Chapter-5
5.0 Introduction

This chapter seeks to present a summary of the research study, consolidate its findings and make recommendations. The chapter is divided into three sections. Section-I summarizes the objectives of the study, research design, research methodology, pattern of analysis and statistical tools. The conclusions and recommendations on trust are presented in Section-II. The findings and recommendations on managerial performance are detailed in Section-III.

5.1 Summary

5.1.1 Objectives

The research study aimed at evaluating the level of trust (and its attributes) and assess managerial performance, measured through managerial roles. The researcher explored differences on their accounts between public and private sector. Industry wise differences were also explored in this study.

5.1.2 Sampling Approach

Comparable 'Organizational sets' were selected on the basis of work profile, geographical location and comparable number of officers. Leading organizations in banking and communication industry were selected both from public and private sectors. Sample included different age-groups and functional areas in the organizations. Stratified sampling and also disproportionate stratified sampling was resorted to between public and private sector 'organizational sets' to take care of the diversity.

5.1.3 Instruments for data collection

Two 'Close-ended structured questionnaires' were used; one pertaining to trust measurement (Appendix - A) and the other pertaining to qualitative measurement of managerial performance (Appendix - C).
5.1.4 Pattern of Analysis

A. Analysis of trust profile

- Level of trust, overall as also attribute wise was assessed for the entire sample.
- Trust levels between public and private sector organizations were compared.
- Trust levels between public and private sector in banking and communication industry were compared.

B. Analysis of managerial performance across organizations

- Difference in managerial performance was assessed age wise.
- Managerial performance for public vis-à-vis private sector organizations was compared.
- Managerial performance for public and private sector in banking and communication industry was compared.

5.1.5 Statistical Tools

SPSS software has been adopted for analyzing the data using the following tests:

a. Student's t-test
b. Anova -F test

5.1.5 Earlier Studies & Research

While perusing the research literature, it was observed that no empirical study has been done to evaluate attributes of trust and managerial performance (via managerial roles). It was also found that no study has been done to compare public sector and private sector organizations in India for these parameters.
5.2 Conclusions and Recommendations on Trust

We have found a significant difference in trust levels across organizations. Further, we have seen that trust levels are higher in the private sector as compared to public sector organizations. This has been further supported by the comparison between public and private sector banking and communications organizations. In both the banking industry and the communications industry, we have found that the trust levels are higher in the private sector as compared to the public sector.

Private sector organizations do not score more than public sector organizations on all the trust attributes, there are some attributes of trust on which public sector organizations score higher, namely - genuine, cooperative.

Based on these findings, the researcher would like to make some recommendations on how public sector organizations can also raise the level of the trust attributes on which they score lower than private sector organizations.

We have also made recommendations on how the private sector can raise score on trust attributes for which it scores lower than the public sector.

Banking Industry

Let us first consider the case of the banking industry. We have seen that there is a significant difference in trust level for the following seven attributes - expert, genuine, mutual, willingness to take risk, cooperative, accepting and warm and supportive. The private sector organization scores more for the following five trust attributes - expert, mutual, willingness to take risk, accepting & warm and supportive. The public sector organizations would benefit by increasing their scores on these attributes.

Human resource management suggests that an organization can make interventions in four key areas i.e. Recruitment, Training, Performance Appraisal and Compensation.

The researcher shall use this framework to make recommendations on how to improve scores on trust attributes.
For the public sector banking organization to improve its score on expert it can recognize the importance of expertise by allotting adequate weightage to technical, inter-personal and conceptual expertise in recruitment for positions across functional and hierarchical levels. Regular training workshops can be conducted so that managers are updated on latest financial techniques and behavioural approaches to better manage their teams. Performance appraisal and compensation should also give adequate weightage to expertise to reflect the growing technical and financial sophistication in the banking industry.

To increase the score on mutual, well designed orientation programs are critical so that new employees at all levels get a good exposure to the organizational policies and have an appreciation on how these policies help in ensuring a smooth operation across the numerous locations. Annual meetings can also be organized in which organizational objectives, achievements and concerns can be shared. This can help build a strong sense of comradely in the organization.

Willingness to take risk is crucial for success in the banking industry, especially when loans are given, to ensure that just because some loans go bad, risk taking is not penalized. Adequate mechanisms are needed to be developed and managerial risk taking should be evaluated and adequately rewarded. Training programs and workshops on risk management should be regularly conducted.

To create an accepting & warm culture, the public sector bank needs to conduct regular get-togethers and retreats on small, medium and large scales. Public sector banking managers need a chance to meet and interact with each other in a non-work surrounding. This will enable them to appreciate each other and create an atmosphere in which managers enjoy working together.

Public sector banking managers should appreciate the need for creating supportive environment for optimal work. Training programs can be conducted to emphasize the importance to improve manager’s inter-personal skills. Peer feedback and rating can be included in performance appraisal to ensure that managers give adequate importance to their inter-personal and team building skills.
Moving on recommendations for the private sector bank, to increase the level of genuineness, it is not possible to comment easily as this is a perception that needs further probing as to what factors contribute to creating the feeling among managers that their colleagues are genuine individuals. The researcher is reluctant to make a recommendation about how to increase the score on this attribute.

To foster a more cooperative attitude among its managers, the private sectors need to possibly reduce the level of competitiveness among its managers. Training programs can be organized to emphasize the importance of overall organizational goals alongwith personal/team goal. Sometimes managers can lose sight of organizational goals in pursuit of their individual team goals.

**Communication Industry**

We have found that scores for two trust attributes-expert and mutual are higher for the private sector and that scores for two trust attributes- genuine and cooperative are higher for the public sector. For the public sector organization to increase its score on the attribute expert, similar to the recommendation in the banking industry adequate weightage must be given while recruiting managers at all levels. Further training programs need to be organized that all managers get an opportunity to upgrade their technical and behavioural skills. Development of expertise is too important to be left to individual effort. Adequate weightage should be given to demonstrable expertise during performance appraisal and possession of expertise should be rewarded when designing the compensation package.

To increase mutuality, informal organizational get together can be organized so that managers find it easier to appreciate each other and a sense of oneness can be inculcated within the organization. Larger get togethers can be organized on an annual basis to foster a spirit of belongingness within the organization. We have seen that the private sector organization scores lower than the public sector organization on the trust attributes- genuine and cooperative. We have earlier remarked that it is difficult to pinpoint on what generates a feeling among managers that their colleagues are genuine
individuals, hence it is difficult to recommend measures to enable the private sector organization increase its score on this attribute.

To enable the private sector organization to increase its score on the attribute *cooperative*, it is recommended that they should try to lower the feeling of intense competition amongst its managers. Programs need to be organized which should emphasize the importance of larger organizational goals which can sometimes get side lined in the pursuit of individual goals.

5.3 Findings and Recommendations on Managerial Performance

It has been found that managers in the private sector are master managers who practice all the four managerial models and balance all the eight managerial roles. Public sector managers on the other hand emphasize two managerial models—internal process model and rational goal model at the expense of the other two models—human relation model and open system model. Public sector managers also emphasize the managerial roles—producer, director, monitor and coordinator, which compose the internal process model and rational goal model.

**Banking Industry**

Public sector banks need to make their managers realize that they are primarily using the two managerial models i.e., internal process model and rational goal model and emphasizing on three roles—director, producer and monitor which lie in these models. Training programs need to be conducted to make public sector banking managers realize the importance of having a balanced approach and using all four managerial models in their work.

These managers shall not be able to reach their full potential unless they use all four managerial models. Performance appraisal systems should be redesigned to evaluate not only achievement of quantitative targets but also development of softer managerial skills defined by the human relations and open system models. High scores on the director and producer roles indicate that public sector banking managers try to fulfill much of their team responsibilities by themselves. They need to realize that this is a self-limiting approach as they can do only so much themselves. They need to undergo...
programs that can build up their team-building and delegation skills so that they can get more work done out of their teams and hence be better managers.

**Communication Industry**

Here it is again found that public sector managers are emphasizing the internal process model and the rational goal model at the expense of the open system model and the human relation model. Public sector managers are emphasizing on the four managerial roles- producer, director, monitor and coordinator which implies that they are trying to fulfill much of their team responsibilities by them and are also supervising their subordinates too closely. This is a self limiting approach which does not allow manager to develop his/her full potential.

Training programs should be conducted to make the public sector managers realize their shortcomings. Programs should also be conducted to help these managers overcome their shortcomings. Programs should focus on effecting a perceptual shift among public sector managers about delegation of work; they should also be imparted knowledge and skills to enhance their interpersonal skills.

Annual performance appraisal should also check for the development of these competencies and compensation must be linked to demonstrable expertise in delegation of work and team building competencies.

It is hoped that by implementing the above suggestions, the organizations under study shall be able to improve their scores on trust and its attributes as well as improve their managerial performance.

5.4 Direction for Further Research

This study has scope for future research both depth wise and breadth wise. The research has identified dimensions of trust that need to be developed both for public sector as also for private sector. For example, in public sector it has been observed that trust scores are lower for attributes namely- expert, mutual, willingness to take risk, supportive and accepting & warm.

The future researches may specifically focus on how to develop trust score in these organizations on those dimensions where, presently the score does not
have desirable level. The focus of such efforts could be on exploring specific recruitment, compensation and developmental policies to help these organizations improve their score on all dimensions of trust and specifically on those dimensions on which scores do not have satisfactory level. Designing the suitable HR interventions would be a rewarding and more applied area of enquiry. Training programs can also be developed to impart skills to perform managerial roles in a balanced fashion.

The study has scope of extension breadth wise also. The present study has focussed on only two industrial segments- namely banking and communication. Within that also employees at the higher end of the organization have been targetted for enquiry.

The breadth wise extension is possible in multiple ways. For example, other employees of these industrial segments can be targetted to consolidate these findings further. Studies can also be designed to target other industrial segments. In this regard the studies may not only focus on commercial organizations, social sector and governmental sector also require presence of trust. These sectors can also be a target for extending these studies.

The future studies could focus on organizations spread out in other geographic segments.