Chapter 4 – Major Observations
Deficiencies and Suggestions

Section A : Major Observations
Section B : Deficiencies
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CHAPTER – 4
MAJOR OBSERVATIONS DEFICIENCIES AND SUGGESTIONS

Managers play a key role in the organizational behaviour. They must effectively manage behaviour in order to reach the organizational goals. They are directly or indirectly dependent on many others for information, staff service and cooperation in general. One of the major problems in the industry today is of the shortage of effective managers.

In the present study an attempt has been made to study the determinants of managerial effectiveness in the private and public sector organizations. The results indicate that each determinant i.e. communication styles, credibility, decision making and organizational culture contributes to managerial effectiveness in varying degrees in both the organizations. Therefore chapter four has been devoted to summarise the major observations and deficiencies in communication styles, decision making, credibility, organizational culture and managerial effectiveness by analysing the prevalent situation and also to make some meaningful recommendations to enhance the managerial effectiveness by taking care of identified correlates more carefully.

SECTION A : MAJOR OBSERVATIONS

COMPARISON BETWEEN THE TWO GROUPS

The comparison between the two groups i.e. private and public sector organizations with respect to the independent variables namely communication styles, decision making, credibility and organizational culture and the dependent variable managerial effectiveness are compiled in Table: 4.1

The managers of public and private sectors differ significantly on the use of communication styles \( (t = 2.33, p < 0.05) \), organizational culture \( (t = 3.33, p < 0.01) \) and managerial effectiveness \( (t = 2.96, p < 0.01) \). It is seen that the
managers in the private sector show significantly higher score than the managers in the public sector organization on all the three variables. The difference between the two groups with regard to decision making and credibility are not found to be significant. The mean scores are higher in the public sector organization in the use of decision making approaches as compared to the private sector. Similarly the mean scores are higher in private sector with regard to the credibility.

**Table : 4.1 Comparison between managers of two groups with pertaining to dependent and independent variables**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Private Sector N=150</th>
<th>Public Sector N=150</th>
<th>t-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>SD</td>
<td>Mean</td>
<td>SD</td>
</tr>
<tr>
<td>Communication Styles</td>
<td>113.96</td>
<td>14.25</td>
<td>109.58</td>
</tr>
<tr>
<td>Decision Making</td>
<td>15.89</td>
<td>1.8</td>
<td>16.3</td>
</tr>
<tr>
<td>Credibility</td>
<td>134</td>
<td>12.44</td>
<td>132</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>171.17</td>
<td>18.43</td>
<td>163.76</td>
</tr>
<tr>
<td>Managerial Effectiveness</td>
<td>165.35</td>
<td>13.07</td>
<td>160.98</td>
</tr>
</tbody>
</table>

** significant at 0.01 level
* significant at 0.05 level

Managers in the private sector have better communication, perceive their organizational culture to be better and are more effective than their public sector contemporaries. The detailed analysis of each variable from Chapter - 3 on “Analysis and Interpretation” is also in accordance with our findings. It can thus be perceived that the managers in the private sector are more concerned for other people’s views and feedback than the managers in the public sector organization. Similarly managers in the private sector share
values, beliefs and habits within the organization that interact with the formal structure to produce behavioural norms. A manager also focuses on developing his competence in managing himself and others because he has to be efficient. It needs to be mentioned that a working place where orientation is fairly good, interpersonal relations and supervision are considerably important and satisfying, communication is easy and effective, people feel satisfied with job and quality of performance.

The results also indicate that the managers in both the organizations when compared to each other show that there are no significant differences in the use of decision making strategies and credibility. We see a similar trend in results in the Chapter on “Analysis and Interpretation,” where the scores are taken on different dimensions of decision making and credibility. It may be inferred from the above facts that managers in the public sector make better use of decision making strategies and the managers in the private sector are found to be more credible.

**RELATIONSHIP OF INDEPENDENT VARIABLES WITH MANAGERIAL EFFECTIVENESS**

Managerial effectiveness is significantly and positively related with independent variables like communication styles, decision making, credibility in the public sector organization, but there is no significant relationship between managerial effectiveness and organization culture, as is evident from Table: 4.2. Similarly managerial effectiveness is positively related with communication styles, decision making, credibility and organizational culture in the private sector also, but the relationships are not significant. When we consult the results in the chapter on “Analysis and Interpretation,” different dimensions of independent variables are taken into consideration, we see some significant relationships also. It indicates that for enhancing the effectiveness of the organization the emphasis should be on good communication, appropriate decision making using participative management. In addition to this a manager has to be trustworthy and credible and develop positive work culture.
#### Table 4.2 Relationship of independent variables with dependent variable:

<table>
<thead>
<tr>
<th>Variables</th>
<th>Private Sector N=150</th>
<th>Public Sector N=150</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication Styles</td>
<td>0.09</td>
<td>.18*</td>
</tr>
<tr>
<td>Decision Making</td>
<td>0.07</td>
<td>.23**</td>
</tr>
<tr>
<td>Credibility</td>
<td>0.06</td>
<td>.27**</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>0.11</td>
<td>0.11</td>
</tr>
</tbody>
</table>

** significant at 0.01 level
* significant at 0.05 level

The relationship of managerial effectiveness is positive with all the variables independently and collectively, our hypothesis is hence proved that better relationship with independent variables better the managerial effectiveness.

### SECTION B : DEFICIENCIES

Certain shortcomings are noticed when the variables taken in the study are examined critically. The percentages of scores on each dimension of the independent and dependent variables are studied in detail.

#### Communication Styles

The scores on communication styles show that in the private sector managers have low scores on some of the dimensions due to which the communication is not very effective. (Table: 1 from Appendix-G may please be consulted) Only 30 percent of the managers in both the organizations (private and public) are careful that they don’t drift from topic to topic during a conversation. In both private and public sector organizations approximately 30 percent of the managers are sensitive about interrupting before others can finish a statement and about 40 percent jump to conclusions before all the information is presented. The deficiencies in the communication process are also caused because only 42 percent of managers in private sector and 40 percent in public sector give the feedback to people on the suggestions and comments.
The basis of good understanding is good communication, and for good communication it is essential to be frank about what one thinks. The results show that approximately 31 percent of managers in private and 30 percent in public sector are frank in saying what they think. Approximately 15 percent of managers in both the organizations get restless when people speak to them. The effectiveness of the communication process is disrupted by the insensitivity of the people.

**Decision Making**

The shortcomings in the decision-making approaches are due to the low scores on many dimensions. (Table: 2 in Appendix-G may be referred for detailed results). Only 18 percent of managers in private sector and 27 percent in public sector are comfortable praising other people's common sense. Production of the company/organisation appeals more to the managers than the design of the product to about 24 percent managers in the private sector and 30 percent managers in the public sector. The ability to get along better with imaginative people is very less in public sector, (approximately 8 percent) whereas it is 26 percent in private sector. Only 26 percent managers in private sector and 27 percent in public sector think of an innovative way while doing something in a group. In both the sampled organizations few people (28 percent in private sector and 20 percent in public sector) appreciate figurative description in comparison to literal. It is sad to learn that in the private sector only about 4 percent of managers are careful about their rights. Strangely not many people think it wrong to be unsympathetic (24 percent in private sector and 15 percent in public sector). Similarly more people believe in mercy rather than justice. The word mercy appeals more to them than the word justice (15 percent in private sector and 11 percent in public sector). 45 percent in private and 38 percent in public sector get annoyed with people who do not like their theories. In the private sector organization approximately 35 percent of managers believe in letting the heart rule over head and being called a person of real feeling. In comparison to this, in the public sector only 25 to 30 percent managers are of
the similar opinion. Decision making skills can take an organization to unimaginable heights and also bring it down if they are not used judiciously.

**Credibility**

Managers in both the groups have scored reasonably well on this indicator of managerial effectiveness (Please refer to Table: 3 in the Appendix- G). As compared to the other variables, managers have scored pretty high on this variable (more than 40 percent positive responses are there in both the groups on almost all the dimensions of credibility). Still there is room for improvement, it is opined that many people are not fair in their dealings on the job. Only 42 percent in private sector and 44 percent in public sector think they are very well trained for their job. Similarly almost 42 percent feel certain about the authority they have over subordinates and that they are able to give clear explanations to the subordinates regarding their areas of responsibility. Some of the managers have a feeling that they are timid (38 percent in private sector and 42 percent in public sector) and in contrast to this 44 percent in the private and 40 percent in public sector feel that they are very authoritative concerning issues at work. Performance will improve if executives are just, honest, pleasant and fair.

**Organizational Culture**

In both the organizations, few managers feel that negotiations are an important aspect of the organization and are carried out with intelligence, preparation and a sincere desire to achieve results. 32 percent of the managers in private sector are of the view that they participate in decisions related to adoption of new programmes where as the majority feel they have no say in the matter. Most people feel that their jobs are monotonous and boring. Only 21 percent in private sector and 22 percent in public sector feel that something new is happening in their jobs everyday. Similarly about 33 percent in private and 38 percent in public sector feel that the same job is done the same way everyday, which becomes boring and monotonous. Approximately 36 percent of private sector and 33 percent of public sector managers feel that their organization keeps written records of everyone’s job. 22 percent of managers in the private sector are of the opinion that their
superiors give specific directions to them whereas the rest feel otherwise. In comparison to this 60 percent in public sector feel that they are given specific directions to work, which is an important component for getting results. Approximately 42 percent in both the organizations fully accept the importance of the institution of collective bargaining. Similarly 40 percent (approximately) managers in both the organization feel that they are their own bosses in most matters, they participate in interpersonal conflict resolutions and are of the opinion that grievance procedure is comprehensively structured with a binding final step. Besides the above, 40 to 44 percent managers in both the groups think that whatever situation arise they have procedures to follow in dealing with it and people are allowed to do almost as they please. About 47 percent in private sector and 51 percent in public sector are of the opinion that there is a variety at work.

It is surprising that only 21 percent in public sector feel that any decision they take has to have the boss’s approval where as in private sector almost 53 percent feel the same. Approximately 40-55 percent of managers in both the private and public sector seem to be dissatisfied with the practice of a senior taking the decision for them. 50-52 percent of managers in both groups feel that going through proper channel causes constant stress. 37-41 percent of managers in both the groups are of the opinion that people would not do any thing else except the task assigned by the organization and people would remain in their seat/office but would do the job only for name sake. 60 percent people in private sector and 50 percent in public sector organization said that job satisfaction is not liked as it fixes individual responsibility. 63 percent executives in private sector and 53 percent in public sector felt that people remain in their office but engage in gossip rather than work. About 51 percent in private and 42 percent in the public sector feel that superiors show their superiority by letting subordinates down. (The results are evident from Table: 4 in Appendix-G). The culture gives people a sense of how to behave and what they ought to be doing. It has an impact on the employee’s degree of satisfaction and quality of their performance.

Managerial Effectiveness
The score on managerial effectiveness reveal that only 42 percent managers in private and 37 percent in public sector appreciate and reward a subordinate when he/she comes with an innovative idea. (Kindly refer to Table: 5 in Appendix-G) Approximately 44 percent managers in both the organizations are not able to tolerate the planning done by wrong people in the organization. Similarly only 24 to 22 percent managers in both private and public sector organization encourage the subordinates to speak up even when they disagree with them. 40 to 42 percent managers in both private and public sector organization leave their subordinates to decide their own course of action to complete a task. Very few managers (approximately 20 percent) in both private and public sector organization try to resolve personal conflicts of the subordinates as well as organizational conflicts.

In both the organizations scores on the various dimensions of communication are reasonably high except for using brief and concise communication to avoid conflict among members. (44 percent in private and 45 percent in public sector) only 41 percent in private sector and 39 percent in public sector feel that if subordinates do a sloppy job at work, they should feel ashamed of themselves. About 46 percent in private and 43 percent in public sector are of the opinion that one should not solve the problem until decision has been implemented. 42 percent managers in private sector and 40 percent in public sector think that it is difficult to delegate tedious or unrewarding task.

SECTION C: SUGGESTIONS AND CONCLUSION

The shortcomings, appraise us with the dimensions where managers are lacking or showing weakness and hence these are important for improving the effectiveness of the organization. Intervention is needed in those areas in terms of improvement in the communication styles, decision-making strategies, credibility and organizational culture of the organization.

Communication Skills

Communication can be improved and be made more effective if managers are careful that while conversing they don’t drift from topic to topic and stick to the
issue. Communication would be better if more managers become sensitive about not interrupting others before they finish a statement and stop jumping to conclusions. The basis of good understanding is good communication and it is essential to be frank and say what one thinks and also give honest feedback to people.

**Decision Making**

Decision making will improve if more people could praise others common sense and be more concerned about the production of company/organization rather than the design of the product. Besides, this ability to get along better with imaginative people would improve the effectiveness. In both the sampled organizations effectiveness will improve if more people use innovative approach and figurative description in comparison to only literal description while explaining concepts. Similarly more people should be careful about their rights and believe in justice but not be unsympathetic to others. Things will become a lot better in terms of management if people think logically and not be influenced by emotions and sentiments.

**Credibility**

Credibility will improve if people become fair in their dealings and are well trained in their job and this also means better production and effectiveness. Similarly if managers feel certain about their authority over their subordinates and are able to give clear explanations to them concerning their areas of responsibility, their credibility will increase. Also a manager should neither be timid nor authoritative at work and while dealing with others.

**Organizational Culture**

Organizational culture can be improved if negotiations are carried out with intelligence, preparation and a sincere desire to achieve results. A participatory approach in interpersonal conflict resolution and decision making will lead to better performance and job satisfaction. Besides, this autonomy to some extent may be given at all the levels of hierarchy. Organizational structure may be more horizontal rather than the conventional vertical one.
Everybody should be heard and given importance for a positive organizational culture.

**Managerial Effectiveness**

Improving the deficient behaviour will lead to increase in the managerial effectiveness. The effectiveness of the organization can be improved if management rewards an innovative idea and proper planning is done. Better results will be achieved if subordinates are encouraged to speak their mind and are guided properly. Conflict resolution at personal as well as organizational level by the managers themselves will lead to better performance. Sloppiness of job should not be encouraged and difficult and tedious task may be done by the managers themselves rather than being delegated to the subordinates.

**CONCLUSION**

Certain deficiencies are observed when the variables in the study are examined critically and percentages of scores on each dimension of the independent variables are studied in detail. Managers in both the groups score low on some of the styles of communication which hinders effective communication. It can be improved if managers are more careful, sensitive while talking to others. Interpersonal relations would improve to a large extent if people plan and think before they start a conversation. Decision making will improve if an effort is made to improve the deficiencies pertaining to it. The management which is democratic, uses participative approach and is open to imaginative and innovative ideas leading the organization towards making the right decisions, resolving conflicts, better performance and satisfaction. Credibility can be improved by becoming fair in dealings and honest in opinion. The organizational culture can be improved to a large extent if little autonomy is given at all levels of hierarchy and organizational structure becomes more horizontal rather than the conventional vertical one. Thus it may be concluded that in both the organizations it is important to communicate effectively, take the right decisions using participative techniques and develop a positive work culture.

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