SUGGESTIONS

The main purpose of this study is to identify the organisations that are functioning successfully and then to determine the factors that lead to the high performance of these organisations compared to the less performing organisations in Coimbatore region.

Based on the study of the internal functioning of the twelve public limited Coimbatore based engineering organisations, the following results and the corresponding suggestions emerged.

1) High successful organisations are followers of Professional management or Professional entrepreneurial styles. Less successful organisations are followers of Bureaucratic, Conservative traditional middle-of-the-road styles. The differences in the management styles of the two groups of organisations was also reinforced when individual factors of styles were taken and analysed.

The entrepreneurial style is a highly desirable style for a country like India that wants to and needs to develop fast. Organisations needs to be more innovative and aggressive if rapid socio-economic change is to be brought about in this country. But for this risk taking should be combined with administrative flexibility for entrepreneurial style to flourish. Less successful organisations of Coimbatore having bureaucratic style should superimpose managerial professionalism on bureaucratic values and traditions. This way the bureaucratic style is converted into the highly beneficial professional bureaucratic style. They can also have trained managers in all the strategic posts of the organisations. These agents of change would then introduce sophisticated planning and participative management into the bureaucracy. An injection of risk takers would turn conservative traditional forms and middle-of-the-road firms into entrepreneurial style organisations. Middle-of-the-road
organisations can change into professional management style by improving their technocracy and long range planning activities and by encouraging more participative decision making.

Both the groups of high successful and less successful organisations are able to survive with mechanistic structure. As the environment is stable at present, the organisations having mechanistic structure with professional management style are found to be more successful. But with the opening up of the economy and the entry of foreign competitors, the environment will soon transform into a more dynamic one with unpredictable, fast expanding and more fluctuating conditions. So, slowly organisations have to change from mechanistic to organic structure in order to cope with the changing environment of the future.

It is apparent from the study that the organisations following any one of the three product-market strategy namely Defender, Prospector and Analyser are performing better than organisations following Reactor strategy. To transform themselves into more successful organisations, whatever be the product-market strategy followed, they should be backed by corresponding skills to effectively enforce the specific strategy. For example, an organisation following Defender product-market strategy should develop skills in manufacturing, Prospectors in product and market effectiveness, Analysers in manufacturing, product and market effectiveness.

Less successful organisations of Coimbatore following Defender strategy are found to be lacking in finance management. Similarly, Prospectors in product research, Analysers in marketing and general management. It was also brought out through t-test that there is significant difference between both groups of organisations with regard to financial management, general management, marketing and product research. These skills should be
developed in less successful organisations corresponding to the strategy chosen by them to become more successful. Also, organisations following Reactor strategy should try to shift to any of the other three strategic types and develop corresponding skills to become successful.

Commitment of the members towards their organisations, system adaptiveness and organisational culture factors except performance reward were found not to have direct influence on the financial indicator of success. But they have indirect influence on the success of organisations. This can be observed from the fact that system adaptiveness, organisational commitment and many factors under organisational culture significantly vary between the two groups of organisations. Also, these factors have scored more for high successful organisations than less successful organisations. Cultural factors also showed a high percentage of discrimination between both groups of organisations.

This suggests that less successful organisations can develop proper procedure, monitor and change them according to the environmental variation thereby making their system more adaptive. These organisations can develop commitment among their members through (i) involving them in the decision making aspects relating to their area of operations/interest (ii) providing satisfactory work environment and (iii) evolving acceptable performance assessment procedures for rewarding the employees. They should strengthen organisational culture by providing autonomy to individuals to exercise their initiative, by giving proper authority to discharge their responsibilities, by extending proper support in supervising their subordinates, by developing proper criteria for performance appraisal and rewarding and also encouraging the members to be innovative and risk taking.
By incorporating these suggestions in the managerial functioning of the less successful organisations, it is possible to bring change in their functioning to make them more successful.