their organisation or industry set and to achieve the desired goals. Organisations and industries are essential elements of civilized society and are useful because they serve society. Thus, the managers are the activating element in organisations. Effective management skills are the key requirement for the economic and industrial development of a country. The world economy has been emerging as a global or transnational economy, which transcends the national borders unhindered by artificial restrictions like government restrictions in trade and factor movements. The processes of
liberalisation and globalization in the new business era have fuelled the changes all around. This has been compounded by faster technological developments leading to shorter half life and hyper competitive business environment result in complexity, chaos and contradictions on multiple fronts. Present management practices are based upon deep-rooted historical, socio-economical, and ideological values and beliefs. These are conditioned by environmental factors such as economical ownership, political and educational characteristics of a country. Low productivity of organisations and industries is a major concern at micro and macro levels. Ineffective human resource management and lack of congruity between manager’s value systems and those of employees seem to be the two main reasons for low productivity levels. To improve the quality of work life and productivity there should be congruence between the employee’s values and managerial styles.

Management plays a vital role in modern society. It organises the factors of production for better performance greater productivity, increased supply of goods and services; indirectly it gives a helping hand in the development of society and increased welfare of the public. Effective managers intend to make their employees productive and they also have the ability to inspire people. Furthermore, improving the industrial and service performance of any nation will require managers
to be in front, applying the best techniques, knowledge and understanding of the overall business environment and the special problems of an organisation. The future successes of any nation; like that of India, lies in managing productivity, being able to cope with environmental changes and properly managing workforce.

A manager is generally responsible for a project or a team of people and essentially, must be able to communicate, negotiate and influence. However, these skills can be performed in different ways. Manager should understand his own value systems. His appreciation and respect towards his employees will help them to design appropriate management practices and thereby create a more harmonious working environment. Manager means a person who controls. Manager is one who works and also makes the others work. The characteristics of a manager in broad terms are initiative, dependability, intelligence, sound health, integrity and perseverance.

In the present era, it is of utmost importance to utilise economically and effectively the resources of all kinds; human, physical, financial and technological. No organisations or industry can achieve its objectives without the optimum use of these resources. In optimising the use of these resources, a catalytic role is played by an agency known as ‘management’. The people who manage are known as ‘managers’,
and the knowledge, skills, techniques and practices they use in managing are broadly referred as the field of management. By performing their functions, managers bring out the effective coordination between human and non-human resources with a view to achieve maximum productivity at a minimum cost. Thus, management is the force that unifies various resources. Managing is the process of bringing them together and coordinating them to attain the accomplished organisational goals.

Management is the thinking organ of the enterprise. All the policy decisions are taken by it. Management keeps itself in touch with the external environment and takes necessary steps to ensure that the enterprise is able to meet the demands of changing environment. Thus, management of any organisation takes decision and sees to it that the decisions are implemented to achieve organisational goals.

The role of efficient managers has increased these days because of separation of ownership from management in case of corporate enterprises, advancement of technology and increasing complexity of human resources. Only the professional managers can meet these challenges. They can increase the productivity by proper utilisation of the various resources and lead the business towards growth and prosperity. Managing is no more restricted to the mere exercise of
authority; it involves scientific thinking and decision-making and thoughtful organisation, direction and control of operations to ensure better results. In other words, Management is concerned with planning, organising and directing. Efficient management is very important today for the country. The development of a country is virtually dependent upon the quality of management of its resources. No amount of capital investment and import technical know-how and equipment will succeed in furthering economic development of a country if such resources are not managed properly. Rarely, if ever, has a new basic institution, a new leading group emerged as fast as management since the turn of this century. Rarely in human history has a new institution arrived with so little disturbance, so little controversy.

Management is seen as a process of activities. As the manager is engaged in these processes, efficiency is integral with the management of organisation resources, which can be categorised into four groups; human, informational, physical and financial resources. A layman may define management as an art of getting things done through others. This definition is incomplete and misleading because the concept of employees as mere means to certain ends seems to be embodied in it. But employees are human beings; they are not just cogs in the wheel.
Employees are not to be treated as mere commodity or means to certain ends. Needs and aspirations of the people working in the organisation should not be overlooked. The employees must be satisfied to obtain sustained and consistent efforts from them for the achievement of the objectives of the organisation.

Management is the process of decision making and control over the actions of human beings for the purpose of attaining pre determined goals. The definition of management as a process indicates the dynamic nature of management. The functions to be performed by the management depend upon the objectives to be realized. Management is called a process because it comprises of a series of activities that lead to the achievement of organisational objectives. The above definitions reveal that management means both the determination and the accomplishment of organisational goals. But management involves more than this. It also evaluates the effectiveness of goal accomplishment and devices methods for achieving those tasks which are compatible with the demands of the society with in which it operates.

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. Managers are men of actions. A manager is a
person who is concerned with the performance of managerial functions in an organisational setting. The job of a manager has become very complex as he is deeply concerned with idea, things (physical resources), and people (human resources). All the three are vital inputs which are to be transformed into desirable outputs by the management.

Management means both the determination and accomplishment of organisational goals. But the management involves more than this, it also evaluates the effectiveness of goal accomplishment and devises methods for achieving those tasks which are compatible with the demands of the society within which it operates.

1. **Need and Significance of the Study**

Management is absolutely essential in the present times in all organisations and industries irrespective of its origin, nature of ownership and size. Every enterprise, established with a profit motive or for some social service, requires efficient management for its sustained progress. Management has been viewed differently upon the beliefs and comprehensions of various individuals.

Some regard it as the force that runs a business and is responsible for its success or failure. Others perceive it as a means for achievement of desired results through group efforts and by utilizing both human and
non-human resources. Still others deem management to be a process comprising of planning, organising, staffing, directing and controlling.

Some look on it as an instrument for designing and maintaining an environment conducive to the performance of individuals who are working together in a group towards the accomplishment of some pre-selected objectives. Some think that management merely implies certain tasks which the managers are supposed to perform. Thus, there are numerous opinions on what management actually involves. It may be summarized that management is a culture for performance. The task of managing, as is currently understood, includes planning, organising, staffing, motivating, communicating, leading and controlling. These activities of management are inter-connected and inter-dependent. Little worthwhile can be achieved if the managers are not well conversant with the techniques through which they can make their subordinates understand the organisational objectives. On the other hand simultaneously demonstrating and practicing such techniques can motivate them to put in their best efforts for the fruitfulness of the predetermined objectives of the enterprise. All these functions are performed through management. Thus, for effective performance of various functions of management in an organization, an effective manager is indispensable.
The present day management and related employee relations are very much deteriorated due to misconception of rights and responsibilities. People involved in industries, both at, the management and employee levels are not having a sense of healthy cooperation. This situation is further deteriorated by the interference of labour unions. Though the word union stands for united organisation or united action, the members of the union and especially labour leaders create confusion and take advantages out of them instead of being an avenue of proper guidance and assistance for the employees. The tendency to shirk responsibilities and to take a casual attitude towards profession is taking place both at the management and employee levels. As a result no feasible work takes place in an industry or organisation and it becomes ineffective. The interference of these unhealthy unions has to be controlled for good, if industries are to flourish in a country. The employees must become confident that their welfare would be safe in the hands of the employer and they no longer require the interference of any external agency. The management has to review their styles and adopt a policy so as to ensure the welfare of the employees. They have to take steps for winning the confidence of the employees. At the same time the fear element, which precedes every disciplinary action has to be maintained at all costs. A new sense of responsibility should be
developed and both the managers and employees must be governed by it. Style of management will be successful only with the sense of responsibility and sense of belonging. A model code of management has to be evolved incorporating the merits and demerits of existing styles of management followed by the management. The industrial peace and progress in Kerala definitely depend on this. Industrial growth rate, disputes and the performance of the **State Level Public Sector Enterprise (SLPE)** mandates a clear requirement for this study.

2. Review of Literature

A survey for the available literature on styles of management revealed the fact that, this area has remained a neglected one for a long period of time. During the earlier periods of industrial and business environment, no one has considered seriously the people in the organisation and the managers as an important element of the organisation. Human elements have occupied a pertinent position in the present business environment. Managers are the pivot for the success of the organisation. Thus management style has become an important factor in the success of an organisation. An attempt is made to review the existing literature on the subject and to explain the design and execution of the study. A review and complete understanding of concepts and previous studies are useful to define precisely the concepts
used in the present study, to place the problem in proper perspective and to decide the framework for analysis. Precise definition of the concepts would enable both the collection of relevant data and meaningful interpretation of the results for analysis.

According to Dalton Mc-Farland (1979), ‘Management is the basic integrating process of the organisational activity that surrounds our daily life. The need for management arises out of this scarcity of resources that satisfy human wants, and out of the diversity and complexity of human activities’. The fulfillment of our quest for better living depends heavily upon the understanding of how to develop and apply the skills of management.

John F Mee (1963) has rightly remarked, ‘management is the art of securing maximum prosperity and happiness for both employer and employee and give the public the best possible service’.

Peter Drucker (1974) has rightly said, ‘the emergence of management as an essential, a distinct, and a leading institution is a pivotal event in the social history.'

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According to Harold Koontz (1972)⁴, ‘management is the art of getting things done through and with people in formally organised groups. It is the art of creating an environment in which people can perform as individuals and yet cooperate towards attainment of group goals. It is the art of removing blocks to such performance, a way of optimizing efficiency in reaching goals’. Employees can be motivated only by satisfying their needs. Thus, managing is not a sort of ‘one way traffic’. For getting results from the employees, appropriate motivations must be provided in the organisation. Bringing coordination between human and non-human resources for the realization of organisational goals is the essence of managing.

Dalton Mc Farland (1979)⁵ has defined management as, “the process by which managers create, direct, maintain and operate purposive organisation through systematic, coordinated, cooperative human effort.

According to Terry, (1977)⁶, ‘Management is a distinct process consisting of planning, organizing, staffing and controlling, performed

to determine and **accomplish** stated objectives by use of human beings and other resources’.

According to **Jack Duncan**, (1978)\(^7\), ‘Management consists of all organisational activities that involve goal formation accomplishment, performance appraisal, and the development of an operating philosophy that ensures the organisation’s survival within the social system’.

**Fiedler** (1967)\(^8\) and **Bales** and **Strodtbeck** (1951)\(^9\) viewed a task oriented manager as more concerned with getting the work done. He structures role relations, wants to have time bound targets, places structured expectations on his subordinates and is less generous in the evaluation of those who are inefficient. The various authors agree that a people oriented manager primarily eases human relationship, maintains openness and climate of trust and understanding, treats group members as equal, seeks their full participation in decision making, shares information, encourages free and all directional information flow and feedbacks and thus helps members to grow and actualize their full potentialities. This point of view and understanding of managerial responsibilities goes a long way in defining the basic premises of...

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participative management from the point of view of the requirements/qualities needed of an ideal manager.

By and large, Likert (1961), (1967) Blake and Mouton (1964), Agryris and Schon (1974), Agryris (1976), etc. are univocal in their argumentation that the people oriented style is the most effective irrespective of the situation or the organisation.

These findings are consistent with results obtained in a number of other similar studies. In industrial setting, Korman (1976) found that supervisory consideration and initiating structure behaviour as described by the subordinates, correlated positively and significantly with various objectives and performance criteria, the other measures such as peer rating did not yield any relationship.

Fleishman (1957) reported that superiors rating of subordinate’s effectiveness were negatively related to superiors’

   PP. 139-140.
   Administrative Quarterly. 21, PP. 363-375.
   Review. Personal Psychology. 19, PP. 349-361.
consideration and positively related to their structure scores in productive groups.

In a later study, Fleishman and Harris (1962)\textsuperscript{17} found that grievances and turnover tend to decrease with increase in the supervisor consideration, but to increase with increase in the supervisory structure. Groups with medium and high consideration and low structure were lowest in grievances and turnover. However, if supervisor was low in consideration, grievances and turnover were substantial regardless of the superior’s initiation of structure.

House, Filley and Kerr (1971)\textsuperscript{18} on the other hand reported that manager’s structure was positively, rather than negatively related to employee’s satisfaction.

Stogdill (1965)\textsuperscript{19} also found that managers’ structures were related to follower’s satisfaction in various organisations, while consideration was associated with freedom of action.

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Brunson and Wicket (1973) supported contingency theory and Likerts’ participation theory. The most effective division with a short term orientation and manufacturing goal orientation appeared to be least participative, while the most effective division with the longer term orientation and scientific goal orientation appeared to be most participative.

The above studies thus give us the basic premise that no single management style is all encompassing and that various situations and environs require managers to use a variety of styles to get the maximum benefit out of available resources.

Elton Mayo & Associates (1945) emphasized certain management aspects like attitude of the superiors and their behaviour, satisfaction of the employees and their morale.

In a questionnaire study, Carrol and Tosi (1973) examined the effect of participation in a ‘Management by Objectives’ (MBO) programme. No overall correlation was found between the degree of influence in the goal setting process and employee’s effectiveness. Such a finding creates greater need for the study to affirm the validity of

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earlier mentioned findings with respect to employee efficiency and organizational output within a participative management environment.

A study conducted by Coch and French (1948)\(^{23}\) found that productivity rapidly improved because of participation and employees developed more positive attitude towards work as a whole. French, Kay and Mayer (1976)\(^{24}\) in an experimental study found that high participation led to improved performance.

Veen (1972)\(^{25}\) conducted a field experiment in a non organisational setting to study the effects of participation on the performance of the boys participating in a field hockey course. It was found that scores on a performance tests were significantly better for the participation group than for the non–participation group.

In a study by Powell and Schlacter (1971)\(^{26}\) on six skilled electrical crews, found that participative decision–making had no effect on performance. The two above mentioned studies being out contrarian’s views and beliefs among various managers with regards to the end-value


and rewards of practicing participative management at the organisational level.

According to Gregor (1971)\textsuperscript{27}, management is responsible for organising money, materials, machines and men in the interests of economic ends.

According to Marvin Bower (1973)\textsuperscript{28} the style of managing is an all pervading, continuously operating force that determines whether the company nurtures future managers.

The concept of management style is linked with leadership styles. Litwin and Stirnger (1968)\textsuperscript{29} in their study examined the effects of various management styles on organisational climate and organisational effectiveness. As a result of experimental manipulation of management style, three climates were identified. These can be understood by using the example of three organizations A, B & C. In organisation A, the climate was Autocratic. Democratic management style prevailed in organisation B, where there was a heavy emphasis on participative decision making. In organisation C, a high degree of achievement orientation was found and goal setting and delegation prevailed through


out the organisation. This study produced evidence that different management styles caused variations in productivity. Productivity of achievement oriented organisations is significantly higher than both the Democratic and Autocratic organisations.

According to Mammoria (1974) the management of men is a challenging task because of the dynamic nature of the people. No two persons are similar in mental abilities, traditions, sentiments and behaviour. They differ widely also as groups and are subject to many varied influences.

Latham and Yukl (1976) in a study found that no significant difference in overall performance was found in participative management conditions. In another investigation by Ivancevich (1977) effects of participative goal setting on the performance of skilled technicians were examined. Participative, Assigned and Do your best were the three goal setting conditions. On the performance front Participative and Assigned were found better.

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A study by Latham, Mitchell and Dossett (1978)\textsuperscript{33}, where a sample of engineers and scientists were used, found no significant difference in performance between participative and assigned goal setting.

Shaw (1976)\textsuperscript{34} found that speed and accuracy of group performance were significantly higher under autocratic than under democratic management.

However, Spector and Suttell (1956)\textsuperscript{35} found no difference in group performance under Democratic and Autocratic management.

Zweig (1956)\textsuperscript{36} found that democratic supervisors were rated by higher management as more effective than were the supervisors exhibiting less democratic style behaviour. The studies mentioned thus enlist out the positives and negatives of the different management styles in view of multiple parameters like efficiency, speed, group cohesiveness, feedback etc. These could be beneficial in guiding a

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manager as to which management style to use under different scenarios and situations.

**Mullen** (1965)\(^{37}\) found that productivity is not related to the style of supervision. Such a finding puts in jeopardy the entire philosophy of considering management and management style as an essential ingredient for organizational growth. Such a stance could be a margin outliiner considering the abundant evidence with regards to the importance of a manager to any organisation.

**Pradip N Kandwala** (1977)\(^{38}\) have characterized ideology as the net work of values, beliefs and norms that govern management behaviour. While these elements of ideology are invisible, the visible, operating manifestation of ideology is said to constitute management style. He has defined management style as a visible operating manifestation of management which is the invisible network of values, beliefs and norms. Management style is also linked with the management ideology.

**Mahoney** (1967)\(^{39}\) found no relationship between Democratic supervision and measures of organisational effectiveness in a study of

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industrial organisations. Supervisory control however, was positively related to group effectiveness.

**Meltzer** (1956)\(^{40}\) reported that scientists are most productive when they have freedom to control their own research activities.

**Maier** and **Thurber** (1969)\(^{41}\) observed that productivity was not higher under permissive than under restrictive management.

**Solem** (1958)\(^{42}\) found that full delegation results in decisions of better quality than a more restrictive form of discussion management.

**Plez** (1956)\(^{43}\) reported that both Free Rein and directive patterns of management were negatively related to productivity in a research organisation.

These are opposite views and this suggests that the kind of activity being done by the organization has a great effect on which management style is best suited. It also stresses that the study being undertaken should encompass a wide variety of industries to better understand the effect of management styles and to find the relation of


management styles to be followed and the kind of organisation concerned.

According to Golightly (1977)\textsuperscript{44} management styles are a combination of characteristics that indicate what a person is, influence the things he does and controls the effectiveness with which he does them.

Weitz and Nucklos (1953)\textsuperscript{45} found that supervisor’s scores on a test measuring human relations orientation were not related to group productivity and turnover.

Kaezka and Kirk (1976)\textsuperscript{46} while studying management groups found that employee oriented management style was associated with higher average levels of profit, lower average levels of group cohesiveness and lower pressure towards task accomplishment.

Medalia and Miller (1955)\textsuperscript{47} observed that human relations leadership tend to influence group effectiveness.

Calvin, Hoffman and Harden (1957)\(^{48}\) in a study of problem solving groups found that bright followers performed better under a group centered (participative) management style and dull followers performed better under a manager oriented style (Authoritarian).

Gilmore, Terry and Richter (1979)\(^{49}\) in an experimental study found it was not the ‘Consideration’, but the ‘Initiating structure’, which caused improved performance. Surprisingly, ‘Consideration’, was not significantly related with even subordinate satisfaction.

In a study on authoritarian and participative management style, Latham and Saari (1979)\(^{50}\) did not find significant differences in performance, goal attainment or goal acceptance under authoritarian and participative conditions. They did not find independent effect of supportiveness on performance\(^{51}\).

By and large similar result was obtained by Yukl and Kanuk (1979)\(^{52}\). They reported that neither objectives nor subjective criterion of


performance was predicted by ‘Consideration’. Rather their measures were related to production emphasis, direction, positive reinforcement, and team building behaviors. In the second sample of this study not only ‘Consideration’ but ‘production emphasis’ also contributed significantly to the subordinate’s satisfaction.

Based on a two type classification of management styles, into authoritarian and participatory (Autocratic and Democratic), White and Lipitt (1958)\textsuperscript{53} found that the Indian management generally is believed to be authoritarian, with subordinates closely supervised by their superiors. A literature review provides strong support for such a characterization of Indian management.

On the basis of interview with government officials, labour leaders and managers in both Indian and foreign-owned firms, Myers (1960)\textsuperscript{54} described the authoritarian aspect of top management relationships with lower management and labour. Empirical studies have emphasized the authoritarian aspect of management in general and of supervisors in particular. A study conducted in a state owned engineering factory,


Ganguli (1964)\textsuperscript{55} reported that management behavior varied between bureaucratic and autocratic. In particular superiors were seen as impersonal and authoritarian; the democratic or participative approaches appeared non existent.

Another study by Punekar and Savur (1969)\textsuperscript{56}, which examined the relations between white collar employees and their supervisors in banks, insurance companies, government offices and educational institutions, reported that superiors did not believe that subordinates could assume responsibility without supervision and a high degree of task control was considered essential.

The existence of a high degree of control of subordinates, task performance was also found in Kakar’s research (1971, 1972)\textsuperscript{57,58}. The research could also help understand whether such a perception of Indian managers is a myth or the truth. It will also bring to light whether there indeed is a predominant style that Indian managers adopt and also help us to understand how to counter such a tendency in an organization.

Thyagarajan and Deep (1970) have reported that authoritarian managers were more influential than the persuasively persuasive than participative managers.

Kumar and Singh (1976) also reported that authoritarian management style is no less preferred than the participative one.

Ganguli (1964) observed that the percentage of the employees and the managers who preferred autocratic organisational climate was approximately four times more than who preferred democratic climate. This could be a point of contention as traditionally the participative style is assumed to be the most preferred style among employees. There is also an attempt to understand the thought process of the Indian worker in general and this will thus help managers understand what style of management is most suited in the context of the Indian organisation.

Singh and Pestonjee (1974) found that scores of job and personal adjustment area were not influenced by employee oriented style of supervision.

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Begum and Anwar (1978)\textsuperscript{63} reported that structure had highly significant effect on the rated effectiveness. Further both consideration and structure dimensions significantly affected productivity and supervisor’s scoring high on both dimensions had the maximum productivity. On the whole, ‘structure’ was the dominant dimension in determining management effectiveness.

Sinha (1976)\textsuperscript{64} maintained that in situations where work ethics have yet to be crystallized and where employees have yet to acquire the normative structure and the goal of the organisation, commitment to work can’t be accepted. In such instances, democratization and decentralization, through participation are likely to be misconstrued. Employees tend to take undue advantage and resort to their dysfunctional values. Eventually it reduces productivity as well as job satisfaction.

Gopalji (1985)\textsuperscript{65} studied about the personal management in Indian industries. This is an empirical study conducted to evaluate the aspects of personnel management in Indian industries. He made an attempt to examine the place of personal as a function in Indian industries.


manufacturing industries and to survey the enterprise practice relating to various personnel related functions. The study was made in 31 private and public sector manufacturing industries of 10 years and had paid up capital of 50 lakhs or more in northern region of India.

Jaaggi, (1978)\textsuperscript{66} studied the Indian managers’ perceptions of prevailing management styles in their organisations. His results do not provide support to the general expectation of predominance of an exploitative authoritarian management consultative style. There are a very low percentage of managers who perceive their style as exploitative and authoritarian. He is of the opinion that, the observed absence of strong support for the expectation of an authoritarian management style may be explained by the industrialization progress experienced by India during last few decades.

An interesting finding of the study by Ganguly (1964)\textsuperscript{67} was that almost one third of the workers (approximately 31%) indicated their preference for autocratic management style. He reported that 46.9% of the managers preferred autocratic organisational climate, while only 12.3% of the managers preferred Democratic. The existing environment was perceived to be autocratic by 51% of the managers and 43.6% of the managers preferred autocratic


workers. The two researchers have been able to bring out the evident dichotomy, lack of clarity and self realization prevalent within the managers in India.

Cascio (1974) in a cross cultural study found that Indian managers preferred to deal in decision making with the uninvolved passive subordinates. In a sample of 627 managers from 21 countries, there were 37 managers from Indian business organisation. Only 29.4% of the Indian managers preferred participative style.

In another study, Dhingra (1973) examined participative predisposition, or otherwise of managers in the public sector industry in India. It was found that actually 16.23% of the managers studied, had a clear participative predisposition. The rest of them had either non participative or mixed predisposition. The incidence of non participative predisposition was found to be higher among the members at the top level. Staff managers were more participative as compared to those holding duties.

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According to Bass and Berger (1979)\textsuperscript{70} Indian managers were described most autocratic as compared to managers in other 120 countries including Germany, Austria, Britain, USA, Netherlands, Japan, and France. Again it was found that Indian managers saw themselves as least cooperative with peers. They relied more on authority than persuasion.

England (1975)\textsuperscript{71} studied sample of 623 managers from private sector organisations in India to examine their values. It was found that groups of people in one’s organisational environment do not play as significant a part in the value system of Indian managers as is the case with the managers from other countries.

Kalra (1975)\textsuperscript{72} reported the results of a survey investigation about the views and attitudes of managers about participation. 75\% of the managers studied expressed middle age and higher education and those coming from the urban area had significantly greater performance for Democratic style of management. Sex pattern was not found to be important in this regard.

Elhance and Agrawal (1975) have analyzed with delegation of authority of 123 executives at various levels of satisfaction with the decisions in which subordinates were not involved and only 19% of the subordinates were in favour of participative decision making.

Bhushan (1968) conducted a field study to examine the effect of personal factors on the determination of management choice. A Likert type point management preference scale was developed to assess the individual’s preference for authoritarian or democratic form of management. It was found that persons of management from two private and two public sectors and 56% of them in public sector have employed democratic management styles.

Singh and Das (1977) in their study of 280 managers from two public sector and four private sector units found that ‘bureaucratic’ style is the most predominant followed by the ‘benevolent’, ‘autocrat’, ‘developer’ and ‘democratic’ style of management. Further Singh and Das highlighted that leadership style is associated with the type of organisation, executive’s age group, their level in the organisation and their exposure to management programmes. More importantly,

according to Singh and Das, in public sector, management styles are in order of compromiser, developed and autocratic style. In private sector, benevolent autocracy, is followed by the bureaucratic, democratic and developer styles. Hierarchy wise top level managers are more benevolent autocrats followed by democratic and developer in behaviour while middle and lower level managers are more bureaucratic followed by the benevolent autocratic category. Age wise, aged managers are more benevolent autocratic followed by developer, bureaucratic and democratic managers; younger executives are more democratic followed by benevolent autocratic and bureaucratic. The executives who are exposed to some formal management education are more democratic as compared to those who do not have such exposure. The effect of variables like education, age, level in organisation etc on management styles followed is highlighted in this study. This can be further verified using the undertaken research. This could also help in predicting the prevalent management style in the organisation depending on the various variables within the organisation.

**Sinha** (1976)\(^76\) found that before an organisation achieves moderate degree of productivity, it requires nurturing task orientation style of management which can move employees towards better efforts

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and work commitment. Once, at least, when a moderate level of productivity is achieved and the normative structure of the organisation is interjected by employees, the organisation is ready for the participative style of management. This is a positive indicator for motivating employees and to achieve better performance and productivity.

Meade (1976)\(^{77}\) made a study to determine the effect of authoritarian and democratic management on productivity and morale in the atmosphere of a boys’ club in India. Authoritarian and democratic types of management were taken as the two conditions of independent variables. Morale was taken as the independent variable. Results showed that morale was higher under the authoritarian management atmosphere than under democratic management atmosphere. Productivity was also higher under the authoritarian manager than the democratic manager. The quality of work done under authoritarian manager was judged to be superior.

Bhabatosh (1985)\(^{78}\) conducted a field study in Indian organisations, in public and private sectors between 1979 and 1981. The views of trade union leaders, office bearers of different management

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associations and Government officials were also taken into consideration for the study by administering questionnaires. The responses were also obtained through personal interviews. In all, 637 respondents of different categories were covered by the study. This study is mainly focused on the participative management. He documented that the respondents claimed that participative management was feasible and helpful in certain situations encountered by the respondents.

Rost (1991)\(^{79}\) has been a proponent of distinguishing between leadership and management. He contended that leadership is a multidirectional influence relationship and management is a unidirectional authority relationship. While leadership is concerned with the process of developing mutual purposes, management is directed towards coordinating activities in order to get a job done. Managers and subordinates work together to create real change and join forces to sell goods and services.

A field investigation by Chatterjee and James (1965)\(^{80}\) explored the relationship between effectiveness of supervision and supervisors’ behaviour orientation. The general finding was that the effective

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\(^{80}\) Chatterjee, A. and James, E. V. (1965). An Investigation into the Problem of Effective Supervision. Journal of Indian Academy of Applied Psychology. 2. PP. 3-12.
supervisors had concern for production and paid equal attention to the welfare of the workers. They put less pressure, accepted suggestions of workers, and promoted group cohesiveness in the work group. This focuses the fact that irrespective of the management style followed a good manager must always have a sense of empathy towards his subordinates.

The attitude of supervisors towards production and employees were studied by Gopalakrishnan and Hafeez (1974)\textsuperscript{81} and tried to assess the influence some personal factors had on their styles. Results indicated that negative correlations were found between employee oriented attitudes and age and experience of the supervisors. The correlation between styles and education were positive.

Bose (1965)\textsuperscript{82} studied the relationship between workers’ and supervisors’ attitudes and the productivity level of the work group. Sixty eight supervisors and four hundred workers from three industrial organisations were studied. Employee centered supervision was found to have a positive relationship with morale of workers. Such a finding is a


positive in favour of adoption of participative management by an organisation.

**Kaker** (1971)\(^{83}\) found in the general workshop of a large engineering concern in western India that the degree of task control exercised by the manager had a significant negative relationship, both with satisfaction and performance.

In a well designed experimental study, **Sinha** (1977)\(^{84}\) reported that the group effectiveness was greatest under participative management when it was preceded by a phase of nurturant task management. Thus the findings corroborated the nurturant task model.

**Sinha** (1980)\(^{85}\) reported that the nurturant task management style in academic departments as the most effective style. On the basis of an extensive study, which included several service and production organisations located in Bihar, **Sinha** (1980)\(^{86}\) reported that management styles did not affect organisational efficiency directly. The authoritarian and nurturant task styles affected the organisational climate which in turn strongly influenced efficiency. The authoritarian executives created

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an authoritarian climate of work which decreased the efficiency. The
nurturant task managers, on the other hand, maintained a task oriented
work climate which significantly enhanced the efficiency level of the
organisations. It has been argued that in order to have participative
management effective, the manager should have the skill to handle the
situation effectively. In addition to the skill to do ones’ job, they should
have the need for inclusion and faith in man and human relationship.
They should have strong work values and the leader should believe in
egalitarianism, performance and human growth. In a group or
organisation, people oriented management is likely to be misconstrued,
frustrating and ineffective.

According to Hales (1986) managerial effectiveness means the
extent to which what managers actually do, matches with what they are
suppose to do.

Gupta (1988) posited that, management may be defined as a
process of influencing the action of individuals as members of a group
to achieve the desired goal in a given situation by use of force by the
manager.

In the words of Ivancevich, Donnelly and Gibson (1991), management is the ability to influence through communication the activities of others individually or as a group, towards the accomplishment of worthwhile meaningful and challenging goals.

‘Human resource management’, Storey (1995) claims in his study is a distinctive approach to employment of management, which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable work force, using an integrated array of cultural, structural and personnel techniques. This reveals the management style possible to be achieved by analyzing the cultural, structural, personal requirements of the subordinates in an organisation.

Mullen, (1965) compared the management styles of managers in three divisions of a large automobile insurance company, and its relationship to each divisions efficiency and effectiveness. Each manager showed a distinct management style; one was democratic, another Free Rein, and the third one was authoritarian. It was concluded that all the three divisions were operating at equally high rate efficiency.

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Measures of effectiveness did not show any difference between divisions. The inference that management styles are indifferent to results achieved should not be generalized as the sample could be an outlier occurrence. The organisational competency based approach implies that there is long term future orientation that accounts for both external and internal influences on the organisations.

Bursk (1995) \(^9\) suggested that executive effectiveness includes the achievement of profitable records; it is more than individual brilliance and personal ability to solve problems. It is the ability to strike a balance between responsibilities to oneself, one’s company, associates, industry and community. This approach highlights towards creating a vision for the future of the organisation, setting the goals for achievement. Here, the organisation tries to create the system and environment with the help of skills and characteristics of managers that lead them to achieve its strategic intents. All the above studies on management styles and human resources related aspects provided great contribution for the development of management styles. There are various other studies also available, which are not included here, due to

fear of elaboration and redundancy in terms of the basic underlying thought having been already mentioned.

3. Objectives of the Study

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 and its relationship with their age and education.
- To study a comparative assessment of effectiveness of existing styles of management in industries of Kerala.
- 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.

4. Hypotheses of the Study

Based on the problems the following hypotheses are formulated and tested in this study:

- There is no significant relationship between the age of manager and the style of management.
There is no significant relationship between the education of manager and the style of management.

There is no significant relationship between the managerial effectiveness and the style of management.

There is no significant relationship between employees’ job satisfaction and the style of management.

There is no significant relationship between the attitudes of employees towards managers and the style of management.

There is no significant relationship between the morale of employees and the style of management.

5. Methodology of the Study

The study is exploratory in nature and hence designed as an empirical one based on survey method. The survey done comprised of personal one to one interaction with managers and subordinates at various levels, in various industries and also through a detailed questionnaire. The study by involving subordinates has been able to incorporate a 360 degree viewpoint of the effect of management styles in any organisation.

6. Collection of Data

The data of the study were collected from both the primary and secondary sources. The secondary data required for the study were
collected from various books, journals, research articles, seminar reports, study reports, working papers, record maintained in various offices like Kerala State Industrial Development Corporation (KSIDC), Kerala State Planning Board (KSPB), Directorate of Industries & Commerce and District Industries Centers (DIC), published and unpublished sources and web sites. The secondary data were collected in a period up to 2006.

722 industries which are with hundred employees and above are registered with the Kerala State Industrial Development Corporation Limited, Thirvananthapuram. 81 industries were closed units. The primary data were collected from randomly selected respondents by using a structured interview schedule. The questionnaire used for the structured interview schedule is given in Appendix I. 641 functional industries are available in the districts of Kerala which are having 100 employees and above were selected as the universe for the collection of data. Out of the above 641 industries, 74 (11.54%) industries were randomly selected for the collection of data. Names of industries from which data were collected are given in Appendix II.

7. Sample Design

The main principle behind sampling is that we seek knowledge about the total units called population by observing a few units called
samples and extend our inference about the sample to the entire population. The sum total of the aggregate of all units or cases that confirm to some designated set of specification is called the universe or population. A sample is a portion of total population. The primary data were collected by using structured interview schedule. District wise distribution of industries selected for survey is given in table 1.1. This table reveals the district wise distribution of 641 industries.

<table>
<thead>
<tr>
<th>District</th>
<th>Total No. of Industries</th>
<th>No. of Industries Selected</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thiruvananthapuram</td>
<td>82</td>
<td>10</td>
<td>12.20</td>
</tr>
<tr>
<td>Kollam</td>
<td>25</td>
<td>4</td>
<td>16.00</td>
</tr>
<tr>
<td>Pathnamthitta</td>
<td>5</td>
<td>1</td>
<td>20.00</td>
</tr>
<tr>
<td>Alapuzha</td>
<td>35</td>
<td>8</td>
<td>22.86</td>
</tr>
<tr>
<td>Kottayam</td>
<td>33</td>
<td>6</td>
<td>18.18</td>
</tr>
<tr>
<td>Idukki</td>
<td>14</td>
<td>1</td>
<td>7.14</td>
</tr>
<tr>
<td>Eranakulam</td>
<td>226</td>
<td>22</td>
<td>9.73</td>
</tr>
<tr>
<td>Thrissur</td>
<td>56</td>
<td>5</td>
<td>8.93</td>
</tr>
<tr>
<td>Palakkad</td>
<td>75</td>
<td>8</td>
<td>10.67</td>
</tr>
<tr>
<td>Kozhikode</td>
<td>28</td>
<td>3</td>
<td>10.71</td>
</tr>
<tr>
<td>Malappuram</td>
<td>26</td>
<td>3</td>
<td>11.53</td>
</tr>
<tr>
<td>Kannur</td>
<td>28</td>
<td>3</td>
<td>10.71</td>
</tr>
<tr>
<td>Wayanad</td>
<td>6</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Kasargode</td>
<td>2</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>641</strong></td>
<td><strong>74</strong></td>
<td><strong>11.54</strong></td>
</tr>
</tbody>
</table>

Source: Survey data.
A pilot study was conducted for finalizing the interview schedule. The schedule is pre-tested to measure the reliability of the data. Accordingly necessary modifications were made in the questionnaire. Items found irrelevant were deleted and new items found vital were added to the questionnaire. Data were collected from 107 managers of 74 industries and used for analysis. Opinions of 201 employees were collected by using structured interview schedule for studying the level of job satisfaction, productivity and performance and their attitude towards managers. One employee is randomly selected from 100 employees available in industry selected for the study. The primary data were collected from March 2006 to May 2007.

8. Analysis of Data

The collected primary data has been statistically processed, classified and tabulated by using appropriate methods. Tables, figures and statistical results have been derived with the help of the computer package SPSS (Statistical Packages for Social Sciences).

We used t-test, Analysis of Variances (ANOVA), Correlation analysis, Regression analysis and Chi-square test for analysis of data. The difference between the means of two samples can be judged through t-test. The significance of t-value can be calculated as follows: If the t-
value ≥ 1.96, it is significant at 5% (P < 0.05). If the t-value ≥ 2.58, it is significant at 1% (P < 0.01).

ANOVA can be used to examine the significance of the difference amongst more than two sample means at the same time by calculating the F-statistic. By comparing the value of F with table value of F, the significance can be verified. If the calculated value is greater than the table value, it is concluded that the difference in sample means is significant. If the calculated value is less than the table value, the difference is not significant. However in this thesis we have used the testing procedure based on P-values rather than significance level of testing. Thus, we will reject the null hypothesis at 5% significance level if the P-value < 0.05.

In regression analysis, one variable is taken as dependent while the other variables are considered as independent. The regression equation provides estimates of values of the dependent variable from values of the independent variable. The regression line is used to accomplish the estimation procedure. The regression line describes the average relationship that exists between two variables. The equation of this line is known as the regression equation and provides estimation of the dependent variable, when values are inserted into the equation. The significance of the regression coefficients can be ascertained through P–
values. For the purpose of ANOVA and regression analysis, the average scores of the opinion about the job satisfaction, Employees attitude towards managers, productivity and performance of employees in each industry were calculated.

Correlation measures the nature and extent of proximity in the relationship between two or more variables in the field of inquiry, where and effect of relationship is existing among them. This provides a very useful basis for statistical analysis of data. The coefficient of correlation can be either positive or a negative value, depending upon the direction of change in the other variable. If the direction of change is similar, it signifies positive correlation. But if it is in reverse direction, it signifies negative correlation

Chi-square test is an important non-parametric test and as such no rigid assumption is necessary in respect of the type of population. In this research Chi-square test is used as a test of independence to explain whether attributes are associated or not without indicating strength or direction of relationship. When the SPSS is used for chi-square test, Pearson Chi-square, likelihood-ratio Chi-square is displayed with degrees of freedom (DF) and significance value. Here significance value

means level of significance of particular Chi-square value for that degree of freedom. If the level of significance is less than 0.05, then particular null hypothesis will be rejected and alternate hypothesis can be stated that there exists a significant association between this attributes\textsuperscript{94}.

9. Scheme of the Study

The study is presented in five chapters.

- Introduction. An introduction to the study covering the statement of the problem, need and significance, review of literature, objectives, hypothesis, methodology and scope and limitations of the study.
- As a background to the study the theoretical frame work of different management styles are presented in chapter 1.
- Current state of management styles in industries of Kerala is presented in chapter 2.
- The analysis of data of the study is presented in chapter 3.
- The findings of the study are presented in chapter 4.
- The last chapter concludes with suggestions and recommendation.

10. Limitation of the Study

A good amount of care was exercised in the execution of the present study. Despite the fact that very reliable results that may also be generalized have been arrived at, the investigator would like to point out some unavoidable limitations that have entered into the study. Some of the obvious limitations include the following:

The findings of this study are based on the expressed information or opinions of the respondents which might have its own limitations. The attempted objectivity has naturally been constrained by the extent of the respondent’s readiness to give real or factual information. Possibility of hiding certain facts on the part of the respondents could not completely be ruled out, although all possible efforts have been made to elicit authentic information.

- Since the study is an individual effort, the primary data required for the study were collected from 74 industries (around 11.54 percent of the total population) only and are subjected to such normal errors inherent in social surveys. Questionnaires were given to 107 managers and 201 employees pertaining to 74 industries and collected their valuable opinions based on their experiences.
The variables selected on the basis of various theories, models, seminar or study report etc, and on the basis of the items that could have been included in the tentatively selected independent variable to make it more conclusive. However the investigator has felt that selected variables are more vital and sufficient and therefore, they have higher logical correlation with the management styles than with left out variables or items.

To the best of the researcher’s knowledge, the study is one of the pioneering studies of its kind in Kerala touching the management styles in industries of Kerala. Hence the primary aim of this research is to focus attention on the border aspects and other dimensions of the management style in industries of Kerala and it is hoped that the present study will provide a basis for formulating hypotheses to further researches.

- No ‘Objective Criterion’ was included in the study for evaluation of performance and effectiveness related issues.

- Considering the number of items, variables and the constructs included in the study, a large sample size would have been warranted, which could not be feasible due to constraints of resources.
Forgoing discussions reveal the need and significance, and about the various studies already conducted in management styles and human resources related aspects. Based on these information’s objectives and hypotheses are formulated, methodology, sample design and the methods for the collection of data were decided. An attempt has made to give a theoretical frame work of various management styles in the next chapter.