CHAPTER-VII

CONCLUSION: SUMMARY OF FINDINGS, THEORETICAL IMPLICATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

The results of the statistical analysis with regard to the Combined Performance (Deposit + Advance) of the managers indicated that the average performance of the 132 managers for the three year period under review stood at 95.16% as against the assigned target of 100% over the period. It was learned during data collection that the bank had a growing record of performance both in terms of its deposits and advances during the period covered by the study. And to reach these targets the bank had been quite ambitious in its target assignment for the branches. Viewed against this background, the average achievement of 95.16% of the target by the managers may be regarded as quite a satisfactory level of performance. In other words, it may be said of the 132 managers in general that they have responded to the challenging assignment given to them by the Head Office.

Analysis of the individual performance of the managers, however, revealed that there was considerable variation within the group in terms of their effectiveness in achieving the results. The Combined performance scores of the managers ranged from 73% to 121% with a standard deviation of 9.08. The break-up analyses of the Deposit performance and Advance performance of managers, further, showed a different pattern of score
distribution. The scores for Deposit performance showed a lesser range of 71% to 123% with a standard deviation of 7.94 whereas the Advance performance scores showed a much wider variation with the scores going as down as 54% and as high as 136% with greater standard deviation of 16.94. It may, therefore, be presumed that Advance performance is quite a tougher task for the branch managers when compared with Deposit performance. Quite in tune with this observation, when managers were ranked on the basis of their Combined performance, it was found that the Advance performance contributed more than the Deposit performance to the Combined Performance of the managers. This was testified by the higher r value of .7799, P=.00 between Advance performance and Combined performance when compared with the r value of 0.6842, P=.00 between Deposit performance and Advance performance.

Having, thus, observed quite considerable variations in the level of performance effectiveness of the managers, analyses were done to find out how the various categories of performers scored on the psychological characteristics measured in the study. Accordingly, the managers were percentile ranked on the basis of their combined performance scores and were divided into the three categories of performers viz. High Results Producers (HRPs), Moderate Results Producers (MRPs) and Low Result Producers (LRPs). These three groups of managers were then tested statistically for their differences on the variables measured.
When the Combined Performance of managers was correlated with their Leadership orientation it was found that Combined performance correlated positively and significantly with Task orientation of managers ($r=.5435$, $P=.00$). The other dimension of leadership viz. People orientation failed to show any significant correlation with performance of managers ($r=.0409$, $P<.642$). Statistical testing using ANOVA also showed difference between the three groups on the Task orientation scale, $F=27.583$, $D.F.(2,129), P=.00$.

When the various combinations of Task orientation and People orientation were tested for their effect on performance of managers, it was found that Task orientation was the only factor that distinguished high from low performers. However, it may be noted that the average level of Task orientation and People orientation for the 132 managers of the study were both found to be quite high at 14.36 and 15.18 respectively against a total scale score of twenty each.

It could, therefore, be explained that in the banking sector, among the branch managers the relatively high performing managers are the ones who possess a comparatively higher degree of Task orientation in their leadership approach towards subordinates. People orientation might not be as important as Task orientation in distinguishing high from low performers. But, the widely diffused presence of a higher level of People
orientation among the managers of the bank might be an indication that People orientation plays a supportive role in maintaining the performance of managers at higher levels. In fact, these findings have their parallels in research literature both in India and abroad.

Another finding of the study is the association between performance of the bank managers and the level of their Achievement orientation. It has been observed that the average level of Achievement orientation of the managers is 18.26 against the total possible score of 30 which may be regarded as not too high but quite above the average. When the three groups were tested for their differences on the Achievement orientation score the Results reached significance at $P < .001 F(2,129)=7.736$, with the HRP$s(m=20.21)$ standing quite apart from and above the MRPs ($m=18.14$) and the LRPs ($m=16.51$).

It, thus, becomes empirically established that the high performing bank managers tend to possess more Achievement orientation than their low performing counterparts. It goes in tune with the findings of researchers that high performance and high achievement motivation are mutually related.

Another variable included in this investigation is the Type A behaviour pattern (TABP) reported by the respondent managers. When measured using a 200-score scale, the group average for the 132 managers was found to be 114.48. Going by the explanation
given by the authors of the scale that any score above 100 is indicative of the presence of Type A behaviour, it may be believed that the managers in this study, on an average, possess some extent of Type A behaviour in them. When tested for differences among the three groups of performers, it was further revealed that the HRPs, were possessing more Type A behaviour pattern ($m=122.21$) than the MRPs ($m=111.890$) and the LRPs ($m=109.64$).

Based on the empirical observations it may be inferred that the high performing bank managers, in their pursuit after performance excellence, have somehow manifested the Type A behaviour pattern, which if continued for long, might create problems from the health point of view, because it is now almost getting established in the medical world that TABP is a coronary prone behaviour pattern with adverse consequences for the individual. The above finding does not have empirical evidence from Indian managerial samples but throws open the vista for future research in this line.

Analysis of the data collected regarding the psychological characteristics of the managers had resulted in yet another finding. It was found that among the branch managers in this study, there existed a positive correlation between their Achievement orientation, Task orientation and Type A behaviour pattern. Achievement orientation was found to be significantly
correlated with Task orientation ($r = 0.4763, P = 0.00$) and Type A behaviour pattern ($r = 0.4771, P = 0.00$), and Task orientation was found to be positively correlated with Type A behaviour pattern ($r = 0.3053, P = 0.00$). ANOVA tests for these variables also confirmed the above findings.

Taken together, it may be concluded that among managers working in a sector like banking, the three characteristics viz. Achievement orientation, Task orientation and Type A behaviour pattern, when present, tend to occur in a mutually positively correlated manner. Research evidence also add support to this finding of the study.

With regard to the bio-social factors covered in this study, the variables included such particulars as religion, region, family and parental background of the managers and certain of their personal details such as age and education. These variables were studied mainly with a view to understand the profile of social background of the managers. The variables were tested statistically to know if they had any association with the performance of managers. The results yielded two interesting findings.

The first sociological finding was that the managers who had been children of less educated parents, especially of less educated mothers, showed a trend toward better performance
compared with the managers who had their parents more educated (but statistically not significant at .05 level). The second important finding was that managers who hailed from lower middle class families were better performers than those who came from upper middle class families. These two findings perhaps suggest that the managers who hailed from less privileged families might be trying to compensate for the socio-economic disadvantages experienced by their parental generation. The executive positions reached by them might be deemed by them as a rare opportunity to enhance their material and social positions in the society. This interpretation is based on the viewpoint of the researcher and does not have any related literature to support it and may, therefore, be viewed as only a tentative explanation of the findings.
THEORETICAL IMPLICATIONS OF THE STUDY AND SUGGESTIONS FOR FUTURE RESEARCH

This research investigation, conducted in the banking sector, was undertaken with the purpose of understanding "why some bank managers are high results producers while others are low results producers in their branch banking work". The hypotheses of the study were formulated to test the relationship between performance effectiveness of the managers and some of their personal characteristics like Achievement orientation, Leadership orientation and Type A behaviour pattern. The theoretical background for the hypotheses was drawn from the available literature. In the following paragraphs, an attempt is made to summarise the theoretical insights derived from the study, in the light of the findings of other authors.

One of the hypotheses of the study was that high producing bank managers would possess more achievement orientation than the low producing managers. This was based on the pioneering works of David C. McClelland (1961, 1966, 1983) who observed that achievement motivated people tend to be high performers in business organisations and enterprises. Other authors like Gellerman (1963), Morgan (1976), Jay Hall (1976), Leavitt (1978) and Atkinson and Raynor (1978) have also observed that managers with higher levels of achievement motivation tend to excel at executive and entrepreneurial jobs. The results of this study
agree with the above authors and indicate that their findings are extentable to executives in the banking field also.

In explaining the motivational characteristics of successful managers, McClelland has also observed that in addition to the need for achievement, the need for power also plays an important role in managerial motivation. Power orientation of managers has not been explored in this study. Recently considerable efforts are being focussed on need for power as a managerial motivator. Therefore, in searching for the motivational correlates of performance effectiveness of bank executives in our country, future researchers may incorporate both achievement orientation and power orientation so as to gain more insight into the phenomenon of managerial motivation for performance excellence.

Regarding leadership orientation of managers, it was hypothesised that the high results producing managers would show significantly more task orientation and people orientation in them compared with that of the low results producers. Theoretical support for the hypothesis was drawn from the leadership models of both western and Indian authors who advocate that a high task-high people orientation is required for managers to be effective. Blake and Mouton (1978, 1981) for example, in their "Managerial Grid", suggest that managers, to be effective at executive jobs, should possess a high concern for production and an equally high concern for the people under them. In India,
J.B.P. Sinha (1978) through his "Nurturant-Task model", has proposed that leadership effectiveness, in Indian context, calls for a high task-high people orientation on the part of managers. Other authors have also similarly suggested high task-high people as the appropriate orientation for Indian managers (Chatterjee and James, 1965).

The empirical results of this investigation reveal that the branch managers, in the bank under study, tend to be both task oriented and people oriented and have been able to produce good results for the bank. The finding, thus, agrees with the propositions contained in the leadership models cited above.

However, when analysed against performance differences among managers, the statistical findings revealed that it is the level of task orientation of managers that really distinguishes high results producers from low results producers. People orientation, though an essential component of leadership orientation, was not found to be a significant factor and might, therefore, be deemed as playing only a supportive role in performance effectiveness. The theoretical insights that emerge out from these findings may, therefore, be summarised as follows:

While high people orientation might be required by bank managers to retain moderately good results in their branch banking work, what really contributes to superior performance among them is their level of task orientation than people orientation.

* See Chapter - V (Section on Leadership Orientation)
The investigator now suggests that this new insight be tested in a wider range of organisations to check its generalisability. While designing such studies, the leadership insights cited above may be regarded as one of the bases for formulating hypotheses.

Type A behaviour pattern (TABP) is the third variable that was tested against performance effectiveness. Drs. Meyer Friedman and Ray Rosenman (1974) who pioneered research work in the field and other researchers like Glass (1982), Brief et al. (1981), Jenkins et al. (1984), Kreigal and Kreigal (1984), and Charlesworth and Nathan (1984) have observed that Type A behaviour pattern is found mostly among individuals leading very busy life schedules and especially among those who are hard driving, ambitious, aggressive and so forth. According to most TABP researchers, Type A personality is largely a product of competitive life environments. Banking today is a highly competitive commercial activity and the managers working in this field are likely to possess the characteristics cited above, with the consequent possibility of becoming Type A individuals.

The hypothesis of the study in this regard was that the high results producing branch managers would possess more Type A behaviour than their low results producing counterparts. The study results revealed the prevalence of TABP among branch managers and it was found to be significantly higher among the
high producing managers. Research data regarding the prevalence of TABP among executives is very scanty in India. In this context this finding of the study may be regarded as a guidepost indicating the need for TABP research in other fields of business activity. It is the researcher's belief that TABP is likely to be found not only among bank managers but also among managers engaged in other competitive types of executive jobs. The investigator, therefore, suggests that there is ample scope for research work directed toward understanding not only the prevalence of TABP but also its multifarious dynamics.

While designing future research on TABP among executives, it is also suggested that the inquiries be focussed on those occupations that call for higher levels of achievement orientation and task orientation among the executives. It is suggested so, because in this study high Type A managers have been found to possess higher levels of achievement orientation and task orientation, leading to the possibility that these three characteristics tend to occur together in an inter-related manner.

Apart from the insights presented so far, the researcher has also come across an important sociological observation in relation to performance effectiveness. It is found from the data collected that managers hailing from less privileged families tend to show better performance than managers who come from more
privileged family backgrounds. Here a compensatory motivation might have driven the managers to achieve and excel at their executive jobs, thereby paving the way for improving their economic status. This finding offers another area for future research and if similar findings are obtained in studies covering different categories of organisations, it holds a treasure of tremendous hope for a developing country like India, where there may be many talented executive brains lying dormant in the less privileged sections of the society.