SUMMARY AND CONCLUSION

The phenomenon of professional management in Indian industries is quite recent. It began only about two decades ago. Professional managers are supposed to make significant contribution to industrial growth in many ways. However, doubts are raised about their commitment to industrialization due to the constraints of bureaucratization in which they operate, and due to the career orientation instilled in them by their formal education and training. There are also controversies regarding the relationship between professional orientation of managers and their commitment to their organizations. The present study aimed at an assessment of professional status of management and of the managers, their commitment to job within an organization, the nature of bureaucratization in industrial organizations and the effect of professionalization and bureaucratization on the managers' commitment. The study was based on personal interviews of one hundred managers of twelve units of the public and the private sectors selected from Punjab.

A study of commitment must include in it the analysis of alienation and vice-versa, since in a generic sense the low degree of one implies the high degree of the other. Structural-functionalists, like Durkheim, Merton, Parsons and Etzioni, view these variables not as exclusive but as two extreme points of the same continuum variable.
They, however, use them in different contexts of social structure. Durkheim demonstrates them in his typology of suicide, Merton in his paradigm of anomie, Parsons in the concept of institutionalization and Etzioni in the concept of compliance structure.

The merger of alienation and commitment in one continuum variable is, however, problematic unless these concepts are meaningfully reconstructed. The review of literature shows multifaceted dimensions of these phenomena which in their totality cannot be merged. The functionalists view commitment as observance of, and conformity to social norms; and their absence as alienation. These are subjective phenomena caused by objective conditions of social structure. The more cohesive the social structure, the less the alienation and the more the commitment. The absence of a cohesive system causes anomie and egoistic suicides which are the manifestation of self estrangement or isolation not only from the society or group but also from self. These are an ahistorical phenomena and can occur in any historical epoch, though with varied degree. In the context of industrial sociology the concept of commitment is used to refer to adoption of industrialism and severance of land relations by the workers. It is operationalised as involvement in the work of the organization.
Whereas functionalists tried to study commitment and alienation together, the conflict theorists talked only about alienation. Unlike Hegel, Marx conceived alienation as an objective fact and not as subjective feeling; this is a historical phenomenon caused by the objective capitalist conditions. Alienation is considered as isolation from the product, the means and the process of production, society and self. These dimensions of alienation pertain to different contexts and indicate the stages of the process of alienation which do not necessarily follow any sequential order. These dimensions also vary from technological and economic conditions to normative and relational system of group and of society. Hence difficulty in their operational use in a particular theoretical context.

Seeman identified five dimensions of alienation, viz., powerlessness, normlessness, meaninglessness, social isolation and self estrangement. Thus, he tried to synthesize the functionalist and the conflict perspectives on alienation, but failed to relate these dimensions in a theoretical context. The dimensions of powerlessness and normlessness operate at societal or organizational level, while the other dimensions operate at individual level. The first two dimensions are the causes of the remaining three dimensions. Thus, these dimensions indicate the concept, the process and the factors of alienation.
This discussion suggests that the concepts of commitment and alienation are used in different contexts, i.e., in the context of larger social system, group, organization and self, and that these are caused by objective conditions - physical, economic and normative. The merger of these concepts can be possible only by delimiting them to the context of work in the organization from the context of total society, group, fellows and self, and by recognizing the fact that the underlying elements of these concepts, i.e., involvement and isolation (respectively) form a continuum.

The functionalists and conflict perspectives on alienation have different underlying assumptions. While the former see unity in individual and society and concentrate on commitment, the latter conceive inherent contradiction in them and, therefore, lay stress upon alienation. The question of unity and contradiction between individual and the society is, however, not only a theoretical but also an empirical one, which can be verified.

There is another controversy regarding the subjective or objective nature of alienation. The issue, whether the consciousness or the object comes first, can never be settled satisfactorily. These stand in an interactional relationship. From the perspective of symbolic interactionism all objects are social or mental constructs. But it is not a one-way relationship. It is an interactional relationship which is
also recognized by the neo-Marxists like Lukacs. The methodology of dialectical materialism is not possible without subject-object interaction. Any dialectical process is interactional; and interaction is never one-sided.

Recognition of social and mental construction of objects rules out the determinism of consciousness by objective-physical and normative conditions. It is the interpretative understanding of these conditions which shape the consciousness. But this phenomenological methodology does not completely render invalid the influence of objective or natural world on the consciousness of actor. Rather it recognizes the creativity of the actor which is denied by Marx; and by implication it refutes the concept of alienation as a historical phenomenon or its prevalence in a particular category of people such as workers. Weber is right that soldiers are also alienated from their firearms. Even Marx had recognized the alienation among entrepreneurs.

The present study merged the concept of alienation with commitment, the former indicating a low and the latter a high degree of involvement. Commitment (high or low degree of involvement) is defined here as a subjective disposition which is a historical phenomenon and is affected by an actor's interpretative understanding of objective conditions. The concept is operationally delimited to managers' involvement in their job in the organization for which a scale was developed. The objective conditions included biographical,
physical and normative conditions. Biographical situation referred to the variables such as age, length of service, designation, caste, family and spatial background; the physical conditions included the variables such as size of organization; and the normative conditions included the type of sector and the perception of managers regarding powerlessness, normlessness and autonomy.

Fairly high number of managers (76 per cent) showed high and medium degree of commitment. Among the biographical variables, caste, family and rural-urban background are not related with commitment. The managers in relatively old age, are committed because they have internalized the norms of the organization and perceive coherence in their own and organization's interests. Their high positions in the organization curtail their mobility. The young managers are also committed because of their interest to establish themselves in the career. The middle aged managers have relatively low commitment. This relationship is in conformity with that of between length of service and commitment. By implication it is not age or length of service as such but career orientation and career stability which positively contribute to commitment.

The physical condition, i.e., the size of organization is not significantly related with commitment. Among the normative conditions powerlessness and normlessness have inverse and autonomy has positive relationship with commitment.
Thus, the feeling of autonomy and lack of powerlessness and normlessness contribute towards commitment. It seems that it is not the objective conditions but their interpretation by managers which determines the degree of their commitment.

Other major objectives of the present study were to make an assessment about the professional status of management as well as of the managers, and to examine the impact of professionalization on commitment of managers. An occupation becomes a profession by acquiring the attributes of skill, code of ethic, altruism or service to the community or society, authority over the clients, monopoly in deciding the criteria for entry into the given profession and autonomy in performing the job. There are three main approaches to study the professions in sociological perspective, viz., attributional, processual and power. The divergence in their perspectives relates to: (i) the controversy whether professions and occupations are dichotomous categories or they form a continuum, (ii) relative importance of professional attributes, and (iii) legitimization of the attributes of autonomy, authority and monopoly.

The attributional perspective views professions and occupations as dichotomous. An occupation is either a profession or remains an occupation. It is a question of either this or that. Followers of this approach consider
management as an occupation and not as a profession. For them management intrinsically lacks the attributes of altruism. The managers serve the employer and not the community. On the contrary, the exponents of the processual approach who view professionalization as a process, argue that no occupation is perfectly a profession or non-profession. It is a matter of degree. Even medicine, which is considered as an established profession, is not a profession in absolute sense. Medical practitioners do not necessarily have altruistic orientation. In view of the processual perspective, it was decided to examine the extent to which management has acquired the above attributes of profession.

The attributionalists followed the functionalist perspective and laid stress on skill and altruism as the key attributes of a profession. The other three, i.e., authority, autonomy and monopoly are secondary in the sense that the latter are required for proper application of skill for the cause of the community. However, the followers of power approach hold that the attributes of the latter category are more clear and of primary concern to professionals, because through them they wield power in the community or social structure. Altruism is a pretension for legitimization of power. The attributes of power do not automatically follow from service orientation of professionals; rather the attributes are deliberately acquired in a systematic
process which involves mobilization of political and administrative elites through professional's pressure groups.

To resolve the above controversy an effort was made to examine the interrelations of the five attributes presuming that a positive relationship will support functional perspective and a negative relationship will support the conflict perspective. While computing the correlations of professional attributes, authority over client was excluded, since there is no specific category of clients of managers. They do not have a doctor-patient like client relationship. Further, the attribute of monopoly also could not be included in this analysis because whereas this attribute is a characteristic of the profession as such, the other attributes are the characteristics of the individual professionals. Therefore, analysis of these two attributes was not undertaken.

A major controversy examined in this study was whether or not the power attributes like autonomy were positively related with service orientation and observance of code of ethic. These relationships turned out to be significantly positive, which means the power attributes of autonomy really help in altruistic orientation in the interest of community. Contrary to the contention of the conflict theorists, autonomy is not necessarily acquired for power on the pretext of community service.
This controversy apart, management has not acquired high status as a profession. The All India Management Association (AIMA) has not been able to have monopoly over the course curricula for the management trainees and on the criteria for the practice of management. As discussed earlier, there is no question of authority over the client.

In terms of other attributes at individual level, such as technical competence, autonomy, altruism and observance of code of ethic, a majority of managers can be designated as professionals. But it may be stressed here that although managers claim to have service orientation and to have observance of code of ethic, they are not really sure about the nature of service orientation and code of ethic in relation to community. The AIMA has not specified any code of ethic. Community service may be only in indirect way. Their direct service, particularly in the private sector, is to the employer. In this indirect manner every person in any occupation is serving the community.

Professionalization is relatively high in the public as compared to the private sector in terms of all the attributes and their aggregate scores. Other correlates of professionalization and its attributes are: length of service, designation of managers, and size of organization. Among these, designation emerged as significant variable which indicates that the managers in high cadre
enjoy more autonomy, have high degree of service orientation and observance of ethical values. They also have higher aggregate scores on professionalization.

Professional managers with specialized knowledge can effectively contribute to productivity in general, but their commitment to job in organization is likely to be adversely affected by their career orientation, which motivates them to move from one job to another and from one organization to another. What this implies is that the professional managers are career oriented and mobile; and, therefore, less committed to the job in a given organization. The present study examined these assumptions.

Various dimensions of mobility, such as intergenerational, intragenerational, interorganizational, introrganizational, and propensity to mobility in future were examined. The first two dimensions of mobility were measured in terms of change in occupation, since it is an effective measure of social status in terms of education, income, prestige, power etc. For intergenerational mobility the initial occupation of the subject was compared with the occupation of his father which he (father) had before the subject (son) entered into the given occupation. The underlying assumption is that the status of father is likely to determine the occupational choice of the subject.
There is considerable degree of intergenerational mobility. Sixty five per cent of managers' fathers were in occupations other than business and management. Professional education and training have opened job opportunities in management to the people with diverse occupational background of family. The degree of intra-generational mobility is the minimum. Eighty seven per cent of managers did not hold any job other than management throughout their career. Over-specialization, increased number of management graduates and overall unemployment situation make their intragenerational mobility difficult.

Interorganizational job mobility is relatively high. It is more in the public than in the private sector, since transfer from one organization to another is a part of the normative procedure in the public sector. On the contrary, intraorganizational job mobility is higher in the private sector. Size of organization, age and length of service are positive correlates of intraorganizational job mobility.

Propensity to mobility in future is very high. Its degree is higher in the public than in the private sector. The technical competence of managers has positive and the length of service and age have negative relationship with propensity to mobility. An interesting finding is that intraorganizational job mobility restricts the inter-organizational job mobility and propensity to mobility.
These findings clearly show that professional management education enhances the opportunities for managerial jobs for those who did not have industrial business or managerial background of family. It also raises propensity to mobility for career elevation, but the excessive specialization, limited opportunities and intraorganizational mobility, which depends upon length of service, restricts the interorganizational mobility and propensity to mobility.

Commitment has a significant relationship with professionalization which means that professionalization does not restrict commitment to job or organization. However, propensity to mobility which is a result of professional competence, certainly affects commitment adversely; but that happens only when intraorganizational job mobility is limited. Precisely, the notions that professionalization enhances career orientation and this orientation adversely affects the commitment of managers does not hold good. In fact, instead of professionalization, limited opportunities for elevation of career within the organization, decrease the level of job or organizational commitment.

Relationship between professionalization and bureaucratization has been a matter of debate in the sociological literature. Whereas Weber finds them compatible, Blau argues that these are based on contradictory
principles. Professionals need autonomy for performing their skilled job to serve the community and try to maintain the professional standards, whereas the attributes of bureaucracy such as rigidity of hierarchy and rules, formality in decision-making and communication, and division of labour restrict it. Thus, the constraints of bureaucratization, restrain the commitment of professionals. The Weberian perspective does not view such contradictions. For him, professionalization is based on specialization which requires division of labour and hierarchy of positions.

The data revealed that the managers perceive considerable degree of bureaucratization in their respective organizations in terms of individual attributes of bureaucracy such as competence-based hierarchy, division of labour, rigidity of hierarchy and rules, and formality in communication and decision-making. Degree of bureaucratization does not, however, vitiate their commitment. Although the relationship between commitment and most of the attributes of bureaucratization individually and in aggregate turns out to be insignificant, yet it runs in the positive direction. In fact, one attribute of bureaucracy, viz., rigidity of hierarchy has positive significant relationship with commitment.
The findings also suggest that bureaucratization and professionalization are not based on incompatible principles. Autonomy, an attribute of professionalization, which is considered to be contradictory to the attributes of bureaucracy such as formality in communication, competence-based hierarchy and rigidity of hierarchy, is in fact, positively related with them.

The inverse relationship of bureaucratization with powerlessness and normlessness further invalidates the notions that bureaucratization has dehumanizing effects by rendering the people powerless and by creating among them a feeling of normlessness. Rather it seems that bureaucratization strengthens the normative system. It specifies the privileges for professionals within the hierarchy due to which they feel powerful in the system. What this analysis implies is that so long as the professionals enjoy autonomy, they find bureaucracy an effective system. They appreciate rigidity of rules and hierarchy. It goes contrary to the general notion that administrators are more bureaucratic than professionals. In fact, given the opportunity, the professionals are likely to become equally bureaucratic even at the expense of their professional ethic and performance.