

Chapter V

FINALE

The last chapter entitled Finale is devoted to (a) presentation of findings and observations on Climate EEP relationship for each type of climate in a tabular form, (b) integrating climates into a composite climate wherever possible and presenting results of climate EEP relationships in conjunction with remaining variables, and (c) presentation of findings on each issue studied and/or hypothesis. The chapter would end with comments on management theory in the light of the findings and observations of the study.

(A) Presentation of Findings and Observations on Climate - EEP Relationships

A summary of the conclusions and observations in regard to OC-EEP relationship in conjunction with selected intervening variables was prepared and rendered into Table 5.1 given below to facilitate a comparative study of the same.

Table 5.1: Table Showing Summary of the Conclusions and Observations in regard to OC-FEP Relationship Conjunction with Intervening Variables selected for the Managerial and Supervisory Respondents.

MANAGERIAL DISPOSITIONAL CLIMATE	LEADERSHIP CLIMATE	ADMINISTRATIVE ORGANISATIONAL CLIMATE	CLIMATE OF GROUPINESS
<ol style="list-style-type: none"> 1. All the Departments showing leaning towards Fascist climate (a) 2. All the Departments showing a climate of moderation in conservative and/or liberal tendency (a) 3. Majority of the Depts. showing a leaning to Fatalism (a) 4. Composite climate showing a leaning to Conservatism Fascism and Fatalism (a) 5. Moderate climate associated better with good FEP distribution. (a) 6. High and mixed climate associated with poor FEP distribution. (a) 7. Low and poor WYPA associates with poor FEP distribution but high or moderate WYPA itself does not associate with good FEP distribution. (f) 8. WYPA is a supportive condition but not an impact condition. (f) 9. Next to climate Condition Managerial Alienation is an important variables that explains FEP distribution and not WYPA. (g) 	<ol style="list-style-type: none"> 1. Majority of the Department showing high conservation climate (c) 2. Two Departments showing mixed structure climate to high structure climate, one department low moderate structure climate (c). 3. In the composite sense two Depts., C & D could be said to be showing mixed climate (c) 4. Clear climate combinations in consideration and structure of themselves do not associate with good FEP distribution (c) 5. A climate combination with either consideration or structure on the high side gets associated with good FEP distribution. (c) 6. Mixed composite climate does not get associated with good FEP distribution. (c) 7. Presence of mixed element in one of the two dimensions gets associated with poor FEP distribution. (c) 8. Moderation in structure or mixed climate characteristics gets associated with poor FEP distribution. (c) 	<ol style="list-style-type: none"> 1. Managers on the whole practise authoritative bureaucratic style as a basic style with participative or consultative component in respect of climate of management policies (d) 2. Four Depts., A, B, C & D have clear remedial climate comprising of participative and/or consultative component (d). 3. Three Depts. A, B, & C have participative consultative climate (a) 4. Two Depts., D & E have consultative climate with AB element. (d) 5. On the whole in regard to zone II the majority of the Depts. have participative Consultative climate. (d) 6. In regard to zone III i.e. interactional climate these Depts. have participative/consultative. (d) 7. Existence of a diffused climate in any one of the zones could be associated with poor FEP distribution. (d) 8. Zone I climate seems to have a greater association than zones II and III climate. (e) 	<ol style="list-style-type: none"> 1. Supervisors on the whole have reported a high degree of groupiness with Departments C and D, the problem departments, showing very high degree of groupiness (b) 2. Low groupiness associates with good FEP distribution and high groupiness with poor FEP distribution (b). 3. Groupiness beyond a certain degree becomes dysfunctional (b). 4. Low groupiness climate go with low authoritarian climate (g) 5. Highly alienated managers have highly groupy supervisors and vice-versa (f) 6. Low groupiness coupled with low authoritarian climate associates with neutral and low alienation among managers with exception of Department E. (g) 7. No pattern of relationship between achievement orientation characterisation and Job Satisfaction characteristics and climate conditions. (g)

Table 5.1 (contd.)

MANAGERIAL DISPOSITIONAL CLIMATE	LEADERSHIP CLIMATE	ADMINISTRATIVE ORGANISATIONAL CLIMATE	CLIMATE OF GROUPINESS
10. Between Managerial Alienation and Authoritarian tendencies which associates better with EEP distribution is difficult to say. (g)	9. Best climate combination is high or near high in consideration & structure. (c)	9. Zones II and III climate do not associate with EEP distribution meaningfully. (e)	
11. But pronounced Authoritarian tendency gets associated with poor EEP distribution. (a)	10. Conclusions regarding alienations and EEP distribution difficult to draw, but observations made in regard to MDO also apply to leadership climate.	10. Different climate conditions get associated with EEP distribution. (e)	
12. EEP distribution and supervisory Achievement orientation do not show any pattern of association. (g)	11. Clear climates of themselves do not relate with good EEP distribution. (c)	11. 'Some WPA' gets associated with good EEP distribution. (f)	
13. Supervisory Achievement orientation and climate relationship also do not emerge except marginally. (g)	12. Supervisory Achievement and Job Satisfaction do not have any meaningful relationship with leadership climate. (g)	12. High managerial alienation gets associated with poor EEP distribution accompanied by climate conditions. (g)	
14. Lack of pattern of relationship between EEP and supervisory Job Satisfaction. (g).		13. EEP distribution is determined pointily by the three variables in unison.	
15. Lack of pattern in climate and supervisory Job Satisfaction. Mixed climate characterisation gets associated with less than usual level of job satisfaction. (g)		14. The climate conditions are the primary factor in EEP distribution followed by managers' alienation and WPA in the order mentioned. (g)	
<u>Remarks:</u> Supervisory Achievement Orientation and Job Satisfaction do not significantly relate with EEP and climate characterisation.		15. No clear association between supervisory Job Satisfaction, Achievement orientation, and climate conditions. (g)	

After presenting the findings climatewise, it is necessary to examine how far the hypotheses have been studied and found to be acceptable, rejectable or acceptable with qualifications. What now follows is a tabular presentation of the findings hypothesis-wise, a discussion of the state of hypothesis in the light of the findings and a broad comment on the prevalent management theories and beliefs.

We may, at this state, recapitulate that two sets of hypotheses have been formulated as discussed in Chapter III on pp. 66 to 70. The first set contains five general hypotheses on which the model of OC-EEP relationship for the study is based. The second set contains the specific hypotheses on each climate measure and EEP relationship. The second set sets forth the basic expectations of relationship between OC and EEP, based on theoretical guidelines available.

The five general hypotheses are reproduced below to facilitate referencing for the discussion on the state of hypotheses in the light of findings of the study. It is now intended to offer the discussion on this point in the portion that follows:

Statement of Five general Hypotheses tested in the Study:

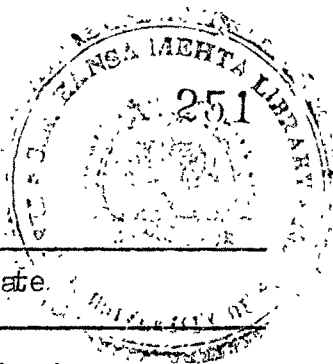
- I. OC-EEP relationship is not specific to a particular measure of climate but a general one and therefore each climate measure could be related with EEP.

- II. All climate measures have in-built dichotomies, one end representing OC conditions which could be termed as positive, based on Theory 'y' conceptualisation and the other end, as negative, based on Theory 'x' conceptualisation.
- III. Positive climate conditions tend to promote EEP more than negative climate conditions based on Theory 'x' conceptualisation restrain EEP.
- IV. The climate EEP relationship is not direct but is expected to be mediated by certain specific variables.
- V. In a Work Organisation, Administrative Organisational Climate, deriving from work-based and stake-based interactions, could be hypothesised to occupy central position in the totality of the scheme of climate measures and its contribution to the total climate generation could be maximum.

Table 5.2: Table Presenting Findings Hypothesis-wise in MDC.

Specific Hypothesis	Findings in MDC Climate
(a) Managerial Dispositional Climate of a positive character has a positive relationship with EEP and negative managerial dispositional climate has a negative relationship with EEP.	<ol style="list-style-type: none"> 1. All the departments show leaning towards Fascist climate. 2. All the departments show a climate of moderation in conservative and/or liberal tendency. 3. Majority of the departments show a leaning to Fatalism. 4. Composite climate showing a leaning to conservatism, Fascism and Fatalism. 5. Moderate climates associated better with good EEP distribution.

Table 5.2 (contd.)



Specific Hypothesis	Findings in MDC Climate
	<p>6. High and Mixed climate associated with poor EEP distribution.</p> <p>7. Pronounced Managerial Authoritarian tendency gets associated with poor EEP distribution.</p>
(f) High agreement on preference for work values could be expected to associate with higher rating on EEP and vice-versa.	<p>1. Low and poor WVPA associate with poor EEP distribution but high or moderate WVPA itself does not associate with good EEP distribution.</p> <p>2. WVPA is a supportive condition but not an impact condition.</p>
(g) Higher the degree of authoritarian and alienation tendencies, among the managers, lower would be efficiency potential (as rated) of their subordinates.	<p>1. Next to climate condition, managerial alienation is an important variable that explains EEP distribution and not WVPA.</p> <p>2. Between alienation and authoritarian tendency which associates better with EEP distribution is difficult to say.</p> <p>3. EEP distribution and supervisory achievement orientation do not show any pattern of association.</p> <p>4. Supervisory achievement orientation and climate relationship also does not emerge, except marginally.</p> <p>5. Lack of pattern of relationship between EEP and supervisory Job Satisfaction.</p> <p>6. Climate characterisation gets associated with less than usual level of supervisory Job Satisfaction.</p>
Remarks:	<p>Achievement orientation and Job Satisfaction of supervisory do not significantly relate and with EEP and climate characterisation.</p>

Specific Hypothesis (a)

Composite climate shows a leaning to ^cconservative-Fatalist and Fascist end of the MDC. Thus, the total organisational climate can also be termed as one with a clear leaning to negative element in MDC.

MDC relates importantly with ~~EEP~~ in the sense that high or mixed MDC climates do not associate with good EEP distribution and low or moderate MDC relates with good EEP distribution. MDC containing negative elements seems to be not associating with positive EEP distribution and vice-versa.

Theory 'y' assumptions seem to be supported by the findings with a difference that the presence of negative elements in climate, upto a point (i.e. Moderate) does not matter much but beyond the point of moderation they begin to be prominent and achieve a clearly negative association.

Upto a point, regressive disposition of the managers seemed to be contained either by the presence of other positive factors/forces not covered by the study and having a bearing on EEP distribution or by certain amount of general capacity of the organisation to sustain negative dispositions of the managers.

Thus, the first part of general hypothesis III namely "Positive Climate conditions tend to promote EEP" has been clearly affirmed but negative climate conditions restrain

EEP only when they cross the threshold of moderation limit.

Lastly, MDC climate, as a type of climate, is found to be a relevant and useful climate construct. The specific hypothesis on MDC-EEP relationship is found to be acceptable with the qualification mentioned above.

Theory 'y' philosophy of management, though not very strongly affirmed directly, is found to be affirmed indirectly.

Specific Hypothesis (f)

WVPA between managers and supervisors is not found to be an important variable in MDC-EEP relationship in the light of the following finding.

Low WVPA and poor WVPA associate with poor EEP distribution but high or moderate WVPA does not associate with good EEP distribution.

The commonly held belief expressed in specific hypothesis (f) that higher WVPA between superiors and subordinates tends to create favourable motivational conditions seems to be rejected. The only limited insight that this study offers is that WVPA below a level, does not constitute a supportive conditions.

Work Values of the supervisors were not found to be correlating significantly with their EEP ratings (please refer Appendix 5.1 for correlational matrix).

In fine, WVPA is found to be of peripheral importance in understanding MDC EEP relationship.

Specific Hypothesis (g)

Authoritarian tendency among managers relates importantly with EEP distribution. Departments which have reported lower managerial authoritarianism have good EEP distribution and departments which have reported moderate to high managerial authoritarianism have poor EEP distribution.

Likert's contention that reduction in authoritarianism among managers offers good results in long-run seems to be affirmed by the finding.

Alienation is also found to be an important variable that could explain MDC-EEP relationship in the sense that highly alienated managers do get associated with poor EEP distribution of their supervisory subordinates. But managerial alienation, while having a superior position to WVPA seems to be having an equal (or perhaps an unsplitable) say with authoritarianism in the matter. The theoretical belief that alienation has a potential of exercising negative influence seems to be supported fairly but not very firmly by the work. Authoritarianism is found to be set off by good climate conditions.

MDC climate conditions associate clearly and primarily with EEP distribution, followed by authoritarianism among

managers and managerial alienation, with WVPA just on the margin.

The hypothesis (higher the degree of authoritarian and alienation tendencies among the managers, lower would be efficiency potential (as rated) of their subordinates) seems to be acceptable with an openness to consider the influences of other important factors. The general hypothesis IV namely, "the climate EEP relationship is not direct but is expected to be mediated by certain specific variables" seems to be relevant and valid.

Achievement orientation and job satisfaction of the supervisors do not relate with EEP climate characterisations.

Thus, supervisory variables selected do not explain their own EEP distribution. On the whole MDC is found to be really mattering in EEP distribution.

The broad picture that emerges is that MDC is an important phenomenon to be considered by top management in view of its important relationship with EEP distribution.

Table 5.3: Table Presenting Findings Hypothesis-wise
in Administrative Organisational Climate.

Specific Hypothesis Studied	Findings in AOC
(d) EEP varies as an inverse function of the authoritarian component of the OC	<ol style="list-style-type: none"> 1. Managers on the whole practise authoritarian bureaucratic style as a basic style with participative or consultative component in respect of climate of management policies. 2. Four departments A, B, C and E have clear remedial climate comprising of participative and/or consultative components. 3. Three Departments A, B and C have participative/consultative climate. 4. Two departments D and E have consultative climate with A, B element. 5. On the whole in regard to Zone II the majority of the departments have participative/consultative climate. 6. In regard to Zone III i.e. interactional climate these departments have participative/consultative climate. 7. Existence of a diffused climate in any one of the zones could be associated with poor EEP distribution.
(e) While the presence of consultative-participative components in OC could be expected to indicate conditions conducive to EEP what exact combinations of climate conditions could associate with good EEP distribution has to be empirically ascertained.	<ol style="list-style-type: none"> 1. Zone I climate seems to have a greater association than zone II and III climate. 2. Zones II and III climates do not associate with EEP distribution meaningfully. 3. Different climate conditions get associated with EEP distribution.

- (f) High agreement on preference for work values could be expected to associate with higher rating on EEP and vice-versa.
1. Some WVPA gets associated with good EEP distribution.
- (g) Higher the degree of authoritarian and alienation tendencies among the managers, lower would be efficiency potential (as rated) of their subordinates.
1. High alienation gets associated with poor EEP distribution accompanied by climate conditions.
2. Three variables in unison have to be taken together to understand EEP distribution.
3. The climate conditions are the primary factors in EEP distribution followed by managerial alienation and WVPA in the order mentioned.
4. No clear association between job satisfaction and achievement orientation of supervisors and climate conditions.
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Managers, on the whole, practise authoritarian bureaucratic style in regard to high-stake matters covered in climate of Management Policies. This practice matches with their tendency to conservatism-Fatalism-Fascism in MDC. The government company type organisation, like the one studied, could have a predominance of bureaucratism in point of its high public accountability.

But the organisation's predominant bureaucratic OC in management policies does not at the first sight, go with lowly authoritarian tendency among managers, at least in three departments, or with MDC with negative elements.

So far as MDC negative elements are concerned, it seems at a moderate level, they do not become offensive as observed earlier. But an important possible line of understanding the riddle could be traced to the basic difference in the manners in which MDC elements and authoritarianism are conceptualised.

MDC elements, especially the Fascist tendency is conceptualised at the value level (i.e. what managers strongly cherish) while authoritarianism items are couched in terms of what they would be actually inclined to do with persons and in specific situations. The first one is an attitudinal disposition, whereas the second one is an actional disposition.

The possibility of individuals holding Fascist views and yet inclined to use low authority gets explicable by the fact that, on basic high stake matters, they could be authoritarian and organisationally oriented, but on matters pertaining to the areas of choice of actions and interactions, they could be low in the use of authority for adding to their effectiveness.

The prevalence of Participative-Consultative climates in most of the departments and the clear preference for Authoritarian-Bureaucratic as the basic style explain the fact that managers have learned to be authoritarian or participative depending upon the nature of matters involved.

on the whole, the interactional climate seems to be Participative-Consultative with broad enveloping frame of Authoritarian-Bureaucratic climate imposed by the nature of the organisation.

General hypothesis I seems to be borne out by the findings. General hypotheses II and III need be reframed for AOC-EEP relationship for a better grasp of the situation. This however does not mean that we are ignoring the specific hypothesis(d).

Hypothesis II can be reframed as follows:-

AOC climate measure has possibilities of the perception of different climate combinations cast in terms of the basic and the component styles and contain the possibility of the perception of unclear or uncertain climates. The above hypothesis seems to be borne out since climates in AOC are perceived in combinations and have also been perceived in some cases, as mixed and diffused. Since the spirit for this part of inquiry was empirical, there was no need to treat any combination as positive or negative but there was a need for treating perception of climate in terms of clear and diffused - mixed perceptions.

General hypothesis III also in the light of the above comment be reframed as follows:

Clear climate conditions perceptions ~~and~~ to promote EEP more than unclear climate conditions restrain EEP.

The above hypothesis in the light of the findings seems to be thoroughly borne out in that, clear climate perceptions, irrespective of their combinations, seem to be promoting EEP and unclear climate perceptions restrain EEP.

But it is difficult to say that clear climate perceptions promote EEP more than unclear climate perceptions restrain EEP.

So the broad spirit of the hypothesis is upheld by the findings but not the exact format.

The specific hypothesis namely EEP varies as an inverse function of authoritarian component of OC is not upheld by AOC conditions in zone I but is certainly upheld by AOC conditions in zones II and III.

On the whole, authoritarian element in zone I climate, seems to be the parameter but the next component invariably is either participative or consultative. Ignoring the parameter, we are in a position to say that the presence of Participative-Consultative component which indicates the absence of authoritarianism ultimately does associate with good EEP distribution.

For the general hypothesis V which tries to establish the centrality of AOC in the total scheme of climates, this much exposure and exploration of data would prove to be insufficient and therefore this exercise could be best carried out at the end.

Specific Hypothesis (e) - AOC-EEP Relationship:

It could be said that a diffused type or element in any of the three zones of AOC associates with poor EEP distribution. Conversely, a clear climate perception associates with good EEP distribution.

For the general hypothesis V which tries to establish centrality of AOC in the total scheme of climate, this much exposure and exploration of data would prove to be insufficient and therefore the exercise is carried out at the end.

AOC climate is found to be very much significant and relevant as a climate measure and relates very importantly with EEP distribution.

The empirical requirement of the hypothesis has been fulfilled and reported.

Specific Hypothesis (g)

The importance of other managerial variables does not seem to be different in case of AOC than in case of MDC. To be specific, they have a secondary position and a shared role in the matter of AOC-EEP relationship. Supervisory variables are not found to be relevant in the matter.

Theoretically speaking, this work affirms that participative, consultative climates in the form of basic or

component is a necessary condition for favourable performance of subordinates and obtains a clear vote for participative style.

It also holds out a clear hint that in strictly important matters, managers retain their authoritarianism mellowed by the participative-consultative traces.

On balance, managers seem to be practising human relations rather than pure participative style of management.

In fine, mediating variables are found to be having a certain influence on the motivation of subordinates with the climate conditions occupying the primary position. There is a trend towards theory 'y' practice but not a switch over to the same.

Table 5.4: Table Presenting Findings Hypothesis-wise in Leadership Climate.

Specific Hypothesis studied	Findings in Leadership Climate
(c) EEP has a positive relationship with both, consideration and structure or EEP varies as consideration and structure behaviour of managers as perceived by their subordinates.	<ol style="list-style-type: none"> 1. Majority of the departments show a high consideration climate. 2. Two departments showed mixed structure climate to high structure climate, one department low, moderate structure climate. 3. In the composite sense, two departments - C and D could be said to be showing mixed climate. 4. Clear climate combinations in consideration and structure of themselves do not associate with good EEP distribution.

Table 5.4 (contd.)

Specific Hypothesis studied	Findings in Leadership Climate
	<ol style="list-style-type: none"> 5. A climate combination with either consideration or structure on the high side gets associated with good EEP distribution. 6. Mixed composite climate does not get associated with good EEP distribution. 7. Presence of mixed element in one of the two dimensions gets associated with poor and neutral EEP distribution. 8. Moderation in structure or mixed climate characteristic gets associated with poor EEP distribution. 9. Best climate combination is high or near high in consideration and structure. 10. Clear climates of themselves do not relate with good EEP distribution.
(g) Higher the degree of authoritarian and alienation tendencies, among the managers, lower would be efficiency potential (as rated) of their subordinates.	<ol style="list-style-type: none"> 1. Conclusions regarding alienations and EEP distribution is difficult to draw, but observations made in regard to MDC climate are on the whole corroborated. 2. Supervisory Achievement and Job Satisfaction do not have any meaningful relationship with leadership climate.
(g) High agreement on preference for work values could be expected to associate with higher rating on EEP and vice-versa.	<ol style="list-style-type: none"> 1. Conclusion regarding alienations and EEP distribution is difficult to draw, but observations made in regard to MDC climate are on the whole corroborated.

Specific Hypothesis (c):

The organisation has a clear predominance of consideration climate. This further supports the view that managers in non-policy matters practise human relations.

Mixed climates are reported by two departments but departments vary as to structure climate.

General Hypothesis I seems to be borne out in that leadership climate measure has produced differential results in climate which have discernible relationship with EEP. General hypotheses 2 and 3 are also affirmed.

The important conclusions have emerged which throw a theoretical light on the issue of effectiveness of leadership style.

One, a climate combination high on consideration and a tendency high on structure get associated with good EEP distribution.

Two, mixed composite climate or moderate climate does not get associated with good EEP distribution but with poor EEP distribution. Thus, 'positive' climate conditions tend to promote EEP and 'Negative' climate conditions restrain EEP but it is difficult to opine on the extents of influences. In other words, it is difficult to say that positive climate conditions promote EEP more than negative climate conditions restrain EEP. Thus, hypothesis 3 is affirmed in its spirit.

Another interesting conclusion is that clear climates of themselves do not relate with good EEP distribution. This contradicts the findings made in MDC and ROC climates.

Moreover, since most of the departments have high consideration climate, it is not possible to opine that EEP varies as consideration. But a tendency toward high structure does get associated with improvement in EEP. The specific hypothesis (c) gets affirmed in one of the two parts.

On the whole, a climate high on consideration and structure seems to be the answer. Lastly, there is an indirectly indicated preference for project type of managerial style propounded by Ohio Michigan School.

Specific Hypothesis (g):

Clear conclusions regarding managerial alienation and EEP distribution do not emerge. Alienation could be associated with factors other than leadership.

Rest of the observations made in MDC-AOC are found to be broadly affirmed in the case of leadership climate also. Thus, specific hypothesis (g) seems to be affirmed partially since alienation in the case of leadership climate does not mediate between climate - EEP relationship.

Leadership climate in the light of findings of the study is an important one and further that conceptualisation

of leadership climate in terms of consideration and structure dimensions does help in understanding OC-EEP relationship. Managers with negative dispositional orientations, below a critical level, it seems, do ^{not} ~~not~~ practically in terms of the situations and that their practices and orientations do not necessarily match.

High human relations style highlighted in the discussion on AOC does go with high consideration high structure preference in leadership style since this style provides for both, authoritarian structuring of work and practice of human relations.

Table 5.5: Table Presenting Findings Hypothesis-wise in Climate of Groupiness.

Specific Hypothesis studied	Findings in Climate of groupiness
(b) EEP varies directly as groupiness	<ol style="list-style-type: none"> 1. Supervisors on the whole have reported a high degree of groupiness with departments C and D, the problem departments, showing very high degree of groupiness. 2. Low groupiness associates with good EEP distribution and high groupiness with poor EEP distribution. 3. Groupiness, beyond a certain degree, becomes dysfunctional.
(g) Higher the degree of authoritarian and alienation tendencies, among the managers, lower would be efficiency potential (as rated) of their subordinates.	<ol style="list-style-type: none"> 1. Low groupiness climates go with low authoritarian climates. 2. Highly alienated managers have highly groupy supervisors and vice-versa.

Table 5.5 (contd.)

Specific Hypothesis studied	Findings in climate of groupiness
	3. Low groupiness coupled with low authoritarian climate associates with neutral and low alienation among managers with exception of department E.
	4. No pattern of relationship between Supervisory Achievement Orientation character and Job Satisfaction characterisation and climate conditions.

Specific Hypothesis (b)

The organisation is high on groupiness. Curiously, low groupiness associates with good EEP distribution and vice-versa. This finding points out dysfunctionality of groupiness beyond a certain extent and corroborates the research findings, quoted in Chapter IV on p. 239.

The specific hypothesis (b) that EEP varies directly as groupiness is not clearly supported in the sense that groupiness upto a particular extent (in this case, upto 70%) remains functional and becomes a restraining force after it crosses the critical limit. Thus, EEP is found to be varying directly as groupiness, only upto a specific limit.

Specific Hypothesis (g)

Findings 1, 2 and 3 taken together mean that very high groupiness symbolises a defensive behaviour since supervisors

low on groupiness have less alienated and authoritarian managers and vice-versa. This is mentioned as a possibility qualifying for a probe.

Specific hypothesis (g) is found to be applicable in that highly alienated managers associate with poor EEP distribution and less authoritarian managers go with good EEP distribution.

Since there is a perfect match between good climate conditions and low groupiness associating with good EEP distribution, it is difficult to say whether the so-called mediating factors really mediate. So between the climate conditions, low groupiness, and good EEP distribution, there is an obvious matching.

Other conclusions of MDC-AOC in regard to supervisory variables hold true like remarks on WVPA.

(B) Integrating Climates into a Composite Climate
Wherever Possible and Presenting Results of
Climate EEP Relationships in Conjunction with
Remaining Variables:

This portion of the chapter contains the discussion of the procedure followed and criteria used for clubbing climates scores and other scores to obtain a summated and integrated picture of OC-EEP relationships. One of the objectives for this exercise was to ascertain whether

OC-BEP relationship in the integrated sense gets modified or elatered as a result of simultaneous consideration of climates in its many senses along with the other variables.

Criteria Used:

The following criteria have been used to construct a common scale for converting climate scores into numerical scores:

(1) In regard to MDC climate, climates having H side characterisation were taken as climates having a tendency to Conservatism-Fatalism-Fascism and qualifying for negative scores. Conversely, climates having a leaning to L side characterisation were taken as climates having a tendency a Liberalism-Scientism-Democratism and qualifying for positive scores.

Theoretical justification for the above criteria could be found in the researches made by Rensis Likert, McGregor, Chris Argyris and other modern writers. In short, negative side of the MDC climate is equatable with 'x' theory and positive side with 'y' theory.

(2) Consistent with Ohio Michigan researches ^{and} managerial grid based upon them, the best leadership climate has been taken as one which is high on consideration and high on structure. Leadership climates having a leaning to high consideration, high structure are assigned positive scores

in the scale and climates having lower tendency below the cut off point are assigned negative scores. Incidentally the finding of the study in this regard also affirms the above contention that climates high on consideration and structure have got the best EEP distribution. Climates which have intermediate scores have also shown the veracity of the above contention in that they show a clear pattern of relationship between scores on consideration-structure and EEP distribution.

(3) Authoritarian climate judged from the characterisation of the managerial groups of the departments also was rated on a scale applicable to above.

Climates on the high side like 'authoritarian' and 'authoritarian moderate' were assigned low scores and climates on the lower side like 'authoritarian low' and 'high' were assigned high scores in the scale.

(4) It was possible to convert the alienation scores also into the format of a climate. It may be noted that alienation remained an intervening variable. Only Alienation scores were ^{only} rendered into the same scale since they were found to be amenable to this conversion. This conversion facilitated the clubbing of alienation scores into the composite scores without violating the basic norm. Alienation scores of the managers were also into the form

of High and Low and the departmental characterisations of the managerial groups were into the three categories - High, Moderate and Low as in all the above cases. Moreover alienation as a tendency could have a close association with climate characteristic as it represents the other side of motivation.

Thus four scores given below from the Master Table given on p.247 in the fifth chapter were converted into comparable scores by using the same scale. It may be specially noted that it was possible to convert all the below mentioned scores into comparable scores using the common scale because all these scores were in the form of High, High Moderate, Mixed, Low moderate and Low. The alienation scores which were not characterised in the above mentioned Master Table in terms of the above categories were later on characterised using the same criteria as were used in the case of MDC or leadership climate and climate of authoritarian characteristics.

The climate scores and other scores converted into comparable scores are (i) MDC climate scores, (ii) Leadership Climate scores in Consideration and Structure separately, (iii) Authoritarian Managerial Characterisation taken into climate sense, and (iv) Managerial Alienation scores.

Before we proceed to the discussion of the procedure followed for clubbing of all scores mentioned, above it is imperative to state an assumption that all climates have been taken as of equal importance in terms of numerical weightage. This arrangement of clubbing the climates has been made essentially because in the fourth chapter they have been taken as independent entities and their individual relationships with EEP and other variables have been already examined. Secondly, the climates scores which were sought to be converted into composite scores had been conceptualised into five characterisations namely, High, Moderate High, Mixed, Low Moderate and Low. Thirdly the administrative climate was taken as one of crucial relevance and it was thought necessary to see whether its relationship with EEP got in any way modified in the light of other climates rendered into a common measure.

As it is, the administrative climate characteristics are too varied to be rendered onto a scale. The climate of groupiness has not landed itself into a treatment in terms of five characterisations mentioned above. It is therefore placed in a separate column.

We also do not know theoretically which climate combination could be characterised as the best and most desirable in matter of AOC. The search therefore has been conducted in an empirical sense, albeit, taking the broad

clue that climates leaning to participative consultative elements would give good results. In fact this study seeks a testing of this theoretical belief also.

The Procedure followed for Clubbing Climate Scores:

A five point scale with mid-point having zero value and intervals of 10 points on both the sides was constructed. +10 and +20 points were assigned to the positive side and -10 and -20 were assigned to the negative side. Thus for each climate the same scale straight or reversed was used as the case may be.

Table 5.6 : Table Showing the Specific Scale used for Each Climate.

	H	Hm	Mixed	Lm	L
MDC
	-20	-10	0	+10	+20
<hr/>					
<u>Leadership</u>					
	H	Hm	Mixed	Lm	L
Consideration
	+20	+10	0	-10	-20
	H	Hm	Mixed	Lm	L
Structure
	+20	+10	0	-10	-20
<hr/>					
	A	Am	Mixed	AL	L
Authoritarian Tendency
	-20	-10	0	+10	+20
<hr/>					
	H	HM	Mixed	Lm	L
Alienation
	-20	-10	0	+10	+20

Table 5.7 : Table Showing Numerical Scores Earned by Departments in Climates and the Scale-Value assigned to them in regard to the Climates to obtain a Weightage for the same.

Code of the Department	Managerial Dispositional Climate	Leadership Climate	Consideration	Structure	Climate in Authoritarian tendency	Climate in Alienation tendency	Total Composite Score	Scale* Value
A	-10	+20	0		+10	0	+20	04
B	-10	+10	+20		+20	+20	+50	+10
C	-20	0	0		-20	-20	-60	-12
D	0	+10	+10		-10	-10	0	00
E	+10	+20	+20		+10	-20	+40	+8

Note: 1. Positive scores indicate desirable climate condition. Negative scores indicate undesirable climate condition. Scale-value indicates the degree of positive or negative character of climate.

" *Scale value is derived by dividing scale points by five (No. of departments.)

The scale value is juxtaposed with AOC, Climate of Groupiness, WVPA and EEP distribution to construct a composite table in which the relationship of AOC in conjunction with the balance of the score value could be read along with the climate of groupiness the WVPA and EEP distribution. Incidentally this arrangement serves one of the important purposes of the study that is to grasp the relationship

between EEP and the AOC which is taken as the basic climate in the case of this study of work organisation. Just to recapitulate, the items of AOC are essentially work and work-issues related and deemed to contribute very significantly to the total climate of the organisation.

(C) Presentation of Findings on Each Issue
Studied and/or Hypothesis.

Before we go over to the discussion of composite climate table a clarification is in order. The AOC of the Department has been characterised as 'clear' and 'diffused' mainly with reference to zone I climate but other zones II and III climate also have been considered while characterising the total administrative climate. Basically an AOC is characterised as either 'clear' or 'diffused' depending upon whether there is any diffused climate in the department. But the actual climates are being taken into account while discussing the matters arising from the Table 5.8.

Table 5.8 : Table Showing Scale-Value assigned to Departments, Characterisations of AOC and Climate of Groupiness, WVPA and EEP Distribution.

Code of the Department	Scale Value of Climates and other Variables from Table 5.7	AOC Characterisation	Climate of Groupiness	WVPA	Employee Efficiency Potential Distribution	
					High	Low
A	+ 4	Clear	L.G.	.79	16	14
B	+10	Clear	L.G.	.11	8	5
C	-12	Diffused	H.G.	.16	5	7
D	00	Diffused*	H.G.	.008	6	9
E	+ 8	Clear	L.G.	.48	7	3

*Diffused but in Z_2 not Z_1 climate which is more significant.

Approach of Discussing the Table

Since ~~five major~~ departments are involved in the study, it is intended to conduct an intensive comparative study of the departments to form final conclusions emanating from the above scheme of presentation. Each department will be compared with the rest of the departments in terms of the AOC and other scores. In all there would be ten comparisons. The idea behind this approach is to exhaustively treat the tabulated data to arrive at reliable conclusions.

Table 5.9 : Table Showing Positive, Negative or Neutral Valence of Each Type of Climate and other Scores in Terms of Selected Criteria.

Code of the Department	MDC	Leadership Climate Consideration	Authoritarian Characteristic of Managers	Alienation Characteristic of Managers	Positive	Negative	Neutral	EEP	
								High	Low
A	-	+	0	+	0	+ 2	- 1	2	16 14
B	-	+	+	+	+	+ 4	- 1	(-)	8 5
C	-	0	0	-	-	-	- 3	2	5 7
D	0	+	+	-	-	+ 2	- 2	(-)	6 9
E	+	+	+	+	-	+ 4	- 1	(-)	7 3

Note: "0" climate does not mean that there is no climate but the climate categories are balanced, with no category having predominance.

Table 5.8 will be discussed in conjunction with Table 5.9 which plots each climate score as plus or minus or zero depending upon whether, by the selected criteria, ~~it~~ ^{it} constitutes positive, negative or neutral climate respectively. The criteria have already been discussed earlier. The idea behind this arrangement is to ascertain whether a particular climates contribution is positive or negative in the total organisation climate and also to see if its positive or negative character relates significantly with EEP distribution in terms of its relative worth and weightage in the sum of individual climates.

Comparative Study of the Departments A and B:

It is clear from Table 5.8 that, departments A and B have common climate characterisations in AOC and groupiness namely, 'clear' climate and 'lower groupiness'. Department A has +4* points in the scale value which are lower than +10 points of Department B. This means that Department B has a good support of the other climates but has a poor WVPA support unlike the Department A which has very high WVPA support. It thus transpires that the higher scale value support makes up for low WVPA. In fact it more than makes up for, looking to the extent of differences between scale values and WVPA scores of the two departments. A higher scale value support makes for better EEP distribution despite poor WVPA.

*For this scale values please refer Table 5.9. Scale-value valence when positive is considered positive support and vice-versa.

The above brief description points out the importance of the climate conditions vis-a-vis WVPA in matter of EEP distribution. One may therefore legitimately state that the conclusions drawn in Chapter IV that climate conditions have a superior association with EEP distribution compared to WVPA holds good. At this stage to avoid repetition another clear observation which emerges from Table 5.8 also may be stated as below.

- (1) Departments having positive scale value and clear climate conditions have good EEP distribution. Conversely, departments having diffused climate in AOC zones and a high groupiness climate have poor EEP distribution.
- (2) Departments having good EEP distribution have some WVPA.

We may resume the comparative study of Departments A and B in terms of Table 5.8 and 5.9.

Referring to Table 5.9, one may observe that Department A has two positives compared to ^{four} ~~for~~ positives of Department B and equal number of negatives but two neutrals compared to zero neutral of Department B. Department B has clearly four supporting pluses and only one minus opposing force in MDC.

Comparatively Department B has far better conditions and has better EEP distribution compared to Department A. The Table 5.10 will bring out the points more clearly.

Table 5.10: Table Showing Scale-Value, Plus Points, Minus Points earned by Departments by select criteria and EEP distribution.

Code of the Department	Scale value	No. of Pluses	No. of Minuses	No. of Neutrals	EEP Distribution	
					High	Low
A	+ 4	+2	-1	2	16	14
B	+10	+4	-1	(-)	8	5

A simple observation commends itself that all climates contribute in the matter of determination of association of climate with EEP. Moreover, more pluses does mean support from many climate sources and other sources.

Comparative Study of Departments A, B and C:

We have already obtained the total picture of Departments A and B. If we include Department C in the analysis an interesting comparison should become possible since C department, differs from Departments A and B on almost all the points except WVPA.

Table 5.11 : Table Showing Relevant Extracts of Departments A, B and C from Tables 5.8 and 5.9.

Code of the Department	PORTION I						PORTION II							
	Scale Values of Climate and other Variables from Table	AOC Characterisation	Climate of Groundness	WPA	ERP		MDG	Leadership Climate	Authoritarian climate of Managers	Alienation of Climate Managers	No. of Positive	No. of Negatives	No. of Neutrals	
					High	Low								
A	+ 4	Clear	L.G.	.79	16	14	-	+	0	+	0	+2	-1	2
B	+10	Clear	L.G.	.11	8	5	-	+	+	+	+	+4	-1	(-)
C	-12	Diffused	H.G.	.16	5	7	-	0	0	-	-	(-)	-3	2

The case of Department G is exactly opposed to Departments A and B in point of scale value, AOC climate characterisation, climate of groupiness and EEP distribution. (Please refer Portion I of Table No. 5.11).

It seems its negative scale value, diffused AOC and high groupiness contribute to its association with poor EEP distribution despite its "some WVPA", Department G's case conforms the observations that (i) negative scale value associates with poor EEP distribution. (ii) Diffused AOC climate associates with poor EEP distribution and high groupiness climate also associates with poor EEP distribution. In fact, in point of such opposite forces, its EEP distribution could have been poorer. Perhaps its balanced consideration structure force giving rise to mixed climate have arrested the play of ~~the~~ negative forces. The neutral consideration structure scores do not indicate that there is no consideration structure climate but only that they are balanced off mutually and do not permit predominance of one over the other.

In point of high groupiness (referring to the actual scores of groupiness) it is less than in Department D. It's some WVPA could also act somewhat and contain poor distribution at its own level. Another helpful factor is that zones II and III climate is participative-consultative. But the consideration of Department G supports the observations made in the case of comparative study of Departments A and B.

Table 5.12: Table Showing Relevant Extracts of Departments C, D and E from Tables 5.8 and 5.9.

Code of the Department	PORTION I					PORTION I						
	Scale of values of Climate and other variables from Table	AOC Characterisation	Climate of Groupiness	WVPA	DEP High Low	WDC	Leadership Climate Structure	Authoritarian of managers	Alienation of managers	No. of Positions	No. of Nepotism	No. of Neutrals
C	-12	Diffused	H.G.	.16	5 7	-	0 0	-	-	(-)	-3	2
D	00	Diffused	H.C.	.008	6 9	0	+	+	-	+2	-2	(-)
E	+8	Clear	L.G.	.48	7 5	+	+	+	+	+4	-1	(-)

Please refer to Table 5.12. Departments C and D have the same AOC climate characterisation, high groupiness climate as common but Department D's scale value is zero and that of C's -12. So in terms of scale value Department C has a very poor condition. Department D's climate conditions are very poor especially in regard to groupiness climate where it is reported to be 100 per cent groupy. Department D's MDG climate is also "zero" i.e. balanced off. Thus, Departments C and D fall in the same category. Department D's diffused climate again is in the non-critical zone II whereas Department C's diffused climate is in zone I which is the most critical one. Department D's diffused climate as we have seen is in zone II. Department D has a good support from zones II and III climate which is participative consultative.

Thus, between Departments C and D we find apparently comparable general conditions. Internally there are differences but these differences are mutually set off as observed.

But on the whole Department C seems to be in a poorer state compared to Department D.

One broad generalisation which emerges is that diffused climate and high groupiness with negative or zero scale values do not associate with good EEP distribution.

If we compare Departments C and D as a joint case with Department E we find that their conditions in regard to climate conditions and other variables are diametrically opposite. Department E has positive scale value, clear AOC climate, lower groupiness climate and moderate WVPA support and the best EEP distribution.

Comparison of Departments C and D, with Department E bring out a support to the two observations made earlier stated now in one manner. Positive scale values, clear AOC climate, some WVPA, get associated with good EEP distribution.

Department E has four positives and only one negative meaning thereby that there is a full climate support. No wonder, it has the best EEP distribution.

The negative alienation conditions, it seems, have been more than set off by other good conditions.

This part of the discussion again highlights the point that climate conditions operate in unison along with the other variables but climate conditions have an upper say in the matter of association with good EEP distribution.

Department D's poor scale value and negligible WVPA are balanced off by positive leadership on consideration and structure and a clear tendency to consultative *evinced* authoritarian bureaucratic managerial philosophy in its C-AB characterisation in zones I and III. The case of 'C' is really difficult to understand. It has the maximum negative scale value and a diffused climate in critical zone I. Leadership climate is not pronounced in favour of either consideration or structure. It turns out to be a problem department. In fact, its EEP distribution could have been poorer. Probably factors beyond the review of this scheme may be responsible for maintaining EEP distribution comparable to Department D.

Please refer to Table 5.13. Let us compare Departments B and E which have positive scale values almost equal, clear AOC, lower groupiness climate and equal number of positiveness and even negatives. The only difference between them is in the work values and the type of climate. It seems that, when other conditions are almost equal, WVPA coupled with the type of suitable climate becomes important. Department B's WVPA is .11 and E's is .48. Clearly Department E has good WVPA compared to Department B. Moreover Department E's climate which is basically C-AB is compared to Department B's climate, AB-P.

Table 5.13: Table Showing Relevant Extracts of Departments A, B, D and E from Table 5.8 and 5.9.

Code of the Department	PORTION I					PORTION II					No. of Negatives	No. of Neutrals
	Scale Values of Climate and other Variables from Table	ACG Characterisation	Climate of Groupiness	WVPA	EEP High Low	MDG	Leadership Climate Consideration	Authoritarian of Managers	Alienation Characterisation of managers	No. of positives		
A	+ 4	Clear	L.G.	.79	16	14	-	+	0	+2	-1	2
B	+10	Clear	L.G.	.11	8	5	-	+	+	+4	-1	(-)
C	00	Diffused	H.G.	.008	6	9	0	+	-	+2	-2	(-)
D	+8	Clear	L.G.	.48	7	3	+	+	-	+4	-1	(-)

The obvious conclusion could be that, other conditions remaining same, WVPA becomes an important factor in understanding OC-EEP relationship. That WVPA has the least importance in terms of priorities in understanding OC-EEP relationships also gets further clarified. If we compare Departments A and E, we find that Department E has doubly good conditions in respect of scale value and positive scores. (Please refer Portion II of Table 5.13). Their other conditions, namely, AOC and climate of groupings are comparable and MDC climate conditions are opposite.

Department E's far better EEP distribution becomes explicable in the light of the above remarks and a further point be made that almost half the WVPA of Department E compared to Department A in itself, does not matter. Other favourable conditions seem to be predominating.

The above scheme of tables provided the opportunity of comparing each department with the rest of the departments and draw and/or verify the conclusions and observations regarding OC-EEP relationships in terms of the scores and characterisations made.

Table 5.14 : Table Showing Relevant Extracts of Departments A, B, C, D and E from Tables 5.8 and 5.9.

Code of the Department	PORTION I					PORTION II					No. of Negatives	No. of Neutrals	
	Scale Values of Climate and other Variables	AOO Characterisation	Climate of Groupness	WVPA	EEP High Low	MDO	Leadership Climate Consideration	Authoritarian of Managers	Alienation Characterisation of managers				
A	+4	Clear	L.G.	.79	16	14	-	+	0	0+	+2	-1	2
B	+10	Clear	L.C.	.11	8	5	-	+	+	+	+4	-1	(-)
C	-12	Diffused	H.G.	.16	5	7	-	0	0	-	(-)	-3	2
D	00	Diffused	H.G.	.008	6	9	0	+	+	-	+2	-2	(-)
E	+8	Clear	L.G.	.48	7	3	+	+	+	+	+4	-1	(-)

In the further scheme of interpretation of Table we shall be ignoring the scale values but consider the specific climates namely, AOC climate of groupiness, MDC, leadership climate and the two variables authoritarian characterisation of managers and alienation characterisation of managers.

From the Table 5.14, we derive the Table 5.15 to facilitate considerations of all above climates and other factors with EEP distribution which will be mentioned only as favourable or unfavourable in terms of conclusions made in Fourth chapter. Please note that the favourableness or otherwise of the climates derive from the logic and interpretation made by drawing observations in regard to each type of climate, having a broad theoretical justification.

Department A has four favourables, two neutrals and one unfavourable and has almost equal EEP distribution.

Department B has six favourables and one unfavourable, no neutral and has good EEP distribution.

Department C has no favourable and two neutrals and five unfavourables and has poor EEP distribution.

Department D has two favourables, one neutral and four unfavourables and has poor EEP distribution.

Department E has six favourables and one unfavourable, no neutral and very good EEP distribution.

Table 5.15 : Table Showing Characterisation of Departments in Terms of Favourable, Unfavourable and Neutral by Criteria selected.

Code of the Department	AOC	Climate of Groupiness	MDC	Leadership		Authoritarian Characterisation of managers	Alienation Characterisation of managers	EEP Distribution	
				Climate	Structure			High	Low
A	Favourable	Favourable	Unfavourable	Favourable	Neutral	Favourable	Neutral	16	14
B	Favourable	Favourable	Unfavourable	Favourable	Favourable	Favourable	Favourable	8	5
C	Unfavourable	Unfavourable	Unfavourable	Neutral	Neutral	Unfavourable	Unfavourable	5	7
D	Unfavourable	Unfavourable	Neutral	Favourable	Favourable	Unfavourable	Unfavourable	6	9
E	Favourable	Favourable	Favourable	Favourable	Favourable	Favourable	Unfavourable	7	3

It clearly transpires that departments which have more favourable scores in climates and other variables have good EEP distribution. The Department E which has maximum favourable scores has the best EEP distribution.

Departments which have maximum unfavourable have poor EEP distribution.

It may also be observed that in Departments A, B and E wherein AOC and climate of groupiness are both favourable, the authoritarian characterisation of managers and alienation characterisation of managers are also favourable (Department E has unfavourable alienation score).

Departments C and D have matching of unfavourable scores in the four aspects mentioned above. It seems therefore that AOC climate and climate of groupiness with authoritarian alienation characterisation of managers in general seem to be having the same kind of association with EEP distribution.

MDC climate is unfavourable for departments A, B, C, neutral for D and favourable for E. Wherein MDC's unfavourableness is not set off by favourableness in other climates, it seems to have a negative associative impact but wherein its unfavourableness is set off by favourableness in other climate, its impact is not felt.

Leadership climate's favourableness also seems to be subdued by unfavourableness in AOC climate of groupiness

and authoritarian and alienation scores (Please refer to Department D). ~~So~~ leadership climate seems to be a supporting factor.

From Table 5.15, it transpires that AOC and climate of groupiness among climates could have more impact than climates of MDC and leadership, next only to authoritarian and alienation characterisation of managers.

As this stage a test to ascertain whether the above OC-EEP relationship does not ~~derive~~ ^{derive} from the application of criteria favourable and unfavourable climates from EEP distribution itself, ^{is due.} In other words, it is necessary to recall and check that OC characterisations and other score characterisation in terms of positive and negative valence have been derived from some independent criteria and not by the manner in which they are found to be associating with EEP distribution.

The following inventory of relevant researches would provide the theoretical underpinnings of the criteria which have gone into formulation of the hypotheses and the system of evaluation of the characterisation of OC and other variable such as alienation and authoritarianism into positive or negative scores. It may be noted that the theoretical guidelines so obtained were very much useful in cutting of scores into positive, negative and neutral.

One of the most frequently cited studies was done by Morse and Remier that exposed work groups to either autocratic or democratic leadership.¹ The study was conducted in two clerical departments having approximately 500 employees and was continued for a year. In the two democratic groups, supervisors were trained to use more democratic methods and also to delegate more decision-making. In two autocratic groups, more of the decision authority was given to the supervisors who also increased the closeness of their supervision. The increase in productivity as measured by cost reduction was higher for the autocratic than for the democratic groups. However, employees subjected to authoritarian leadership quickly became dissatisfied, whereas satisfaction increased and turnover and grievances decreased for the democratically supervised groups.

There is a tendency for democratic leadership to be associated with high satisfaction, but its relationship to productivity is unclear.²

Numerous studies have indicated that groups with leaders who score high on both dimensions (structure and consideration) are higher in overall effectiveness.³

¹Morse, N.C. and E. Reimer, "The Experimental Change of a Major Organisational Variable", *Journal of Abnormal and Social Psychology*, 52, 1956, pp.120-129.

²Gibb, Cecil A., "Leadership", in G. Lindzey (ed.), *Handbook of Social Psychology*, Vol. II (Cambridge, Mass: Addison-Wesley, 1969), pp.205-273.

³Jacobs, T.D., "Leadership and Exchange in Formal Organisations", (Alexandria, Va.: Human Resources Research Organisation, 1971), p.31.

Blake and Mouton are of the opinion that the 9,9 team builder is the most effective style. Research by the two grid authors show that the 9,9 style is the one most positively associated with productivity and profitability, career success and satisfaction and physical and mental health.⁴

Studies have tended to support Likert's contention that system 4, participative group, is an effective approach to management.⁵ The more the management style of an organisation approaches system 4, the more likely it is to have high productivity and employee satisfaction. The reverse, lower productivity and job satisfaction, obtains for system 1.

The results of a recent comprehensive review and analysis of research on Fiedler's model indicate a generally high degree of overall support for the theory.⁶

AOC has been characterised as clear or diffused climate in terms of the percentages of responses cast in favour of four subcategories of AOC climates. (Please refer Appendix 5.2 for the Table) where percentages

⁴Blake, Robert R. and Jane S. Mouton. 'The New Managerial Grid' (Houston: Gulf Publishing, 1978).

⁵Hand, H., M. Richards, and J. Slocum, "Organisational Climate and the Effectiveness of a Human Relations Training Program", Academy of Management Journal 16 (1973), pp.185-95; Seashore, Stanley E., and David G. Bowers, "Durability of Organisational Change", American Psychologist 25 (March, 1970) pp.227-233.

⁶Strube, M.S. and Garcia, J.E., A Meta-analytic Investigation of Fiedler's Contingency Model of Leadership Effectiveness. Psychological Bulletin, 1981, 90, pp.307-21.

claimed by different sub-climates are more or less equal the climates have been characterised as diffused. AOC climate characterisation therefore is independent of any consideration of EEP distribution.

MDC climate has been categorised as positive or negative on the basis of whether the composite climate scores show a leaning towards conservative, fatalist, fascist tendency or liberal scientismic and democratic tendency. It's independence is self-evident. At the next stage in analysis leaning towards conservatism, fatalist Fascism has been given a negative value and leaning towards liberal, scientismic and democratic tendency has been given a positive value in terms of the modern management theory and the general logic.

High consideration and high structure are found to be good conditions for employees.

The plant in which study is made is having a highly sophisticated technology and a modern organisation peopled by highly qualified staff. Though it is a continuous process unit, its general pattern of management is of a project type.

On the whole, managers are perceived to be scoring high in absolute percentage in consideration and structure both. The categorisation of managers into high, moderate

and low as perceived by the subordinates has been made to find out the trend which really obtains and not on the basis of a 50 per cent cut off point. Managers who are perceived as low compared to other organisations in consideration and structure could be quite high since the cut off point itself is quite high. Zero categorisation in structure does not mean that managers are perceived to be having zero structure behaviour. What it means is that equal number of managers score high and low in structure behaviour.

Broadly speaking, looking at the totality of responses in the matter of consideration and structure it was found that managers were perceived to be quite high on consideration and also on the high side in structure. (The assumption that the organisation has an inbuilt leaning to high structure high confidence is borne out by the pattern of scores also). There are cases of departments scoring high in consideration and structure and not having good EEP distribution.

In regard to authoritarian characterisation we have principally gone by the criterion suggested by McGregor's and Likert's works which associate high productivity or good performance with less authoritarian climates or managerial styles. Accordingly, low score in authoritarian

tendency has been treated as favourable and vice-versa.

In the matter of alienation, it is hypothesised in conformity with general motivational theories that, alienation makes for low performance or inferior conditions of work. This hypothesis also stands on fairly accepted theory in management.

In regard to climate of groupiness we have gone by a research finding that high groupiness does not forever lead to better performance.* Moreover the low groupiness characterisation made in the study is at a fairly high score above 65 per cent. The high groupiness score by absolute standards would be extremely high score. So when high groupiness characterisation is made it really means groupiness above almost 80 per cent which evidently is very high. There are findings to support the contention that high groupiness becomes dysfunctional like high cohesiveness and low cohesiveness of group not associating with high performance in Fiedler's Model.

Thus the criteria for favourableness and unfavourableness or positive and negative characterisation have been rooted into prevalent theoretical constructs and the broad trend in research findings.

*Please refer the findings on Groupiness and its relationship with performance quoted in Chapter IV on pp. 239-240.

Before concluding the thesis, an explanation regarding the exclusion of report on (a) Work Value Scaling for the Departments and (b) Intrinsic and Extrinsic sets of work-values is in order.

Moreover, the reporting on general Hypothesis V that was promised to be made 'later on' is now due. We take it up first.

and Table 5.8

A close scrutiny of Table 5.7/will bring out the following points:

- (a) MDC climates scores, even when they are negative, do associate with good EEP distribution.
- (b) Even while leadership climate scores in consideration dimension are positive, their strengths do not match with EEP distribution pattern.
Strength-wise, Department A has +20 points and yet neutral distribution and Department B has +10 points and yet good EEP distribution and Department C has zero point and poor EEP distribution.
- (c) Zero structure score associates with neutral and poor EEP distribution. Departments B and E have +20 points and yet very much differing EEP distribution. Department E with +20 points has very good EEP distribution.
- (d) Departments A, B and E have +10 points in Authoritarian tendency and widely differing EEP distribution.

- (e) Departments C and E have -20 points in Alienation tendency and yet materially differing EEP distribution.

The obvious and unmistakable conclusion that recommends itself in the light of above observations is that, the climates represented by these scores operate in unison in the matter of EEP distribution. While individual climates in the above scheme do exhibit broad trends, the specific explanation of EEP distribution comes out only when the total climate scores represented by scale value are taken into consideration.

The two distinct climates which have exhibited clear independent association with EEP distribution are AOC and climate of groupiness. Between these two, climate of groupiness is a general measure. AOC is a more specific and sophisticated measure in that it provides for many more and finer perceptions of OC. Despite the possibility of a variety of combinational perceptions, the AOC perceptions have resulted in a patterned way, pointing up the climate conditions precisely. The climate of groupiness is a general measure and the explanation based on it, while being important, does not throw as meaningful and specific light on OC-EEP relationships.

In the light of the two conclusions namely, (a) first five climate measures scaled to value jointly explain EEP

distribution and (b) AOC and climate of groupiness explain EEP distribution independently, a final comment on the General Hypothesis V could be made that, General Hypothesis V, though not conclusively proved, has the merit to be considered as credible and acceptable. It is really difficult to opine if AOC's contribution to the Organisational Climate is maximum. But one may safely, say, that AOC's contribution to organisational climate is the most significant.

Now we turn to Work-Value Scaling and categorisation of Work values into two sets namely (a) Intrinsic work-values and (b) Extensive work values.

It may be noted that the exercise of bifurcating work-values into above-mentioned categories did not make any ^{ea} meaningful contribution to understanding OC-EEP relationships. The bifurcation could not tell us as to with which types of different climate conditions Intrinsic or Extrinsic work-values go.

Secondly, the long drawn exercise of work-value scaling also did not produce any result. No definite pattern emerged as to work-values preferred by the supervisory groups on any comparable basis. The Table 5.16 amply highlights the point.

Table 5.16 : Table Showing Work-Value Scaling of Supervisory Respondents
of the Departments.

Code of the Depart- ment	Rank of Work- value (I)	Rank of Work- Value (II)	Rank of Work- Value (III)	Rank of Work- Value (IV)	Rank of Work- Value (V)	Rank of Work- Value (VI)	Rank of Work- Value (VII)	Rank of Work- Value (VIII)	Rank of Work- Value (IX)
A	4	9	8	7	1	5	6	3	2
B	3	9	8	2	1	6	7	5	4
C	5	9	7	3	8	6	2	4	1
D	1	9	4	6	2	5	8	7	3
E	5	9	8	7	4	6	1	2	3

The only significant observation that could be made is that work value (II) (Financial rewards) got the ninth rank in all the departments.

The Summing Up:

'Summing up' as an intellectual exercise promises the insights that one gets at the end of the work and the foresights that one could put to use if one were to extend the work. It also provides the opportunity to introspect (rather than merely analyse) and do a little frank reporting on the work and a lot more self-accounting leading to a balanced viewing of one's own efforts and probable achievement.

The most important insights and foresights that the investigator has acquired are:

- (a) OC is a fruitful area of research, especially providing for the inclusion of social, psychological and cultural variables into the functioning of the organisations. It gives one an opportunity to know for oneself "how much Management is culture-bound"?
- (b) OC could be conceptualised in a number of ways. One must lay one's hands on the most crucial factors, either strategically or if possible statistically.

- (c) OC as a concept needs much more explication, that being a totally new concept.
- (d) OC tool could be made highly integrated at the design stage of the work.
- (e) EEP is a practical concept and could be rendered more quantitative.
- (f) It pays to study OC of a large organisation.
- (g) After studying sufficient number of organisation for OC, a design for the study of Total Organisational Climate could be developed.
- (h) OC is not merely a concept but has a practical manifestation relevant for the management.
- (i) OC could be meaningfully related with such important variables as Employee Job Satisfaction, Employee Performance, Employee Motivation, Employee Morale, Growth of Organisation, Effectiveness of Organisation, Mental Health of Employees, etc.

The efforts of tapping sources of OC, measuring it and relating it with EEP proved to be a truly testing and deeply gratifying experience to the investigator for the reason that it took him right into the realm of human perceptions and evaluation at which 'meaning' is generated and 'motivation' is 'shaped'.

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