

## **CHAPTER 6**

### **LIMITATIONS AND SCOPE FOR FUTURE RESEARCH**

#### **6.1 Introduction**

The objectives of this research were to develop the scale on Managerial competencies, to understand the culture archetype of the various banks and to assess the combined effect of both the variables of Managerial competencies on Managerial effectiveness. The thesis comprises of six chapters. Chapter 1 provided the overview of the research rationale and objectives. Chapter 2 described and discussed the literature review on managerial competencies, organizational culture and managerial effectiveness and also discussed the research gap in previous studies. Chapter 3 discussed the research methodology used in the present research, while chapter 4 provided the detailed information of data analysis and findings of this research. Chapter 5 provides the discussion of the conclusion and implications of this research. The implications of the research can help the OD practitioners and HR professionals to understand various concepts related to managerial competencies, organizational culture and managerial effectiveness. Last but not the least chapter 6 explains the limitations of this research and scope for future research.

#### **6.2 Limitations**

Literature is silent about the direct relationship between the three constructs of MC, OC and ME. In this regard, the present study has made a significant contribution to the body of knowledge. But, like all the other researches, the current research also has its own limitations, which are enlisted below:-

- i) The objectives of this study represent a first attempt to develop and empirically test a theoretical framework of Managerial competencies in India, especially in the banking sector. Hence, the first limitation of the study is that the findings are indicative rather than conclusive.
- ii) Second, due to resources constraint, data was collected from the middle level managers of the banking sector from national capital region of India. Moreover, sample drawn were from only two public sector and two private sector banks. Sample from other public sector and private

sector banks from different regions of India may be taken, to further investigate the relationship between MC, OC and ME.

iii) Further, the survey is limited to only 506 employees from the two public sector and two private sector banks.

iv) Data was collected from only middle level managers of the various banks. In future, data from senior level and lower level managers can also be incorporated.

v) Self-perception method was used while collecting data for Managerial competencies, Organizational Culture and Managerial effectiveness; responses from peers, supervisors and subordinates were not collected. Future research can be conducted by working on these limitations.

vi) Demographic variables like age, gender, educational qualification and experience in the organization were not considered to understand the relationship between MC, OC and ME.

### **6.3 Scope for Future Research**

For the growth of banking sector, it is important necessary to develop an organizational culture that focuses on enhancing contribution of managerial competencies to managerial effectiveness which will ultimately lead to organizational success.

Future research may include more banks, so that the findings of the current study could be generalized across the banking sector in India. Future research may also include longitudinal research design (to understand the cause and effect relationship) and larger sample size, so that the representativeness of the sample can be increased. Finally, future investigations that expand on the previously mentioned impediments and reproduced in different cultural settings in other sectors may probably lead to fascinating disclosures.