CHAPTER 7

CONCLUSIONS

Today, offices have ceased to be places where one only comes to work. There is a lot of interaction, formal and informal discussion and mentoring that takes place at the workplace, which moulds employee attitudes and influences their work. This study was conducted to study the effect of motives, integrative complexity and organisational climate on managerial style and managerial performance.

Managerial performance was studied as task and contextual performance. The factor analysis of scores obtained on the scales of task and contextual performance yielded two separate factors, thus justifying the separate measurement of these two types of performance. Also the self rating bias was observed in the ratings on task performance. The managers had rated themselves higher in task performance than their superiors have rated them. Whereas the reverse has been observed for contextual performance ratings. The managers have rated themselves lower in this performance than their peers have rated them. Here we can conclude that when a person helps somebody or displays prosocial behaviour - it is second nature to him i.e. he does not think much about it, but this leaves a significant impact on others.

In the whole sample, a negative correlation has been observed between the contextual performance (self rated) scores and intimacy motive. But in the public sector group, a positive correlation has been observed between task performance (superior rated) scores and achievement motive. Another significant finding in correlation analysis was that in the public sector group the managers who adopt a delegating leadership style, are not rated highly by their superiors on task performance. Though this trend was not observed in the private sector but it
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speaks volumes about the culture prevailing in our workplaces. This attitude towards delegation leads to increased centralization.

When means of scores obtained on all variables were compared then significant differences emerged between private sector managers and public sector managers. The two samples were significantly different on motives, integrative complexity and organizational climate scores. Scores of both the samples were then subjected to factor analysis, and eight factors were obtained in both the samples. High coefficients of congruence were obtained for seven of these factors. These factors were named as:

- Achievement vs Control dependency climate
- Social maturity
- Overall performance
- Leadership style adaptability
- Expert achievement vs. affiliation climate
- Selling vs. participating style
- Contextual performance

When high coefficients of congruence were obtained between these factors it led to the conclusion that both the groups should be studied jointly.

Integrative complexity plays a major role in managerial effectiveness. The correlation of integrative complexity and leadership style adaptability is also positive. This finding is in sync with the earlier findings where political leaders show low integrative complexity in crisis situations and show high integrative complexity in peaceful situations (Suedfeld and Rank, 1976). Tetlock; Peterson and Berry (1993) also found that integratively complex people are less enthusiastic about being under a constant scrutiny than their integratively simple counterparts. Integrative complexity has also moderated the relationship of leadership styles and motives. But integrative complexity has not moderated the relationship of managerial performance and motives.
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The study of organizational climate as moderator showed that only achievement, dependence and affiliation climates have moderated the relationship of motives with managerial styles and managerial performance. The expert influence, extension and control climates have not shown any moderating effects. In the organizational behaviour research literature, an optimal work climate is often described in terms of high levels of employee participation, a focus on skill development and management support. Thus organizational climate perceptions are a critical determinant of individual behaviour in organizations, mediating the relationship between objective characteristics of the work environment and individual employee responses.

This research has thrown up interesting results and the following aims and objectives have been fulfilled:

Contextual performance and task performance are two different types of performance. Self rating bias is very much visible as the relationship of self rated performance with the predictors is different than the relationship of other rated performance with the predictors.

It has been substantiated that Integrative complexity in managers is positively related with their leadership style adaptability. Integrative complexity also moderates the relationship between motives and managerial styles but not the relationship between motives and managerial performance.

Organizational climate moderates the relationship between motives and managerial styles adopted by managers. Organizational climate also moderates the relationship between motives and managerial performance.

Thus in a nutshell, this study has shown that motives, integrative complexity and organizational climate interact to affect managerial performance and managerial style adopted by the managers.
Limitations and Suggestions for future research

- The participants in the present research were drawn from two private sector companies and one PSU. Within each group the sampling was incidental. Only those subjects who happened to be there and met the laid down criterion were studied. It would have been desirable to test a larger number of people from both sectors.

- The results can be more comfortably generalized if a wider array of companies are sampled and studied. All the three companies from where the data was collected are heavy engineering firms. These firms are very different from the new breed of multinational software companies like Dell, Infosys and Wipro and so these findings should be generalized with great caution.

- In this study though superior ratings and peer ratings were considered for task and contextual performance respectively but LEAD - self was used to measure the managerial styles adopted by the subjects. Here if LEAD - others was used then it would have been interesting to observe the findings.

- In this study the personality variables have not been considered. It would have been interesting to observe the relationship between integrative complexity and personality variables and their combined effect on managerial effectiveness. The study of relationship between personality and organizational climate will also throw more light on the theory of person environment fit.

- Extensive integrative complexity research can be done in India to study the pattern of prevalence of this variable as outstanding administrators and leaders like APJ Abdul Kalam, Narayan Murthy and Azim Premji have been successful because of their non conventional and independent thinking. Archival material in the form of speeches and news paper articles
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can be analyzed to show how integratively complex the past Indian leaders have been under different situations. And what has been the pattern of integrative complexity during the important events in the history of this country can also be studied.

- An extensive longitudinal research needs to be done to study the linkage between motives and integrative complexity. It needs to be explored what role integrative complexity plays in the leader-motive syndrome given by McClelland and Boyatzis (1982). In this profile the effective leaders have a higher need for power, higher activity inhibition and lower need for affiliation than less effective leaders. One hypothesis is that integrative complexity plays a role much like activity inhibition in channeling the need for power in socially constructive and adaptive directions. But the results have been conflicting. In some studies due to the unpredictable quality of integrative complex thinkers, they are perceived to be irresponsible, inconsiderate and distrustful. So this area needs further exploration and research.