1. **Conclusion derived for organisational culture from the study** - The mean value of organisational culture for middle managerial cadre comes out to be 3.5448 which is less as compared to the lower managerial cadre is 3.572. It means the subordinates take their problems to their superiors. And the decision maker takes into confidence their subordinates through whom they get their work done. An open and transparent management style prevails in BHEL, Hardwar.

2. **Conclusion derived for managerial effectiveness from the study** - The mean value of managerial effectiveness for middle managerial cadre comes out to be 3.7912 and for lower managerial cadre is 3.7548. This shows an effective management at both the management level at BHEL, Hardwar. The leader as a motivator is able to stimulate his team members as per their perception.

3. **Conclusion derived for leadership behavior from the study** - The mean value of leadership behaviour for middle managerial cadre comes out to be 3.4876 and for lower managerial cadre is 3.4504. This shows that leaders as team players try to understand the group dynamics so as to make their team cohesive unit. The leaders according to the will of the team members also plan the future programme.

4. **Conclusion derived for work motivation from the study** - The mean value of work motivation for middle managerial cadre comes out to be 3.498 and for lower managerial cadre is 3.522, this shows a highly motivated management at middle and lower managerial level. It means
a high level of job satisfaction is provided to the employees of BHEL, Hardwar. The employee’s perception of their pay (gross package including benefits) was found out to be highly satisfactory also.

The key research findings were the hypothesis linking the various organisational variables under study -

5. The first hypothesis states that, there shall be a significant relationship between organisational culture and managerial effectiveness. Correlation coefficient values comes out when we see the combined effect of all 500 respondent is \( r = 0.4 \), which shows positive correlation between organisational culture and managerial effectiveness. This impact is more in middle managerial cadre as the value is more \( r = 0.509 \) and comparatively less at lower managerial cadre \( r = 0.291 \). The positive correlation value shows that the organisational culture is favorable towards build up managers to an effective side but an effective training system based on new technology should also be provided to the employees of BHEL, Hardwar for taking higher benefits from world’s competition.

6. The second hypothesis states that, there shall be a significant relationship between organisational culture and leadership behavior. Correlation coefficient between organisational culture and leadership behavior when we take complete sample of 500 is ‘0.239’ which signifies lower level of positive correlation between organisational culture and leadership behavior. This value of correlation is based on
mean response of all 500 respondents for Organisational Culture and Leadership Behavior. The correlation values for middle managerial cadre employees \((r = 0.301)\) were higher than those for lower managerial cadre employees \((r = 0.176)\). This correlation coefficient should be higher in case of an ideal organisation. Thus BHEL needs to improve either organisational culture, either leadership behavior or both such that the result may show further improvement, certain organisational development techniques may be applied for achieving this.

7. **The third hypothesis states that**, there is a significant relationship between organisational culture and work motivation. Correlation coefficient values between mean response of all 500 respondents comes out to be 0.495, which is also high. This value is comparatively more at middle managerial cadre employees \((r = 0.610)\) than at lower managerial cadre employees \((r = 0.380)\).

Organisational culture by strong influence on the morale of the employees drives the employees towards work. A good system of application, evaluation, and feedback gives the employees a regular analysis about their performance and thus act as a boost towards their work motivation.

8. **The fourth hypothesis states that**, by using the ‘Z’ statistic revealed that there is no significant difference between lower managerial cadre and middle managerial cadre on managerial effectiveness \((Z_{cal} = \)
2.907, \( Z_{\text{tab}} = 2.58 \). It was found that calculated value of \( Z \) (2.907) was more than tabulated value of \( Z \) at 1\% i.e., 2.58. Hence null hypothesis should be rejected. Thus there is a significant difference was found for managerial effectiveness between lower managerial cadre and middle managerial cadre.

The study reveals that about managerial effectiveness opinion of middle and lower managerial cadre is differ. In BHEL, this difference may be explained on the basis of different experience gained by both cadres. The perception of quality and quantity, the middle managerial cadre and lower managerial cadre will also be differ.

9. **The fifth hypothesis states that**, by using the ‘\( Z \)’ statistic revealed that there is no significant difference between lower managerial cadre and middle managerial cadre on leadership behavior (\( Z_{\text{cal}} = 1.464, Z_{\text{tab}} = 2.58 \)). It was found that calculated value of \( Z \) (1.464) was less than tabulated value (2.58). Hence null hypothesis could not be rejected. Thus no difference was found for leadership behaviour between lower managerial cadre and middle managerial cadre.

The study reveals that about leadership behaviour opinion of middle and lower managerial cadre is same. It means both the managerial cadres (lower and middle) always in touch with the people to nurture team work. In BHEL the foremost job of a leader is to guide and direct the group. They act as a friend, philosopher and guide to his followers and takes the lead in all activities with co-operation and coordination.
10. The sixth hypothesis states that, by using the ‘Z’ statistic revealed that there is no significant difference between lower managerial cadre and middle managerial cadre on work motivation ($Z_{cal} = 3.429$, $Z_{tab} = 2.58$). It was found that calculated value of $Z$ (3.429) was more than tabulated value (2.58). Hence null hypothesis should be rejected. Thus there is a significant difference was found for work motivation between lower managerial cadre and middle managerial cadre.

The study reveals that about work motivation opinion of middle and lower managerial cadre is different. Since BHEL follows the hierarchical system of management and the success of any organisation depends upon the strategy of an organisation. In BHEL, Hardwar, lower and middle managerial cadre employees get differ perception about the essential component of organisation culture i.e., motivation. Job satisfaction, performance appraisal, remuneration, promotion policies, incentives, communication etc, all are present in an effective form for motivating the employees in BHEL, Hardwar.