

Chapter IV

RESULTS

Scheme of Presentation of Results:

The scheme of presentation of results is broadly as follows. The results comprise of three main parts — (A) The climate characterisation of the departments arrived at in respect of each of the four major types of climate and their sub-categories. (B) The relationship of climate assigned with Efficiency Potential Ratings distribution of supervisory respondents and (C) The consideration of Climate — EEP relationships in the light of consideration of such intervening variables as Managerial Alienation, Work-Value Preference Agreement (WVPA) between managers and supervisors, Authoritarian tendency of managers, job satisfaction of the supervisory respondents as well as their strength on Achievement Orientation. It may be noted that, two intervening variables namely, Alienation and Authoritarianism relate to managerial group and two others, namely Job satisfaction and Achievement Orientation relate to the supervisory group. It is hoped that the consideration of these variables would throw more meaningful light on OC-EEP relationships. The variables relating to the managerial group include the basic managerial tendencies which are

strictly speaking, specific personality traits, not covered in the belief-value-attitude systems of managers into which MDC measure is based. The variables relating to supervisory group are in the nature of specific motivations which act as the mainspring of their job involvement. These variables are also not included in MDC measure, being more consequential rather than antecedents to MDC.

The following chart gives a quick view of the outline of the scheme of discussion.

Chart Depicting OC-EEP Relationship and in the Context of two sets of Variables, one pertaining to Managerial Group, and other to Supervisory Group.

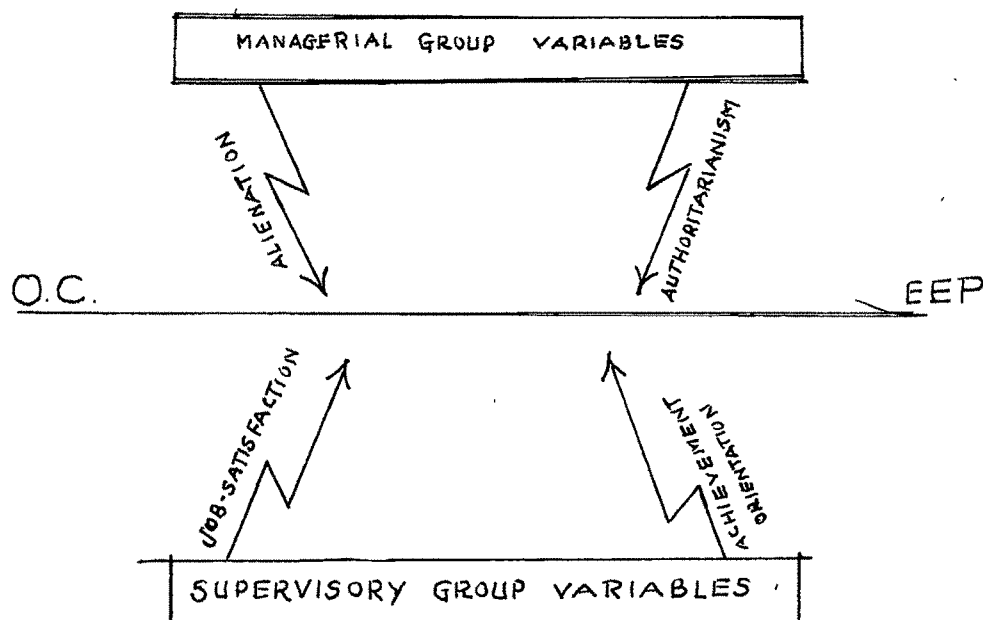


Chart 4.0

The results are presented in tabular form, followed by description and critical discussion of the same, leading to the statement of the conclusions, if any drawn. Where conclusions are not possible to draw, a mention has been made to that effect.

The results of the relationship between organisational climate of each type and EEP, departmentwise, are presented in the following sequence:

First, the table offering the climate ascertained using the methodology is presented in its code and phrases for all the departments.

Second, the climate presented in the above table are largely described in management jargon. Comparisons are struck and an idea as to the merging picture of the climate as a whole is obtained.

Third, climate-results are viewed in relation to the distribution of supervisors into High and Low scorers in EEP in the departments and the emerging relationships are reported.

Fourth, conclusions are drawn as to the relationships between climate obtaining and the incidence of High and Low scorers in EEP in the departments.

Fifth, climates, EEP distribution of supervisors and other intervening variables scores in High-Low scoring formats are presented in a table. The purpose of such a presentation is to examine the impact of these intervening variables on the relationship of EEP with climate obtaining. It is ascertained whether consideration of these variables in unison lead to a finer explanation of the relationship between OC and EEP. In other words, an attempt is made to see if intervening variables contribute to the relationship between OC and EEP and to draw conclusions thereto.

Sixth, results of the above discussion are offered and interpreted in terms of the hypotheses/issues studied. Last, after examining EEP and OC relationships for all its four types, an attempt is made to obtain a total picture of the OC viewing all the types of climate together and its relationship with EEP.

Wherever necessary, supportive and derivative tables are used to bring out the relationship between OC and EEP. These tables mostly represent the quantified treatments given to basic data.

Table 4.1: Table Showing Managerial Dispositional Climate assigned to Departments in respect to Conservative-Liberal tendency.

Code of the Department	Climate Score with reference to the tendency of Conservatism-Liberalism	Climate assigned in Code	Climate assigned to Phrases
A(Production)	H ₅ L ₃	H _m	Conservative moderate
B (Development and Research)	H ₂ L ₃	L _m	Moderately liberal
C (Engineering Services)	H ₄ L ₂	H	Conservative
D (Design)	H ₄ L ₄	Mixed	Mixed
E (Marketing and Materials)	H ₂ L ₃	L _m	Moderately liberal

Description: In all, four types of characterisations were observed in Table 4.1. One was High Moderate of the Department A which indicated that managers of that particular department were conservative but not to a very high degree.

They displayed conservatism to a moderate degree, meaning thereby that the group of managers in the department, comprised of both the types of managers, with managers having conservative tendency relatively more in number than managers having liberal tendency. The climate High

moderate indicated a preponderance of conservatism over liberalism to a visible degree but not a spectacular degree. Another climate High of the Department C indicated that managers in clear majority were having a conservative tendency with less than half having the counteracting liberal tendency.

Departments B and E reported moderately liberal climate meaning thereby that the liberal climates were just more than conservative elements.

Department D had a mixed climate with conservatism and liberal elements in balance. Climate L i.e. liberal, was not reported by any department.

Of the five departments, two had reported moderately conservative climate, one conservative, one mixed, none liberal. Thus, three departments reported climate in moderation (irrespective of their sub-categories) one clear and one mixed.

Note: To avoid repetition, the connotation of Moderate "clear" and "Mixed" climates being the same will not be explained in detail in the following portion. They take on the specific meaning depending upon the tendency to which they apply.

Table 4.2 : Table Showing Managerial Dispositional Climate assigned to Departments in respect of Fatalism-Scientism.

Code of the Department	Climate score with reference to the tendency of Fatalism-Scientism	Climate assigned in code	Climate assigned in phrase/s
A	H ₅ L ₃	H _m	Moderate Fatalist
B	H ₃ L ₂	H _m	Moderate Fatalist
C	H ₅	H	Fatalist
D	H ₁ L ₇	L	Scientismic
E	H ₃ L ₂	H _m	Moderate Fatalist

Description: Departments A, B and E have reported moderate fatalist tendency meaning thereby that more managers in these departments exhibited fatalist tendency but there were managers, though fewer in number who exhibited scientismic tendency.

Department C reported a clear Fatalist tendency among managers.

Department D reported a clear Scientismic tendency among managers.

Three departments A, B and E reported the same climate.

Taking the scores in view, Departments C and D reported a clearly pronounced climates about 'opposites' namely Fatalist and Scientism climates.

On the whole, since four Departments, exhibit climates tilting to Fatalism, it may be said that the organisation in regard to this tendency characterisation shows a clear inclination to fatalism.

Table 4.3: Table Showing Managerial Dispositional Climate assigned to Departments in Respect of Fascist Tendency.

Code of the Department	Climate score w.r.t. the tendency of Fascism	Climate assigned in code	Climate assigned in phrases
A	H_6L_2	H	Fascist
B	H_3L_2	H_m	Moderately Fascist
C	H_4L_2	H	Fascist
D	H_4L_4	Mixed	Mixed
E	H_2L_3	L_m	Moderately Democratic

Description: Departments A and C report clear Fascist tendency, meaning thereby that more managers of these departments have scores higher on Fascist tendency. They °

were found to be authoritarian.

Department B reported Moderately Fascist tendency among its managers. They were, thus, found to be authoritarian but just a little more than average.

Department E reported Moderately democratic climate. It meant that though managers showing democratic tendency were more, they were not in significant majority. There were other managers who exhibited authoritarian tendency but were just fewer in number.

Department D reported Mixed climate. Managers having authoritarian tendency and Democratic tendency were equal in number.

On the whole, three departments A, B and C exhibited Fascist climate. Department D reporting mixed climate could be taken as a Department with a potential for both the climates, with a possibility of tilting towards H or L depending upon other supporting forces.

Only one department showed democratic climate that, too of a very moderate type, judging by the score.

It may be observed that, on the whole, the Departments could be said to be having a leaning towards Fascist climate conditions since Department E showed democratic climate of a moderate type and that too by just a slight higher score on democratic tendency. Thus, the climate

of Department E was also not a clear democratic but a moderate democratic with Fascist elements lying low.

Table 4.4: Table Showing composite Climate Characterisation for each Department in Each of the Three Tendencies.

Code of the Department	Climate assigned in Respect of Conservatism-Liberalism tendency in code	Climate assigned in respect of Fatalism Scientism Tendency in code	Climate assigned in respect of Fascist tendency in code	Composite climate assigned
A	H _M	H _M	H	H _M
B	L _M	H _M	H _M	H _M
C	H	H	H	H
D	Mixed	L	Mixed	Mixed
E	L _M	H _M	L _M	L _M

H indicates a clear climate consisting of Conservative, Fatalistic and Fascist tendencies.

H_M indicates a moderate climate of consisting of Conservative, Fatalistic and Fascist tendencies.

L indicates a clear climate consisting of Liberal Scientismic and Democratic tendencies.

L_M indicates a moderate climate consisting of Liberal Scientismic and Democratic tendencies.

Mixed climate indicates H and L climate tendencies in balance.

Note: The adjectives 'Scientific' and 'Scientismic' are used interchangeably.

Description: Department A has earned two H_m (Conservative moderate) characterisations and one H in three tendencies. Department A thus could be said to be, on the whole, having H_m climate in the sense of composite climate.

Since all the three climate characterisations were on 'H side', one may point out that department A had a composite climate in MDC with a clear leaning to Conservative-Fatalistic or Fascist tendency. This composite climate has a negative value with reference to the current theoretical belief that managers with a leaning towards conservative-Fatalist-Fascist tendency could not be themselves capable of creating a positive climate in which their subordinates would be motivated to actualise their potential.

Department B with two H_m characterisations and one L_m characterisation could also be said to be possessing H_m climate in the composite sense. Even the third characterisation L_m is also the moderate type.

Thus it could be said that Department B on the whole has a moderate climate and composite climate H_m is also distinctly moderate without any leaning to H, that is extreme climate on H side.

Comparatively speaking, though composite climates of Departments A or B were the same viz., H_m there was one difference that whereas the composite climate of Department A

had a leaning towards H, that of Department B was distinctly moderate.

Department C had clearly H climate characterisations on three scores and therefore easily earned H characterisation in composite climate.

Department C could be said to be having a climate in MDC purely of a Conservative-Fatalistic, Fascist tendential elements. Its MDC climate was clear, extreme and even consistent.

Department D with two mixed characterisations and one L could be given the composite climate characterisation mixed. But its clear L climate characterisation in regard to Fatalism-Scientism tendency especially in point of H type score has a relevant feature that these managers on the whole displayed a high leaning to Scientism.

With two climates as mixed, it may be stated that the climate L elements would not get expressed but might get suppressed in view of the absence of uplifting support from other two elements.

Department E had earned two L_m and one H_m . Its composite climate characterisation was clearly L_m meaning thereby that it possesses a climate comprising of positive tendential elements in greater number.

It may be noted that on the whole its composite climate was on the moderation line.

Departments B and E have comparatively speaking, climates moderate in nature but opposite in kind. Whereas B had H_m , E had L_m with the third tendential element of exactly of the opposite type but in moderation.

If one were to look at the total MDC, viewing all composite climate characterisation to the departments, one may observe that three departments have a composite climate in H terms. One mixed and only one in 'L' terms. On the whole, the total MDC climate for the organisation could be said to be a climate with leaning to Conservatism, Fatalism and Fastism.

Table 4.5: Table Showing Composite Climate Characterisation in respect of Managerial Dispositional Climate, Number of High and Low Scorers in EEP.

Code of the Department	Composite climate characterisation in MDC	No. of High Scorers in EEP	No. of Low Scorers in EEP
A	H_m	16	14
B	H_M	8	5
C	H	5	7
D	Mixed	6	9
E	L_M	7	3

A cursory glance at the Table 4.5 will indicate that departments reporting moderate climate, irrespective of whether they were on 'H side' or 'L side' reported a favourable distribution of respondents of the departments into High or Low scorers in EEP.

Department A, B and C which have reported moderate composite climates in MDC have more respondents scoring H in EEP. Whereas department C with H composite climate characterisation and D with mixed one, have more number of respondents scoring low in EEP.

One clear conclusion that emerged was that a moderate climate could be associated with higher incidence of efficiency potential and a clear climate on H side or mixed one could not be associated with better results in EEP.

Though a direct case of L characterisation was not available to support the conclusion that extreme climate in MDC either on H side or L side did not get associated with better EEP distribution, there was indirect support to this conclusion in the tendency wise climate characterisation of Department E (please refer Table 4.4) wherein it was clearly observable that with two of its 'Mixed' characterisations in balance, its clear L characterisation in regard to Fatalism-Scientism tendency could be taken as

one possible case of L characterisation. That department with this imputed L characterisation also had an unfavourable EEP distribution.

Thus, a general observation could be made that in the matter of MDC, moderate climate irrespective of whether they are H type or L type get associated with better EEP distribution and extreme and or mixed composite climate did not get associated with favourable EEP distribution.

In fact, if one were to observe the table closely, one may be tempted to state that L_m type of composite climate gets associated with a superior EEP distribution but such a conclusion could not be drawn for the reason that there was no other sufficient evidence in the table, the case of L_m being the only one.

Relationship between MDC and EEP for all the departments in conjunction with intervening variables namely, Alienation tendency among managers, Work Value Preference Agreement (WVPA) between managers and supervisors working under them and Authoritarian tendency among managers.

This part of the study is devoted to stating the observed relationships between MDC and EEP in the context of Alienation tendency among managers, WVPA between managers and the supervisory respondents of their departments and the authoritarian trait that obtains in managers. The authoritarian trait among the managers, leading to the

characterisation of the group of managers of the departments into High, Low and Moderate in this tendency could be taken in the sense of a climate.

The broad strategy behind the search for meaningful relationships between OC and EEP and the association of the other three intervening variables has been identification of comparable departments in terms of one or two intervening variables and seek to understand if their inclusion further help in understanding OC-EEP relationship and also if they have their own probable impact. It may be recalled that the relationships are purely in the form of association and certainly not causal. In order to establish causality, a vast array of data would be required along with the use of more sophisticated quantitative techniques. The study merely seeks to establish associative relationship between OC-EEP and other variables.

Firstly, the association of the climates with EEP distribution of supervisors and WVPA between managers and supervisors as evidenced in coefficient of rank-order correlation is examined and discussed.

Principally, the entire analysis and discussion are based on the Table 4.6 and are also in terms of the jargon contained in the table duly explicated wherever necessary. The table depicting climate EEP distribution, Alienation distribution of managers, rank order correlation in work

Table 4.6: Table Showing Composite Climate Characterisation in respect of MDC, Number of High and Low Scorers in EEP and in Distribution of Managers into High and Low Scorers in respect of all Intervening Variables.

Code of the Department	Composite climate characterisation in MDC	No. of High Scorers in EEP	No. of Low Scorers in EEP	No. of High and Low Scorers in Alienation	Rank order correlation in work-value Preference between supervisor and managers	Distribution of Managers into High, Moderate and Low scorers in Authoritarian	
						H	L
A	H _M	16	14	4	.79	A _L	H ₁ L ₇
B	H _M	8	5	1	.11	A _L	H ₀ L ₅
C	H	5	7	5	.16	A	H ₄ L ₂
D	Mixed	6	9	5	.008	A _M	H ₃ L ₅
E	L _M	7	3	4	.48	A _L	H ₀ L ₅

A_L means Low Authoritarian tendency characterisation.

A_M means Moderate Authoritarian tendency characterisation.

A means Clearly Authoritarian.

A_L means Democratic.

A_M means Moderately Authoritarian or Democratic.

value preference between managers and supervisors and characterisation of managerial groups in Authoritarian tendency is given in Table 4.6 for reference.

Relationship Between MDC and Characterisation
of the Managerial Group in Respect
of Authoritarian Tendency:

One may observe in Table 4.6 that in Departments A, B and E climate characterisation in MDC and characterisation of managerial group in Authoritarian tendency are almost in agreement. They have H_m , H_m and L_m climate characterisations and A_L , A_L and A_L characterisation of the managerial group respectively. In Departments C and D climate characterisations are H and Mixed not matching with Authoritarian tendency characterisation of the managerial groups A and A_m . The following Table 4.7 would bring out the point clearly.

Table 4.7 Table Showing Departmental Characterisation in MDC and Distribution of Managers into three Categories in Authoritarian tendency.

Code of the Department	Composite climate characterisation in MDC	Distribution of Managers into High, Moderate and Low scorers in Authoritarianism.	
A	H_m	A_L	$H_1 L_7$
B	H_m	A_L	$H_0 L_5$
C	H	A	$H_4 L_2$
D	Mixed	A_M	$H_3 L_5$
E	L_m	A_L	$H_0 L_5$

EEP Distribution and WVPA Relationships:

Departments A and E, one may observe in the table, have good degree of WVPA with Department A having the highest agreement and Department E just moderate.

Department B has a *good EEP distribution but poor WVPA expressed in rank order coefficient of correlation.

Department C has work value preference agreement comparable to Department B and yet **poor EEP distribution (though there are other drastically different conditions in it).

Conversely, Department D has almost negligible WVPA with other conditions also drastically different.

Thus, we find low or poor WVPA associated with poor EEP distribution but high or moderate WVPA itself does not explain good EEP distribution. Lower work value support in Department B in comparison with Department A which has other conditions very much comparable to it such as the same H_m climate and *** A_L characterisation of the managerial group does not show any impact on EEP distribution.

* Good EEP distribution means a distribution in which high EEP scorers are more in number.

** Poor EEP distribution means a distribution in which low EEP scorers are more in number.

*** A_L means low authoritarian tendency characterisation.

A_L mean Democratic.

A_m means moderate authoritarian tendency characterisation.

A_m means moderately authoritarian or democratic.

A means clearly authoritarian.

A broad conclusion can be drawn that WVPA could be a supportive condition but not an impact condition. Perhaps WVPA could in conjunction with Alienation and other variables scores may explain EEP distribution.

Relationship between Distribution of Managers into High and Low in Alienation and EEP Distribution:

Departments G and D have alienated managerial groups and poor EEP distribution. There is another Department A which is also highly alienated but has a good EEP distribution because of the support of basic climate factors L_M and A_L and Moderate WVPA.

Special Note: It is necessary to clarify at this stage that for the sake of discussion authoritarian climate characterisation of managerial groups has been taken as that particular type of climate for that department.

Secondly, it is accepted as established in the previous portion of the chapter under the discussion of relationship between MDC and EEP distribution that a moderate climate of H type or L type is associated with good EEP distribution. Likewise it is observed and accepted that climate A_L is associated like moderate MDC climate with good EEP distribution.

In the above statements, we have observed that Departments reporting High alienation tendency among managers report poor EEP distribution except when high alienation is set off by other favourable factors like favourable climate conditions and some WVPA.

Department A has alienation tendency in fine balance (neutralised) and its EEP distribution is just normal in the sense that High and Low scorers in EEP are equal.

From the above observations, it transpires that Highly alienated managerial tendency does not go with good EEP distribution in general. Low alienation tendency or an alienation tendency which, while being not low, is not certainly high, does get associated with good EEP distribution. High alienation tendency among managers in order to get associated with good EEP distribution has to have the backing of other variables especially the basic climate conditions.

The broad conclusion that emerges is that compared to WVPA, Alienation tendency among managers has a better association with EEP distribution.

Between the climate conditions and alienation tendency the climate conditions have a better or higher association with EEP distribution because good EEP distribution has a consistent kind of climate, namely moderate in MDC

associated with it and a high or mixed in MDC does get associated with poor EEP distribution as in the case of Departments C and D.

The following observations would better support the statements just made above.

Department E has a highly alienated managerial group but good climate conditions and WVPA support and a good EEP distribution.

Departments A and B have widely varying alienation tendencies among managers and WVPA but have exactly the same types of climates namely H_m and A_L .

Department E has the same kinds of climate namely, L_m and A_L and L_M is also on the moderation ingredient and a better kind of climate characterisation (theoretically) and moderate WVPA and very good EEP distribution.

Department D is an excellent case of negligible WVPA and poor climate conditions. (A_m Mixed and Alienated Managerial group and poor EEP distribution).

Department B is a good case of low WVPA lowly alienated managerial group and good climate conditions with good EEP distribution.

Department C has highly alienated managerial group, moderate WVPA support, poor climate conditions (H in MDC and A in Authoritarian tendency and poor EEP distribution).

Department A, individually speaking, has very good WVPA, a managerial group neutralised in alienation and good climate conditions but average EEP distribution. It may be observed that good WVPA in itself does not associate with good EEP distribution but absence of low alienation among managers (a tendency to high alienation or neutralised alienation) does explain poor EEP distribution.

Concluding Remarks:

Next to climate conditions, alienation is an important variable and not WVPA.

Departments A & B - a comparative view

Departments C & D - a comparative view

Departments A and B which report respectively High and Moderate WVPA have a favourable distribution of EEP, the same kind of MDC namely H_m and the same kind of characterisation of managers in respect of authoritarian tendency namely A_L . Departments A and B thus present a good case of a comparative study to examine the associative significance of the two variables namely alienation of WVPA.

It may be noted that Department B has a better EEP distribution compared to Department A in which High and Low scorers are just equal.

Department B has a low alienated managerial group but low WVPA. Department A has a neutralised managerial group in point of alienation but high WVPA.

The issues that arise are whether (a) a lower WVPA could be associated with better EEP distribution (Department B case) (b) a low alienated group compared to the neutralised managerial group of Department A could be associated with better EEP distribution of Department B.

Obviously, a low agreement in WVPA could not be taken as a significant improving condition for EEP distribution, for there is no logic in assuming that a lower WVPA could have any association with better EEP distribution. In fact it could be true the other way in theory and practice that groups better matched in WVPA could be more productive. Lowly matched groups in this regard could have no impact but not the positive one.

Conversely a lowly alienated group could be said to have some association with better EEP distribution in conformity with the theoretical belief that lowly alienated managers tend to create good environmental conditions. Thus, one score which indicated an inferior condition that is to say low agreement in WVPA does not have a negative influence. The other superior condition namely, lowly alienated group does have a good associative value with a better EEP distribution. Moreover when the superior

condition is found reversed, that is to say, instead of lowly alienated group there is a fairly highly alienated group as in the Departments C and D EEP distribution is poor.

In the light of the above discussion, it transpires that some amount of WVPA is a necessary condition but its improvement does not have any impact whereas very distinctly different alienation positions of managers do get associated with different EEP distributions. To be specific, High alienation among managers does get associated with poor EEP distribution as evinced in the case of Departments C and D.

Between Alienation and Authoritarian tendency which is more important is difficult to say because we have same climate conditions, same A_L difference in Alienation accompanied by difference in WVPA in the total case of Departments A, B and E. At the same time we may take cases of difference in A_L conditions and good EEP distribution but a change in alienation. Unfortunately we do not have another case of low alienated managerial group with a different kind of authoritarian climate.

It is therefore not possible to conclude but it appears that authoritarian tendency characterisation A and A_M (Departments C and D) with high alienation tendency certainly get associated with poor EEP distribution. But in this cases MDC climate condition is also unfavourable.

It appears that unfavourable climate conditions accompanied by high alienation and high to moderate authoritarian tendency get associated with poor EEP distribution.

Consideration of two more Variables namely
Achievement Orientation and Job Satisfaction
pertaining to supervisory Respondents:

Relationship of MDC and EEP for all the Departments in conjunction with intervening variables (a) Achievement Orientation and (b) Job Satisfaction pertaining to supervisory respondents.

On close scrutiny of scores of supervisors in Achievement Orientation and Job Satisfaction given in Table 4.8, it transpires that there is very little association of High and Low scoring in these variables with either EEP distribution or climate characterisations in MDC.

Table 4.8: Table Showing Composite Climate Characterisation in Respect of Managerial Dispositional Climate, Number of High and Low scorers in EEP and Distribution of Supervisors into High and Low in respect of two Intervening Variables, namely, Job Satisfaction and Achievement Orientation.

Code of the Department	Composite climate characterisation in MDC	No. of High Scorers in EEP	No. of Low Scorers in EEP	Composite climate characterisation in MDC	Distribution of supervisors into High-Low Scorers in Achievement Orientation		Distribution of supervisors into High-Low Scorers in Job Satisfaction Experience	
					High	Low	High	Low
A	H _m	16	14	A _L	16	14	24	6
B	H _m	8	5	A _L	6	7	9	4
C	H	5	7	A	4	8	8	4
D	Mixed	6	9	A _m	8	7	7	8
E	I _m	7	3	A _L	4	6	8	2

The arguments to support the above view point derive from the tables that would follow soon.

To expedite the work of analysis Job Satisfaction, Achievement Orientation and EEP scorings have been rendered into dishotomous categorisation of good distribution — poor distribution, with extreme points as very good and very poor and the equal score distribution as neutral.

The following criteria, which in other forms have been used in the earlier part of the work, have been used to obtain the characterisations referred above.

- (a) Where the difference between two scores in high and low is just one (either way) then it is considered to be fit for neutral characterisation.
- (b) Where the difference between two scores in high and low is less than double, the characterisation assigned is good or poor depending upon which score is higher. If 'high' score is higher than it is 'good', if 'low' score is higher than it is 'poor'.
- (c) Where one score is double of the other or a little more than the double than the characterisation is 'very good' or 'very poor' depending upon which score is 'high'.

With the help of the above criteria four tables were constructed to depict the relationships of:

- (1) EEP with Achievement Orientation
- (2) Climate with Achievement Orientation
- (3) EEP with Job Satisfaction
- (4) Climate with Job Satisfaction.

But before we go over to these tables, a table providing scores and characterisations in Achievement Orientation, Job Satisfaction and EEP is given in Table 4.9 for reference.

Table 4.9: Table 3: Depicting Characterisations of Supervisory Groups in the matter of EEP, Achievement Orientation and Job Satisfaction based on their Scoring.

Office of the Department	Composite characterisation in MDG	Characterisation of Departments in terms of Authoritarian Tendency	EEP Distribution		Characterisation	Distribution of supervisors into High-Low		Characterisation	Distribution of Supervisors into High-Low		Characterisation
			No. of High Scorers	No. of Low Scorers		High	Low		High	Low	
A	H _m	A _L	16	14	Neutral	16	14	Neutral	24	6	Very good
B	H _m	A _L	8	5	Good	6	7	Neutral	9	4	Very good
C	H	A	5	7	Poor	4	8	Very poor	8	4	Very good
D	Mixed	A _m	6	9	Poor	8	7	Neutral	7	8	Neutral
E	L _m	A _L	7	3	Good	4	6	Poor	8	2	Very good

The Table 4.9 and the other four tables referred have facilitated the comparison of scores, cases and also drawing of conclusions, if anywhere possible.

Table 4.10: Relationship of EEP Distribution with Achievement Orientation Characterisation of Supervisory Respondents Departmentwise.

Code of the Department	Characterisation of EEP Scorers into Poor-good-neutral	Characterisation of Achievement Orientation into poor-good-neutral
A	Neutral	Neutral
B	Good	Neutral
C	Poor	Poor
D	Poor	Neutral
E	Very good	Poor

One can observe in the Table 4.10 that except in Department A there is hardly any matching of characterisations.

To wit, good and very good characterisations of Departments B and E in respect of EEP are accompanied by Neutral and poor characterisations of the same departments in respect of achievement orientation.

Likewise, Departments C and D have got 'poor' and 'poor' characterisations in EEP matched by very poor and neutral characterisations in Achievement Orientation.

In fact, the absence of any pattern of association between EEP and Achievement Orientation is too visible to need any explanation.

Table 4.1†, Relationship of Climate Characterisations with Achievement Orientation Characterisation of Supervisory Respondents.

Code of the Departments	Climate in MDC	Characterisation of Achievement Orientation in poor-good-Neutral
A	H _m	Neutral
B	H _m	Neutral
C	H	Very poor
D	Mixed	Neutral
E	L _m	Poor

Departments A and B have neutral characterisations in Achievement Orientation matched by H_m climate in both. This looks like a pattern of relationship but another neutral Achievement Orientation characterisation of Department D is accompanied by mixed climate.

Departments C and E have very poor and poor characterisation respectively in Achievement Orientation accompanied by H and L_m climates of the departments respectively. In reality, looking into the score for final^{er} discrimination

it is found that 'Neutral' of Department A and 'Neutral' of Department B are just so technically by the criteria adopted but in fact they are, though slightly of opposite types.

The Neutral pattern of relationship between climate and Achievement Orientation emerging from the case of Department A and B may be on the margin of acceptability.

Table 4.12: Relationship of EEP with Job Satisfaction
Characterisation of Supervisory Respondents.

Code of the Departments	Characterisation of EEP Scorers into poor-good-neutral	Characterisation of Job Satisfaction Scorers into poor-good-neutral
A	Neutral	Very good
B	Good	Very good
C	Poor	Very good
D	Poor	Neutral
E	Very good	Very good

Four very good characterisations of four Departments A, B, C, E in Job Satisfaction are matched by a variety of EEP characterisation such as Neutral, good, poor and good.

This is, to say the least, that there is clear lack of pattern in relationship between the two.

One common observation could be made that Job Satisfaction is very high. This needs a brief explanation.

Technically speaking the job satisfaction measure (namely the SRA Employee Inventory)* items are mostly on the hygiene factors and not motivators using Herzberg's jargon. Incidentally the organisation in which this study is conducted is one of the best paying masters in Gujarat State, being a monopolist, with a powerful government back up.

It's profit levels, bonus, welfare measures and Perks are on the way high side compared to other organisation in the state in the private sector. No wonder employees on the whole report high job satisfaction as measured on the instrument containing hygiene item factors in large number. It may be noted that Hygiene factor items are used to measure job satisfaction in the measure and it is not contended that what they measure is job satisfaction in strict terms of Herzberg's theory.

Table 4.13: Relationship of Climate Characterisations with J.S.Characterisation of Supervisory Respondents.

Code of the Department	Climate characterisation of Department	Characterisation of supervisory group on Job Satisfaction
A	H _m	Very good
B	H _m	Very good
C	H	Very good
D	Mixed	Neutral
E	L _m	Very good

*Please refer to Appendix 4.1 for the format of the SRA Inventory.

As could be observed easily, like EEP distribution, climate characterisations also do not exhibit any meaningful association with Job Satisfaction characterisations. This means that Job Satisfaction of high level is independent of climate characterisation of the departments. Only one obvious, but significant, pairing is that of mixed climate characterisation of the Department D with neutral characterisation of supervisory group on job satisfaction. The neutral climate indicating lower than very good characterisation, one may associate, but with climate and but other associations do not warrant this generalisation. The only broad remark that could be made is that a mixed type of climate characterisation of MDC does not get associated with the usual level of job satisfaction among the supervisors concerned. This remark also does not stand on any solid foundation since there are no other cases offering any supportive evidence.

Special Note: Since the climate characterisation of departments in MDC almost agree with their characterisation in authoritarian tendency, a separate analysis and discussion of the characterisation of managerial groups in authoritarian tendency and the supervisory groups characterisation in Achievement Orientation and job satisfaction is not made.

It may also be noted that the measures of Achievement Orientation and Job Satisfaction are not materially independent but also together they are not subsumed in any sense in the climate measures as well as EEP measures. All the four measures are mutually independent and exclusive for they are arrived at through totally independent measures. Further since job satisfaction of the supervisory respondents is atypical and the Achievement Orientation not so there is no significant relationship between them. Thus, the observable pattern of same characterisation of 'Neutral' and 'very good' respectively in Achievement Orientation and job satisfaction of the Departments A and B is due to atypical pattern of job satisfaction levels clustered into very good characterisation and ^{not} due to any meaningful relationship. Table 4.14 substantiates the point.

Table 4.14: Table Showing Departmental Characterisations in Supervisory Achievement Orientation and Job Satisfaction.

Code of the Department	Characterisation of the supervisory group in Achievement Orientation	Characterisation of the supervisory group in Job Satisfaction
A	Neutral	Very good
B	Neutral	Very good
C	Very poor	Very good
D	Neutral	Neutral
E	Poor	Very good

Further a clear observation could be made that Department D has scored Neutral in both the respects and hence a case of a relationship of achieving higher levels in both matters. Again the strength of the observation does not merely derive from this observed relationship but on the generality of lower ratings of that Department on other scores as discussed in the earlier position of the chapter.

On the whole, it seems that variables namely Achievement Orientation and Job Satisfaction do not significantly relate with EEP and climate measures which are found to be relating with each other in a significant manner.

Leadership Climate of the Departments on
Consideration Dimension:

From Table 4.15 it can be observed that, in all, three types of climates in regard to 'consideration dimension' of leadership obtain -

1. H i.e. high consideration climate which means managers of the departments, show high consideration for the human aspects and needs of the their subordinates at work.

Table 4.15: Table Showing Leadership Climate assigned to all the Departments in Code and Phrases in Terms of Consideration and Structure Dimensions of Managerial Behaviour.

Code of the Department	Leadership Climate in Code		Leadership Climate in Phrases	
	Consideration	Structure		
A	H	M	High consideration	- Mixed structure
B	H _m	H	Moderate consideration	- High structure
C	M	M	Mixed consideration	- Mixed structure
D	H _m	L _m	Moderate consideration	- Moderate structure
E	H	H	High consideration	- High structure

H - Indicates a climate High on consideration and/or structure dimension/s as the case may be.

L - Indicates a climate Low on consideration and/or structure dimension/s as the case may be.

M - Indicates a mixed climate having High and Low scorers in equal number.

Subscript (m) - Indicates a climate moderate but on High side on consideration and/or structure.

2. H_m i.e. high moderate consideration climate which means managers as a group show some consideration for the human aspects and needs of their subordinates at work. They are aware of these needs in a moderate measure.
3. M i.e. mixed climate indicates that the managerial group consists of equal number of high and low scorers and the resultant climate comprising of both the elements.

Departments A and E have reported H climate.
 Departments B and D have reported H_m climate and mixed climate is reported by only one department i.e. C.

Cases of L and L_m are not reported at all in regard to consideration dimension of the leadership climate. Four out of five departments have reported the climate on the high side of consideration.

On the whole the whole organisation seems to be having a high consideration climate.

Leadership Climate on 'Structural
 Dimension' of the Department:

Three types of climate have been reported in terms of Structure dimension of leadership climate.

H climate which means managers try to structure the work of their subordinates by providing rules, procedures, guidelines, instructions in more than moderate measure.

L_m climate indicates that managers as a group structure the work of their subordinates to a low degree.

Mixed climate indicates that the managerial group consists of equal number of high and low scores and the resultant climate comprising of both the elements.

Two Departments A and C have reported mixed climate in regard to Consideration dimension of leadership climate.

Comparative Study of the Climates of Departments
in Terms of Consideration and Structure Dimensions:

Departments D and E which have respectively $H_m L_m$ and HH climate provide the cases of clear climate in terms of high and moderation but not in terms of dimensions. Departments C and E provide exactly two clear combinations of structure and consideration dimensions, namely MM and HH.

Departments A and C have at least one climate mixed. Departments B and D have a common consideration climate H_m but a mixed climate in structure in Department C and moderate in Department D.

Thus on the basis of above combinations it is possible to make some observations regarding -

1. Clear climate combinations
2. Mixed climate combinations
3. Moderate climate combinations
4. Climate combination with one moderation, one mixed element of the two.

Of course, these observations could be rendered meaningful only in relation to the variables selected, especially the EEP.

Department C has mixed climate in both consideration and structure and represents a clear case of mixed climate. Department D's climate is H_m and L_m and could be, on balance, interpreted as a mixed climate in point of fact that exactly opposite types of moderation climates are there. Thus taken together these two climates could be called a mixed composite climate.

Leadership Climate and EEP Distribution:

Department E which has the best EEP distribution has HH climate. Department B also has good EEP distribution and $H_m H$ climate. If we take the cases of these two departments as having good EEP distribution, one clear observation could be made that good EEP distribution gets associated with a climate on the High side in both consideration and structure dimensions. Department A has neutral EEP

Table 4.16: Table Showing Leadership Climates assigned to all the Departments and its Relationship with EEP Distribution.

Code of the Department	Leadership Climate inc Code		Leadership climate in phrases	No. of High scorers in EEP	No. of Low Scorers in EEP
	Consideration	Structure			
A	H	M	High consideration Mixed structure	16	14
B	H _m	H	Moderate consideration High structure	8	5
C	M	M	Mixed consideration Mixed structure	5	7
D	H _m	L _m	Moderate consideration Moderate structure	6	9
E	H	H	High consideration High structure	7	3

distribution and has one H (in consideration) and one mixed (in structure). This supports the observation just made.

Taking the case of Departments B and D, one finds, that in case of Department B both climates are on H side, whereas in Department D one is H_m and another is on the L side. Thus, H_m being a common factor, it is H structure element of the Department B climate which perhaps explains its good EEP distribution.

Departments C and E have clear climates even in the composite sense. Again HH climate of Department E gets associated with 'very good' EEP distribution and MM climate of Department C gets associated with poor EEP distribution. Department D also has a 'clear' composite climate $H_m L_m$, with elements of same clear, $H_m L_m$ i.e. moderate.

Thus, three Departments C, E and D which have clear composite elements do not have the association with the same kind of EEP distribution.

Department E, confirms the previous observation that one H in structure is a necessary condition for good EEP distribution.

Departments C and D do not have a single H and poor EEP distribution.

Combination of moderate climates $H_m L_m$ of the Department D has poor EEP distribution, like the mixed climate combination of Department C.

This is an indirect support to the observation that one H, preferably in structure is a necessary condition for good EEP distribution.

MM and $H_m L_m$ climates of Departments C and D could be taken as climates of the 'half-way' type as opposed to climates with distinct leanings. Climates with distinct leanings as of Departments A, B and E get associated with good EEP distribution.

Department A's case need be examined in the light of above discussion. It has, at least one H, though not in structure but in consideration and one M. Its EEP distribution is neutral, not good. Department B has both on H side, one H in structure and another H_m in consideration. Its EEP distribution is good. What transpires is that H inclination of the composite climate goes well with EEP distribution. We do not have a case of a department with H in consideration and moderate H or L in structure. It is therefore not possible to say what significance H in consideration has, if not accompanied by another H_m in structure.

Three broad conclusions emerge as follows:-

- (A) Clear climate combinations in consideration and structure of themselves do not associate with good EEP distribution but, a climate combination with consideration and structure climates on H side gets associated with good EEP distribution
- (B) Mixed composite climate does not get associated with good EEP distribution. Presence of mixed element in one of the two dimensions gets associated with poor and neutral EEP distribution.
- (C) Moderate H climate in consideration does not associate with good EEP distribution. Where one moderate climate in consideration is accompanied by a clear H climate in structure as in Department B, EEP distribution seems to be good. But moderation in structure or mixed climate characteristic do get associated with poor EEP distribution.

In fine, one may conclude that the best climate leadership combination that could go with good EEP distribution covered a composite climate with high or near high consideration and preferably a high or near high structure climate.

This type of preference of climate combination in consideration and structure could mean that the project type of leadership style is relevant to the conditions of the organisation. Managers should build good human relations and also develop the tendency to put in more structure in their style of taking work.

A special note on the scheme of the discussion to be followed hereinafter.

By way of recapitulation, it may be stated that the MDC-EEP relationship is examined in the context of following variables and their mutual relationships also.

- (1) Association of WVPA between managers and supervisors with EEP distribution.
- (2) Association of High and Low categorisation of managers in Alienation tendency (departmentwise) with EEP distribution.
- (3) Simultaneous consideration of High-Low categorisation of managers as well as WVPA with EEP distribution and climate conditions.
- (4) Simultaneous consideration of authoritarian tendency among managers (taken in the climate sense also), High-Low categorisation of managerial group in Alienation and WVPA with climate conditions.
- (5) MDC relationship in the light of simultaneous consideration of mutual association of Managerial Alienation, WVPA and the possible association of different sets of relationship of **alienation** and WVPA with different sets of MDC and EEP relationships.

The purpose of attempting an exhaustive treatment along these lines was to test out, ab initio, mutual relationships between variables and their consequent association with different combinations of EEP-MDC relationships so that this part which is going to remain as common in the discussion of climates in other senses may be taken as done and be revisited only if OC-EEP relationships in other sense get associated with different variable conditions and their combinations. In short, the discussion to follow, while certainly considering the associative significance of these variables with climate EEP relationship would seek to avoid the repetition (unless warranted). This arrangement, it is hoped, would prevent the repetition.

Relationship Between Consideration Structure

Dimensions of Leadership with WVPA among

Managers and Supervisors:

On a close scrutiny of the scores of Departments A and E in regard to consideration dimension of Leadership Climate (LC) and WVPA it seems that high consideration gets associated with good/moderate WVPA. A converse type of evidence is available in the case of Departments B, C and D in which Mixed and Moderate consideration gets associated with poor WVPA. Consideration behaviour thus exhibits a good association with good WVPA between managers of the supervisors of the department.

Table 4.15: Relationship Between Leadership Climate and EEP for all the Departments, in Conjunction with Intervening Variables namely Alienation Tendency among Managers, WVPA between Managers and Supervisors working under them and Authoritarian Tendency among Managers.

Code of the Department	Leadership Climate in Code	No. of High Scorers in EEP	No. of Low Scorers in EEP	No. of High and Low Scorers in Alienation	Rank Order Correlation in WVPA between supervisors and managers	Distribution of managers into High, Moderate and Low Scorers in Authoritarianism		
A	H	M	16	14	4	4	.79	A _L
B	H _m	H	8	5	1	4	.11	A _L
C	M	M	5	7	5	1	.16	A
D	H _n	L _m	6	9	5	3	.008	A _M
E	H	H	7	3	3	4	.48	A _L

Between Departments A and E, A has the higher WVPA.

Structure dimension of leadership does not relate with WVPA e.g. Department B has high structure and H_m in consideration (i.e. consideration is also on the high side and .11 WVPA). Department E has H in structure and H in consideration and .48 WVPA. It is difficult to ascribe a higher WVPA to H_m high moderate consideration factor. Since as in Department A, where there is a clear H in consideration and M in structure which indicates a score lower than H in structure of department B, the WVPA is .79 that is the highest. Departments A and C have M, M structure climate respectively and there is a wide divergence in WVAP score. If we take .11 and .16 WVPA as almost the same then no clear picture emerges as to whether it is the existence of M element in structure climate which associates with high and low WVPA or a presence of H in structure and/or consideration.

Thus, comparing departments, which though not comparable exactly in terms of structure-consideration scores but certainly in the direction of consideration and structure climates, one does not come to any pattern of association between structure and WVPA.

Another observation that could be made is that climate, moderate in consideration and structure, both, goes with

negligible WVPA for besides department D the H_m element of the consideration-structure climate of department B also gets associated with low to moderate WVPA.

Compared to MM composite climate of the Department C which has .16 WVPA score, Department D with moderate composite climate has a negligible WVPA score. In the context of good and moderate WVPA scores of Departments A and B which have distinctly a non-moderate, non-mixed type of climate in the pure sense, the above relationships of composite climate scores of Departments C and E with their respective WVPA pinpoint that some kind of pronounced leadership profile on the part of the managers does have an impact.

On the whole, it appears that a manager ought to have some style H in either consideration or structure but not moderate to be qualified to associate with good EEP distribution.

We shall examine, at a later stage, all the climates together and variables hoping that the total view would explain many differences. We shall try to build up the total picture using the broad associative generalisations made in regard to each type of climate and arrive at the culminating observations about the relationships between OC and EEP and the intervening variables.

Two highly alienated managerial groups of Departments C and D have reported clear composite climates. MM and HH respectively which in turn get associated with different levels of WVPA agreement and EEP distributions and different types of EEP distributions. Department C has also a clear authoritarian climate characterisation of managers.

Department E, besides having a composite climate HH of a distinct and clear type, has lowly authoritarian managerial group and moderate WVPA score. Departments A and B also have climates ^{that} match with lowly authoritarian managerial groups but not highly alienated managers. It is at this stage very difficult to draw conclusions regarding the relationship between alienation among managers but the conclusions drawn in the case of MDC climate in this regard do not seem to be violated. In fact if the case of Department D is taken as ~~an~~ mixed climate, on the strength of the argument that moderation in opposite climate elements, consideration and structure cancel out each other, then the observations made in MDC seem to be almost corroborated.

Table 4.12: Relationship of Leadership Climate and EEP for all the Departments in Conjunction with the Intervening Variables (Achievement-Oriented and Job Satisfaction Pertaining to the Supervisory Respondents).

Code of the Department	Leadership Climate in Code	Consi- dera- tion	Struc- ture	Distribution of Super- visors into High-Low Scorers in Achievement Orientation				Distribution of Supervisors into High-Low Scorers in Job Satisfaction			
				High		Low		High		Low	
				Characteri- sation of the group		Characteri- sation of the group		Characterisa- tion of the group		Characterisa- tion of the group	
A	H	M		16	14	Neutral	24	6	Very good		
B	H _m	H		6	7	Neutral	9	4	Very good		
C	M	M		4	8	Very poor	8	4	Very good		
D	H _m	L _m		8	7	Neutral	7	8	Neutral		
E	H	H		4	6	Poor	8	2	Very good		

From Table 4.18, it appears that Achievement Orientation and Job Satisfaction variables do not have any relationship with leadership climate in terms of Consideration and Structure characterisations. Firstly, no department has got a good or very good Achievement Orientation score distribution. Secondly, neutral characterisation goes with different types of climate compositions except that there is presence of moderation element in each type of combination that goes with neutral Achievement Orientation characterisation. Composite mixed climate has reported very poor Achievement Orientation characterisation whereas HH of department E reports poor. A very broad observation, if at all, could be made that climates on the high side of Consideration and Structure get associated with neutral Achievement Orientation characterisation of the departments. But high elements of Consideration and Structure get associated with poor characterisation. Thus there seems to be some remote association of moderation or mixture of Consideration and Structure elements with neutral Achievement Orientation characterisation.

It may be seen that Job Satisfaction does not have any discernible pattern of relationship whatsoever with leadership climate.

Both the variables, Achievement Orientation and Job Satisfaction do not have any meaningful relationship with climate in the leadership sense as with MDC climate. The

^o
~~con~~ ⁱⁿ conclusion of these variables does not explain leadership climate - EEP relationship.

Climate Characterisation of all the Departments in Administrative Climate

Administrative Climate of all the Departments in Zone I i.e. Climate with respect to Management Policies:

Departments A and B have reported the same type of climate in zone I. Their AB-P climate indicates that managers as a group practise basically authoritative bureaucratic style in administration with participative style as a supportive style. In other words, it means that within the framework of bureaucratic requirements they offer participation to their subordinates wherever possible and thus make the administration acceptable to them. It may be recalled that Zone I refers to the administrative matters arising from the operation of management policies. AB-P climate in this context would mean that managers sell the management policies to their subordinates using the participative technique, skillfully.

Table 4.19: Table Showing Climate Characterisation in Administrative Climate in all the Departments.

Code of the Department	Administrative Climate assigned in code			Administrative Climate assigned in phrases		
	Zone I	Zone II	Zone III	Zone I	Zone II	Zone III
A	AB-P	P-C	P-C	Authoritarian Bureaucratic - Participative	Participative - Consultative	Participative - Consultative
B	AB-P	P-C	P-C	Authoritarian Bureaucratic - participative	Participative - Consultative	Participative - Consultative
C	Diffused	P-C	P-C	Diffused	Participative - Consultative	Participative - Consultative
D	C-AB	Diffused	C-B	Consultative Authoritarian Bureaucratic	Diffused	Consultative Authoritarian Bureaucratic
E	AB-C	C	C-(AB)	Authoritarian Bureaucratic Consultative	Consultative	Consultative Authoritarian Bureaucratic

Zone I : Administrative climate with reference to management policies.

Zone II : Remedial climate.

Zone III : Interactional climate.

Department C has a diffused climate which means that subordinates are not in a position to identify a definite style. Managers as a group ~~climate~~^{create} a general impression that all the four styles are used by them not allowing a single style to emerge as typical to them as a group. The diffused climate has a negative value in the light of the widely held belief that a climate in order to be meaningful and effective must have a character and dimension.

Departments D and E have a climate different from those of Departments A, B and C whereas Department D has C-AB climate, Department E has AB-C climate. One may observe that these climates are opposites though comprising of the same elements. Department D's climate could be described as one in which managers as a group basically practise consultative administrative style backed up by authoritarian bureaucratic style as a supportive style. In practical terms it means that managers act as the resource personnel of the administration and take their subordinates into confidence to underwrite their cooperation. Unlike AB-P style, this style is highly personal and involved.

Departments E's AB-C style means that managers as a group use consultative style to underwrite the cooperation and compliance of their subordinates for what the organisation stands for.

The difference between the two styles of Departments D and E is that in Department E managers try to work in their own way with the underpinnings of the organisational requirements. They try to interpret management policies as their own policies. Whereas in Department E managers convey an impression that, being themselves committed to the organisation, they try to win over the cooperation and compliance of their subordinates for the management policies to which they themselves subscribe as employees.

The difference between AB-P and AB-G is not much except in the matter of the degree and nature of subordinates' involvement sought.

On the whole, one may observe, in regard to Management Policies, managers are essentially perceived to be practising authoritative bureaucratic style with participative or consultative style as another component.

Special Note: It may be recalled that all the managerial styles depicted are as perceived by the subordinates and not as practised by the managers. Throughout the discussion wherever it would be stated that managers have this style or practise that style it would be always in the sense of what they are perceived to be having and practising by their subordinates.

It seems that with respect to Management Policies authoritative bureaucratic style seems to be quite prevalent and to some extent even indispensable.

Administrative Climate of all the Departments
in Zone II i.e. Remedial Climate:

Three departments A, B and C have the same remedial climate P-C. This means that in remedial matters managers are perceived to be practising participating consultative style. In the light of modern theory of disciplining and training this style has a positive value.

Department D's style has been perceived to be diffused, meaning thereby that managers doing their remedial work have not been able to project a distinct style as a group. In other words managers may be practising their own individual and situationally preferred style. Department E's style 'C' in this regard means that managers rely on consulting their subordinates while taking remedial actions. The another implication of this style is while certainly consulting them and taking their viewpoints into account they do not necessarily accept the subordinates point of view.

The difference between P-C and 'C' is that in 'C' characterisation of climate, managers have been successful ⁱⁿ ~~to create~~ conditions in which subordinates would feel like

being heard in important remedial matters, in P-C characterisation subordinates would feel that their managers would most certainly take their viewpoint into account while deciding upon the remedial matters concerning them.

P-C condition is more open and modern compared to 'C' condition judged by the trend in modern theory of management.

Administrative Climates of all Departments
in Zone III (i.e. on Purely matters of
non-critical mutual Interactions).

Departments A, B and C have reported P-C climate the meaning of which has already been explained above. Department D has C-AB climate conditions, the meaning of which has already been explained above.

The only difference is that these two conditions obtained in regard to non-critical interactional matters which really give some idea about the general day-to-day routine climate prevailing. Such a climate is responsible for the general feeling of wellbeing and positive relation with the organisation. Department E has a climate condition C-(AB) meaning thereby that predominantly its interactional climate is consultative with an occasional trace of authoritarian bureaucratic element. One may take the climate as consultative for practical purposes.

In this regard, four departments namely, A, B C and D have clear climate characterisation. In fact in all the zones four departments, have reported clear climate characterisations with no admixture of 'elements' but certainly a supportive component. The strategy of using the component in climate characterisation has paid off but the strategy of considering 'element' in the climate characterisation, it may be noted, has not paid off at all.

Relationship of Administrative Organisational

Climate and EEP Distribution of Supervisory

Respondents:

Departments A and B have exactly the same types of climates in all the three zones and have reported neutral and good EEP distribution respectively.

Department C also has the same type of climate as in A and B in Zone II and Zone III and poor EEP distribution.

It transpires that Zone I climate which is uncommon in department 'C' holds the clue to good or neutral EEP, distribution. This view is warranted by the fact that in Zone II and III the climates of Departments A, B and C are exactly the same.

Table 4.2: Table Showing Climate Characterisation in Administrative Climate in all the Departments and Distribution of Supervisors into High and Low Scorers in EEP.

Code of the Depart- ment	Administrative Climate assigned in Code			Administrative Climate assigned in phrases			No. of High scorers in EEP	No. of Low Scorers in EEP
	Zone I	Zone II	Zone III	Zone I	Zone II	Zone III		
A	AB-P	P-C	P-C	Authoritarian, Bureaucratic participative	Participative - Consultative	Participative Consultative	16	14
B	AB-P	P-C	P-C	Authoritarian Bureaucratic	Participative - Consultative	Participative Consultative	8	5
C	Diffused	P-C	P-C	Diffused	Participative consultative	Participative consultative	5	7
D	C-AB	Diffused	C-AB	Consultative Authoritarian Bureaucratic	Diffused	Consultative Authoritarian Bureaucratic	6	9
E	AB-C	C	C-(AB)	Authoritarian	Consultative	Consultative (Authoritarian Bureaucratic)	7	3

There are two possible explanations for AB-P climate of the Departments A and B in zone I. The technology (which is continuous manufacturing type) has been imported and even installed under the close supervision of foreign collaborators. Naturally Department A which is manufacturing unit of the organisation has managers who adhere to the technical and production requirements as per the collaborator's instruction and tend to create an impression that, in these matters, they would like to be quite strict and fussy. But, as experienced intermediaries between the management and their subordinates, they try to offer maximum participation to them so that they learn how to use this technology to best advantage.

Secondly, the organisation functions under fairly high degree of supervision from the government and is accountable to the general public being an important organisation in the Public Sector. Authoritative Bureaucratic style for meeting with the basic organisation demands arising from public and government accountability and participative style for motivating and involving the the personnel at the departmental level make a practical combination.

Department B also has AB-P style. Curiously Department B, which undertakes development and research work also has this style. A possible, though not

certain explanation, could be that the development and research procedures have been also extensively along the lines suggested by the collaborators and the sphere defined by the government and the organisation in terms of its public sector character. The managers of development and research oriented to the specified guidelines naturally would exhibit a faithful orientation to them even while trying to do creative work. This is merely tendered as a possible explanation and does not purport to be the explanation, though care has been taken to see that it is based on some valid observations and discussions.

The EEP distribution of the Departments A and B is quite different though climate conditions are the same. Naturally the difference has to be understood in the terms of other variables such as managerial alienation, Authoritarian characterisation of the managerial group and WVPA. This will be done in the relevant portion devoted to this discussion.

As among Departments A, B and C in regard to Zones II and III the climate conditions are same namely P-C but the climate conditions in regard to Zone I are AB-P for Departments A and B and diffused for Department C. The most crucial climate difference turns out to be the diffused climate in regard to Zone I.

In Departments D and E also wherein Zone II, III climates are quite comparable being on the consultative style with authoritative bureaucratic supportive style, the difference in regard to Zone I climate it seems explains the difference in EEP distribution. This supports the previous observation that Zone I climate is the most important factor which could be associated with good or poor EEP distribution. Climates in zone II and III may provide further associative conditions but they do not seem to be providing the impact condition.

One observation that usually emerges is that existence^e of a diffused climate in any one of the zones could be associated with poor EEP distribution like in the case of Departments C and D.

Conversely Departments A, B and E which have satisfactory EEP distribution (Department A - Neutral and B, E - good) have clear climate characterisation with no diffused characterisation at all anywhere. A clear climate characterisation in regard to three zones does get associated with good EEP distribution irrespective of what climate characterisations they happen to be.

Department D has a poor EEP distribution with a clear C-AB type of climate in Zone I, C-AB type of climate in zone III and diffused climate in Zone II. Taken together these characterisations convey that managers' insistence

upon their personal consultation. Consultative style does not get associated with good EEP distribution and their remedial efforts as a managerial group do not have any discernible pattern which could point at some common ideology. Managers are long on consultation in general but short on the same while really dealing with matters that are potentially controversial. A diffused type of remedial climate could be a source of lack of motivation, especially in the kind of design type of work that is being done by the department. Managers of this department, practise consultative style in general matters but do not practise any of the four styles consistently as a group in remedial matters in their departmental work which is creative by nature. A supporting evidence to poor EEP distribution is reflected in the poorest job satisfaction that this department has reported, discussed in the latter part of the analysis.

Department E has clearly an inclination to consultative conditions since it has consultative climate conditions in zone II and III and as supportive consultative climate conditions in zone I. It has the best EEP distribution. This department's EEP distribution could be understood, it seems, from the type of work that it does namely marketing of the finished products and procurement of raw materials. The organisation under study has earned a reputation of creating and operating a network of extension services

which support their marketing effort. These managers take upon themselves the responsibility of comprehending the marketing environment and developing suitable strategies for availing of them. Their work being of a self-visualised and self-sustaining type requires them to act as the source for that activity for the department and keep a personal control over the activities. The presence of authoritative bureaucratic component in the main part of the zone I climate simply indicates that the marketing officials have to observe the directives and directions of the top management, to letter and spirit, but they have to have their own personal style in controlling and shaping their department, the what has been evinced in the predominance of 'C' component in zone II and III conditions.

Relationship of Administrative Organisational
Climate with EEP Distribution and Other
Variables Pertaining to Managerial
Respondents of the Departments:

The Table 4.21 clearly shows that Departments A and B have the same Administrative Organisational Climate in three zones and the same managerial characterisation in regard to authoritarian tendency about different EEP distribution. These two departments have widely differing WVPA.

Table 4.21: Table Showing Climate Characterisation in Administrative Climate in all the Departments and Distribution of Managers into High and Low Scorers in Respect of all Intervening Variables.

Code of the Department	Administrative Climate assigned in code			Administrative Climate assigned in Phrases			Rank Order Correlation in Work-Pre-ference between Supervisor & Managers	No. of High Scorers in TEP	No. of Low Scorers in EEP	No. of Managers into High and Low Moderate and Low Scores in Authoritarianism
	Zone I	Zone II	Zone III	Zone I	Zone II	Zone III				
A	AB-P	P-G	P-G	Authoritarian Bureaucratic participative	Participative consultative	Participative consultative	.79	4	4	$A_L(H_1L_7)$
B	AB-P	P-G	P-G	Authoritarian Bureaucratic participative	Participative consultative	Participative consultative	.11	1	4	$A_L(H_0L_5)$
C	Diffused	P-G	P-G	Diffused	Participative consultative	Participative consultative	.16	5	1	$A(H_4L_2)$
D	G-AB	Diffused	G-AB	Consultative authoritarian bureaucratic	Diffused	Consultative authoritarian bureaucratic	.008	5	3	$A_M(H_3L_5)$
E	AB-G	G	G-(AB)	Authoritarian Bureaucratic Consultative	Consultative	Consultative (Authoritarian Bureaucratic)	.48	4	1	$A_L(H_0L_5)$

At the first sight, it may look that WVPA being the only differing matter, could explain EEP distribution. But it does not turn out to be so when we include departments which has the similar WVPA (.16), same climate in Z_2 and Z_3 but a diffused climate in Z_1 . Since Z_2 and Z_3 climates of the Departments A, B and C are the same viz-, P-C, the difference in EEP distribution could be associated with either the climate characterisation or WVPA differences. The apparent trend is that lower WVPA associates with better EEP distribution as is evinced in the case of Department B compared to Department A in this regard. But we have two cases namely, Department D and E to contradict this. Department D has a negligible (.008) WVPA and if the trend that lower WVPA gets associated with better EEP distribution were right then at least EEP distribution of the Department D could not be poor. Department E has a moderate WVPA (.48) higher ^{than} that of Departments ^D and C. Yet a very good EEP distribution. Actually speaking, the poor EEP distribution while not in harmony with the pattern of WVPA, shows an association in the differences in climate conditions (Authoritarian climate characterisation is taken as a climate condition like in MDC).

The poor EEP distribution of the Departments C and D, not understandable in terms of WVPA score differences, becomes understandable when viewed in the context of

climate conditions. The climates of Departments B and C are diffused, P-C, P-C in zones II and III respectively and A and A_m in terms of authoritarian tendency among managers. Whereas the climate of Departments A and B are AB-C, P-C, P-C in Zones I, II and III respectively in administrative sense and A_L , A_L in the second sense. We may make three observations viz., (1) that zones II and III climates do not associate with EEP distribution and (2) different climate conditions get associated with EEP distribution pattern (3) some WVPA does get associated with good EEP distribution but neither higher nor lower WVPA get associated with EEP distribution pattern.

The three observations made above corroborate the observation made in the discussion of MDC and EEP relationship in the context of WVPA of the managers that WVPA is not an impact condition but may be just a supportive condition. Of the two, climate conditions better explain the pattern of EEP distribution. Thus, WVPA variable does not of its own explain the EEP distribution.

In a finer sense, it may be stated that Zone I climate explains EEP distribution better than Zone II and III climates. A diffused climate in any of the zones gets associated with poor EEP distributions.

Departments A and B have the same Administrative climate in three zones and the same climate in terms of

managerial characterisation in Authoritarian tendency. We have just noted that differences in WVPA do not explain the differences in EEP distribution. Premised on this assumption, the difference in EEP could be sought to be explained in terms of incidence of alienation among managers which incidentally is found to be quite apparent in the case of Departments A and B. Department A has a neutral managerial group in alienation and a neutral EEP distribution whereas Department B has a lowly alienated managerial group and good EEP distribution. The support to the observation that low or neutralised alienation gets associated with favourable EEP distribution is not available directly because we do not have the cases of low alienated group in the sample. But a converse type of support but quite clear is available in cases of Departments C and D in which managerial groups are highly alienated and both have poor EEP distribution. Of course, the other climate conditions are also changed compared to Departments A and B and to associate EEP distribution with high alienation among managerial groups would be logically not tenable. What is contended here that between the two variables WVPA and managerial alienation the latter has a better association with EEP distribution pattern.

To further the argument we may examine the case of Department C and D a little more closely. In Department C

the Zone I climate which is considered to be the significant climate accompanied by climate in managerial authoritarianism are on the high side. They are 'diffused' and 'A' respectively indicating that they are in extremes. This department has the most alienated managerial group. Department D has a diffused climate in Zone II which is not considered to be as important as Zone I climate and a moderate climate in Authoritarian tendency. This department has comparatively speaking lower alienation than Department C. Department C has some WVPA whereas Department D has negligible WVPA.

Department C has some balancing force in WVPA against its unfavourable climate conditions in the form of some WVPA and participative consultative climate in Zones II and III in AOC. It's high alienation is, to some extent, being set off by some WVPA in Department D which is comparatively speaking lowly alienated has favourable climate conditions in that its diffused climate has occurred in Zone II and has less authoritarian managerial group with negligible WVPA. The negligible WVPA and diffused climate are balanced off by low alienation and somewhat favourable climate conditions.

Department E has moderate WVPA, very low authoritarian climate and a highly alienated managerial group.

The alienation factor has been set off, it seems by good climate, in authoritarian sense, some moderate WVPA

and a clear climate in Administrative sense in the three zones. The composite climate in Department E looks like a combination of consultative and authoratative bureaucratic components. There is a clear leaning to consultative climate condition.

From the above discussions the following observations emerge namely,

1. that high alienation gets associated with poor EEP distribution albeit accompanied by climate conditions.
2. that the three variables act in unison and have to be taken simultaneously to understand EEP distribution.
3. that the climate conditions are the primary factor to understand EEP distribution followed by managerial alienation with WVPA as the last.

Another striking relationship that is observable in the table is that lowly alienated managerial groups are found to be in Departments A and B which have as their climate condition predominantly the participative element whereas highly alienated groups, as in Departments D and E, have in their climate conditions, the consultative element as the predominant one. This is certainly not to say that consultative climate in any way accounts for high alienation among managers and participative climate accounts for low

alienation among managers. What is striking is that as one moves in the continuum of managerial style from authoritarian to a participative, one is confronted with the lower incidence of alienation among managers. This observation conforms the modern management belief that a leaning to participation does have a favourable influence on the managerial personnel, the specifics of the influence remaining to be determined by a more systematic and through proof other than this.

The cases of Departments D and E need special discussion for the reason that both the departments have consultative element in their climates in their Zone I. Climate though comprising of some elements A, B and C are exactly opposite and have respectively 'poor' and 'very good' distribution. If we take a position that Zones II and III climates are not important in the matter of EEP distribution pattern than consultative authoritative bureaucratic style of Department D gets associated with poor EEP distribution and authoritative bureaucratic consultative style gets associated with very good EEP distribution. The hidden message seems to be that a basic consultative style does not pay off. The Department D has C-AB style in interactional climate zone also. Thus its predominant climate could be called consultative.

Besides the other variables, one has to look into the specific nature of the work involved in the department.

This department is a designs department, with lot of work non-repititive but the broad guidelines and procedures being determined, perhaps, a personalised style like consultative does not agree with the professionalism of the subordinate personnel. This observation gets some support from the negligible rank order correlation in WVPA between managers and supervisors.

A consultative managerial style could not be effective with subordinates whose value priorities are out of alignment with those of the managers.

The AB-C climate of the Marketing department gets associated with very good EEP distribution, despite the fact that its other zones climate is also on the consultative style. This department is a marketing department and the professionalism among its commercial personnel has not as much of autonomy inclination as that of technical personnel. Perhaps that is why the consultative element clicks with the personnel. Again, the AB-C style basically emphasises the imperatives of the organisation system taking the managerial consultative role as one of a dispensing intermediary.

But, one overall observation could be made that the basic element in Zone I area of AOC has to be authoritative bureaucratic with a supportive style to get associated with good EEP distribution and that diffused climate does get associated with poor EEP distribution.

Lastly, it may be stated that technical activities in a continuous manufacturing unit find the combination AB-P in Zone I and P-C in Zones II and III as favourable climates. The departments, whose working provides for the exercise of personal knowledge and skill go well with a climate of a consultative type either as a prefix or a suffix.

Relationship of Administrative Organisational
Climate and EEP in Conjunction with the
Intervening Variables Pertaining to
Supervisory Respondents:

Though there is no pattern in relationship between the characterisations in job satisfaction and climate, only one clear observation could be made that Department D, wherein consultative type of climate is predominant and subordinates are not clear as to the methods used for remedial action (evinced by the diffused climate), the job satisfaction is found to be comparatively lower in the group of subordinates. This observation stands unsupported by any other evidence and could not lead to any conclusion.

Table 4.22: Relationship of Administrative Organisational Climate and EEP for all the Departments in Conjunction with the Intervening Variables (Achievement Orientation and Job Satisfaction Pertaining to the Supervisory Respondents).

Code of the Department	Administrative Climate assigned in Code	Distribution of Super-visors into H-L Scores in Achievement			Distribution of Super-visors into H-L scores in Job Satisfaction				
		Zone I	Zone II	Zone III	High	Low	Charac-terisation of the group		
								Orientation	Charac-terisation of the group
A	AB-B	P-C	P-C	16	14	Neutral	24	6	Very good
B	AB-P	P-C	P-C	6	7	Neutral	9	4	Very good
C	Diffused	P-C	P-C	4	8	Very poor	8	4	Very good
D	C-AB	Diffused	C-AB	8	7	Neutral	7	8	Neutral
E	AB-C	C	C-(AB)	4	6	Poor	8	2	Very good

With respect to Achievement Orientation it is not possible to make even such a tentative observation. In fact, the poor Achievement Orientation characterisation of the Department E is not possible to explain since that is the department which has the best EEP distribution. It is difficult to understand how personnel poor in achievement score yield a good EEP distribution. Of course, this group reports a very good job satisfaction level some WVPA and a favourable climate. May be this factor coupled together make up for the poor achievement orientation but this explanation also is not satisfactory. Perhaps a line of explanation if at all may emerge at a latter stage when all the climates and other variables are viewed simultaneously.

Climate of Groupiness

Before we proceed with the description of the climate of the Departments in terms of groupiness, it would be fit to explain in breief the concept of groupiness to facilitate the description and interpretation of the groupiness climate.

Groupiness is a measure of the attractiveness of a group to a member measured not merely in terms of his ideational orientation but also concrete experience in a group, reflected in the respondent's desire to stay in on with the group with a positive feeling. Groupiness of a group has been a summated score of the individual

Table 4.23: Table Showing Climate of Groupiness assigned to all the Departments in Code and Phrases.

Code of the Department	Climate of Groupiness assigned in code	Climate of Groupiness assigned in phrases	Percentage of High scores	Percentage of Low scored
A	L	Low groupiness	23	77
B	L	Low	24	76
C	H	High	00	100
D	H	High	18	82
E	L	Low	22	78

respondents scores on (1) interpersonal trust orientation indicating ideational learning towards the group and (2) group cohesiveness index indicating how well he identifies with the group in the light of his experience.

Three departments have been characterised as 'low groupiness' departments. They are A, B and E. Two Departments C and D have been found to be having high groupiness.

It may be noted that, on the whole all the departments, have reported high groupiness since no score of groupiness is less than 75 out of 100, but two departments have scored quite high i.e. above 80 per cent and have been characterised in the sample of departments as high groupiness departments. Department C has reported, curiously 100 per cent groupiness. Based on two groupings of scores, three Departments A, B and E have been characterised as low scoring departments.

One easy observation is that supervisors of the organisation studied have reported on the whole high groupiness and have displayed a potential for group work.

It may be noted that the Departments C and D which are always under the spotlight of analysis and interpretation have reported high groupiness.

Relationship of Groupiness of Departments and
EEP Distribution:

Departments B and E have reported low groupiness along with Department A. Scorewise there is not much of a difference along these departments but Department A has a neutral EEP distribution, whereas Departments B and E have respectively 'good' and 'very good' EEP distribution. Since scorewise they are equal in the matter of groupiness a broad conclusion could be offered that low groupiness characterisation associates itself with good EEP distribution but differences in EEP distributions among these departments, could not be explained by this scores.

Table 4.2¹: Table Showing Climate of Groupiness assigned to all the departments and distribution of Managers into High and Low Scores in EEP.

Code of the Department	Climate of Groupiness assigned in code	Climate of Groupiness assigned in phrases	No. of High Scorers in EEP	No. of Low Scorers in EEP
A	L	Low groupiness	16	14
B	L	Low groupiness	8	5
C	H	High groupiness	5	7
D	H	High groupiness	6	9
E	L	Low groupiness	7	3

Between the Departments C and D also, Department C, which has the very high degree of groupiness, does not have EEP distribution much different from that of Department D. Thus extent of high groupiness also does not help in understanding the EEP distribution of high scoring departments.

On the whole, it could be said that groupiness, beyond a certain point, does get associated with poor EEP distribution. We cannot say what could be the level of groupiness to just get associated with good EEP distribution. Why high groupiness gets associated with poor EEP distribution could have a possible theoretical explanation. There are conflicting viewpoints in theory of group cohesiveness held by Seashore, Stanley and W.F. Whyte¹ that high

¹Group cohesiveness does not necessarily lead to higher productivity. In Seashore's study* and in subsequent studies high cohesiveness is sometimes associated with high productivity and sometimes with low productivity. Whether high cohesiveness leads to high productivity depends upon the degree to which group members feel management is supportive of them. An excellent example of high cohesiveness leading to lower productivity is William Foote Whyte's study of quota restriction.**

(*Seashore, Stanley, 'Group Cohesiveness in the Industrial work group', Ann Arbor: Institute for Social Research, University of Michigan, 1954.

**Whyte, W.F., 'Money and Motivation', New York, Harper, 1955).

The effect of cohesive groups on productivity appears to be mixed. Even the classic Hawthorne investigation produced conflicting results. In the Relay Assembly test room, a tightly unit group seemed to be responsible for the steadily increasing productivity. However, in the research conducted in the Bank Wiring observation room, different results were found. The wiremen established norms for production and each employee consistently produced the proper amount of work. Significantly, the group maintained a level of production lower than its members could have easily achieved and consequently received lower pay than necessary under the wage-incentive scheme.

groupiness beyond a certain point may or may not become dysfunctional. Perhaps the nature of the work of Department C and D renders high groupiness dysfunctional. Department C is an Engineering service unit responding to requests from all the departments in manufacturing scattered over the plant.

Of course, the description of this work does not offer a sufficient explanation of high groupiness becoming dysfunctional. On the fact of it, trouble-shortening type of work, calls for a high group effort but too much of groupiness may come in the way of discrete job assignments being made to definite persons. The converse could be true that the increase in the groupiness itself would create problems in the work for no work by itself could be said to be better performed with higher and higher groupiness as an ever acceptable condition. This explanation is quite tentative and based on a remark by the chief of the department "me and my people are always on the run and difficult to locate. I am busy allotting work to small groups of my subordinates who report to me." It looked that the engineering personnel was mobile, divisible into groups for work assignment and always in demand and on the run. With all this we have to accept high groupiness as an independent phenomenon.

Departments A and B as already explained earlier have highly routine work and functions the organisation being a continuous type of plant having high technology. In view of the automatic functioning of Department A, its low groupiness becomes explicable since most of the supervisors have their neatly assigned work performed independently. Department B which engages in D and R work also follows dominant routines and procedures and the discrete work assignment. But automation has no effect on it any therefore its low groupiness is really low compared to that of Department A. Department B personnel has more scope to be groupy but has reported low groupiness. Department E's low groupiness becomes explicable in the light of the fact that the department is divided into different sections performing strictly defined work which is more or less independent. Managers of the department have to themselves assigned neat areas of activities. Its low groupiness in this context becomes applicable.

The obvious general conclusion that could be drawn is that high groupiness gets associated with poor EEP distribution and low groupiness gets associated with good EEP distribution.

Lastly it may be added that the department like C which offers engineering services responding to calls from all around could have a need to feel a little more groupy to set off the feeling of being scattered.

Department D offers a highly specialised design service and personnel unit could also feel like closing the ranks vis-a-vis other departments, with which it does not have frequent interactions and close interface. This department is slightly isolated in the interactional sense. All these explanations it may be noted are in the form of possibilities based on observations, and not in any way conclusive. Thus they are merely suggestive.

Relationship of Climate of Groupiness and
Other Intervening Variables Pertaining
to Managerial Respondents:

WVPA does not get associated with any specific kind of groupiness climate conditions. Departments B and C have comparable WVPA scores and yet opposite type of EEP distribution. Departments C and D have respectively some WVPA and negligible one and yet almost the same type of EEP distribution. Hence the observation that WVPA does not have any discernible relationship with climate of groupiness of the departments.

So far as managerial alienation is concerned again the observations made in regard to MDC climate hold good and there is nothing specially to add. Low groupiness climate matches with moderate climate in MDC and high groupiness climate matches with high and mixed climate in MDC.

Table 4.26: Table Showing Climate of Groupiness assigned to all the Departments and Distribution of Managers into High and Low Scorers in Respect of all Intervening Variables and also Variables Pertaining to Supervisory Respondents.

Code of the Department	Climate of Groupiness assigned in code	Climate of groupiness assigned in phrases	No. of High Scorers in EEP	No. of Low Scorers in EEP	Rank order Correlation in WVPA	No. of High and Low Scorers in Alienation	Distribution of Manager into High, Moderate and Low Scorers in Authoritarian	Achievement Characterization of the group	Job Satisfaction characterization of the group
A	L	Low Groupiness	16	14	.79	4	$A_L(H_1L_7)$	Neutral	Very good
B	L	Low Groupiness	8	5	.11	1	$A_L(H_0L_5)$	Neutral	Very good
C	H	High Groupiness	5	7	.16	5	$A(H_4L_2)$	Very poor	Very good
D	H	High Groupiness	6	9	.008	5	$A_M(H_3L_5)$	Neutral	Neutral
E	L	Low	7	3	.48	4	$A_L(H_0L_5)$	Poor	Very good

Just to mention, for record, it may be stated that highly alienated managerial groups associate with high groupiness climate. High groupiness or low groupiness climate, it may be specially stated, are determined on the scores of the supervisory respondents and not managerial respondents. Thus highly alienated managerial groups have their subordinates who feel highly groupy whereas lowly alienated managerial groups have their subordinates who feel lowly groupy. The highly alienated managerial groups association with low groupiness climate needs some explanation which as it has in previous cases is found in the climate conditions.

Again low groupiness climates go with low authoritarian climates in the case of Departments A, B and E as is visible in the Table. High groupiness climates go with authoritarian and moderately authoritarian climates. This association is very clear.

Another observation could be that low groupiness climates coupled with low authoritarian climates get associated with neutral and low alienation among management. High alienated managerial group of the Department E gets associated with the same combination A_L and low groupiness and the best EEP distribution. The explanation of this relationship obviously has to be sought in the climate combinations in other senses.

Departments whose supervisory respondents feel highly groupy would certainly not go with highly alienated managers with authoritarian tendency. Naturally this combination would get associated with low EEP distribution. Conversely lowly alienated managers with a democratic tendency as in Departments A and B would certainly go with low groupiness of the respondents and their favourable EEP distribution.

On close scrutiny of the characterisations of supervisors in Achievement Orientation and EEP distribution pattern, one finds that there is hardly any patterns of relationship. There is also absence of pattern of relationship between achievement characterisation of the supervisory groups and the groupiness climate conditions. The same is the case with respect to Job Satisfaction characterisations we may conclude that Job Satisfaction and Achievement Orientation do not meaningfully relate with climate of groupiness of the departments.

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