CHAPTER VII

SUMMARY & SUGGESTIONS
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India is a developing country. It is passing through a phase of accelerated industrialization. Organizations are the parts of a society. It has many factors in the social milieu of workers. The whole organization breaks into two groups. One group involves managers while other one managed. Those who have the power to make the decisions are called the managers, other is usually known as the lower members (workers) of the organization. The effectiveness of an organization is to be judged by its performance.

Job performance is the output of a job activity, how well a person does in meeting the demands of his or her job. Motivation contribute to performance. The effort will lead to a good job performance and good job performance will lead to rewards.

In any group, a person's performance tends to be judged in some way by others. The performance may be influenced by organizational climate and managerial style of managers.

Managerial style, represents the philosophy skills and attitudes of managers in practice. All the three elements manager (leader), follower and situation are variables that affect each other in determining appropriate manager's behaviour. Several managerial styles are identified by different writers, as authoritarian, democratic, bureaucratic, participative, task-oriented and nurturant -task etc. Effective leadership depend upon the demands of the situation.

Environment is more significant than the type of managerial style of superior. Managerial style is an important aspect of organizational
Organizational climate is a concept describing the subjective nature or quality of the organizational environment. It is the human environment within which employees do their work. The climate derives originally from the philosophy and goals of those who join together to create it. Climate can influence motivation, performance and job satisfaction, it does this by creating certain kinds of expectations. Employees except certain rewards, satisfaction and frustration on the basis of their perception of organizational climate. The present study as it proposes to study the relationship of job performance to organizational climate and managerial styles in public and private sector textile industries has the following objectives:

(i) To study the relationship of job performance and organizational climate of public and private sector textile industries.

(ii) To study the managerial styles i.e., participative, nurturant-task, task-oriented, authoritarian and bureaucratic, as related to job performance of employees of public and private sector textile industries.

(iii) To study the managerial styles i.e., participative, nurturant-task, task-oriented, authoritarian and bureaucratic, as related to organizational climate of public and private sector textile industries.

According to the objectives of the present endeavour, 200 managers from both type of organizations (100 each from public and private sector) were selected for the study as sample. Both the organizations were considered of effective organization.
Five kinds of managerial styles i.e., participative, nurturant-
task, task-oriented, authoritarian and bureaucratic style, nine organi-
zational climate dimensions - structure, responsibility, reward, risk, warmth, support, standard, conflict and identity and job performance on four dimensions i.e., productivity, quality, adaptability and flexibility were studied under the following hypotheses -

(1) Higher job performance is likely to be found in respect of favourable organizational climate of public and private sector textile organization.

(2) Job performance of the employees of public sector is likely to be higher than the employees of private sector textile industries.

(3) Organizational climate of public sector textile industries is likely to be favourable than the organizational climate of private sector textile industries.

(4) Higher job performance is likely to be found with the participative managerial style of public sector and private sector textile industries.

(5) Higher job performance is likely to be found with the Nurturant task managerial style of both type of textile industries.

(6) Lower job performance is likely to be found with the task oriented managerial style of public and private sector textile industries.

(7) Lower job performance is likely to be found with the authoritarian managerial style of public and private sector textile industries.
(8) Lower job performance is likely to be found with the Bureaucratic managerial style of public and private sector textile industries.

(9) The organizational climate is likely to be favourable in respect of the Nurturant task managerial style of public and private sector textile industries.

(10) The organizational climate is likely to be favourable in respect of the participative managerial style of both type of textile industries.

(11) The organizational climate is likely to be unfavourable in respect of the task oriented managerial style of both type of industries.

(12) The organizational climate is likely to be unfavourable in respect of the authoritarian managerial style of both type of textile industries.

(13) The organizational climate is likely to be unfavourable in respect of Bureaucratic managerial style of public and private sector textile industries.

In the present investigation, sampling has been done in two stages. In first stage sampling of organizations (Public and private sector textile industries) was done by 'purposive sampling' method and in the second stage sampling of subjects has been done by simple 'random sampling' technique.

Results of the present study yielded that the managers of public sector organization had some more favourable attitude towards the climate of their organization than the managers.
of private sector. However, findings also show that the overall climate of the private sector organization is more suitable for better performance in comparison to the climate of public sector organization. It was also found that the employees of private sector organization were better/higher performers than the employees of public sector organization.

Both the organizations were having almost similar kind of climate, they differ significantly only on 'Responsibility' dimension of climate which indicates that the respondents of public sector organization tended to perceive their climate more responsible in comparison to the subjects of private sector organization.

To investigate the relationship between managerial styles and job performance, correlation was computed. Results indicate that the better/higher performance was found to be associated with nurturant task and participative styles of managers. But the correlation of Authoritarian and Bureaucratic styles were negative, which indicates that if the managers adopted these styles the performance of their groups will not be good. However, the correlation of job performance and task-oriented style was also low than participative and nurturant task style, but it was better than authoritarian and bureaucratic styles. It indicates that the task-oriented managerial style cares only to complete the organizational task (goal) and subordinates of such type of supervision are bound to complete the task any how which can complete the task but not satisfy the subordinates.

Correlation of managerial styles and organizational climate was also studied in the present study. Results indicate that the
participative style creates a climate of smooth rules and regulations, relationship between managers and managed was very healthy, employees themselves feel identity for their goals and values while nurturant task style creates a climate high on risk, warmth and support, reward conflict and identity. It shows that if managers are following this style members of the organization will take high risk in the well being of organization. Rules and regulations will not be imposed on the employees and they themselves feel identity for their goals and rewarded for the job well done under nurturant task style.

Correlation of task-oriented style and organizational climate shows, that this style creates a climate of strict rules and regulations in the organization, what are the jobs, who will do it and where all will be decided by the managers, members take risk to complete the task but some time they may not be achieved, which induce tension to them, that lead to conflict. But authoritarian style creates a climate, where the nature of the job was not good, subordinate are not liking the rules and regulation of such type of supervision. The relationship between managers and managed was not healthy. However, Bureaucratic style creates a climate in which the job is structured and defined. Official procedures are followed very strictly and all decisions are taken by the managers. Decisions are also late under bureaucratic climate.

SUGGESTIONS

The purpose of using the psychological theories into organization was to make the organization more effective and more productive. Organizations are the unit of a nation. The effectiveness and productivity of organization contribute to the effectiveness
and development of the nation as well. If organization will be able to achieve its goals and missions it will affect the achievement of the national goals also.

On the basis of findings of the present research it was evidenced that nurturant task managerial style was the predominant style of the managers followed by participative style. These styles are able to create a healthy climate for better work performance of the employees. So it can be suggested to the organizational development practitioners to train the managers to use the most suitable managerial style according to the demand of the situation. It is also sincere advise of the researcher to O.D. practitioners that the use of participative style will be helpful but it should be applied after careful diagnosis of the maturity level of the members of organization only. The organization should create such type of climate that can maintain high morale, high motivation, high satisfaction with work of its members.

The training to maintain effective work performance, to work properly should also be given through socialization process from the early life stage that may be helpful to an individual while starting his/her career in any kind of organization. Through the review of related studies it is clear that several attempts have been made to study managerial style, organizational climate and job performance, but more research, specially in the developing countries like India are needed.

SUGGESTIONS FOR FURTHER RESEARCH

Unlike the job performance, the job satisfaction and commitment should also be studied of different kinds of organization.
This kind of study can provide a more conclusive and clear information about the organization.

Along with the perception of managers of managerial styles the effort should also be made to study the workers perception of their organizational climate and managerial style of their bosses. This kind of research can better diagnose the climate and managerial style as existing in the organizations.

The effect of personal variables, on the results, such as age of the respondents, their educational level, their job experience, their income, number of subordinates whom they are supervising should also be studied.

Organizational involvement, power strategies, organizational effectiveness, job tenure and so many other variables can also be studied in the industrial research.

Unlike the public sector textile organizations, defence organizations, engineering industries, service and production oriented organization's should also be studied which can provide a better predictions about the nature and climate of these organizations.