

CHAPTER-VI

DISCUSSION

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The results of the data analysis were presented for both the Organisations, separately in the previous chapter. In the present chapter, the interpretation of the result will be undertaken in the light of theories and previous research findings.

As described in the objective section of the study effectiveness of leadership was to be studied with reference to communication processes in Organisations. Factor analysis was carried out for the Managerial Behaviour Questionnaire (MBQ). The factor analysis extracted 6 (six) factors for the leadership styles in both the Organisations. They were as follows :

- Factor 1 - Eclectic of Mixed Style
- Factor 2 - Interaction - Oriented Style
- Factor 3 - Authoritative - Nurturant Style
- Factor 4 - Bureaucratic style
- Factor 5 - Bureaucratic - Task Oriented Style
- Factor 6 - Task - Oriented Style

It was hypothesized (Hypo No.2) that Leadership styles and communication profile variables will be correlated significantly with each other. So far as the 't'- test result (Table - 4) related to the Communication profile variables are concerned, the significant differences were observed in case of Trust, Satisfaction with

chances of promotion, listening, Written publication and Amount of information received variables. Again, O_1 scored higher on all the above mentioned variables except the Amount of information want to receive variable. The R^2 results (Table.17) related to leadership styles and communication profile factors also corroborated with the above discussed result. However, R^2 analysis of the above result tables were observed non-significant. The correlation (r) results (Table - 18) supported the findings. Where the Eclectic styles yielded significant correlation with all the CPQ variables. But the two major variables i.e; Amount of information received and Amount of information want to receive predicted no correlation with any other styles of leadership. In other words, the amount of information the leader want to receive was not upto mark as this variable was only significantly correlated with the Bureaucratic - task oriented style of leadership. Hence Hypothesis 2 was proved successfully basing on the result related to O_1 .

All the leadership styles were also correlated significantly with all the communication profile variables except the same amount of information want to receive variables in O_2 (Table 29 and 28). It can be pointed out that the hypothesis related to leadership styles and

communication profile variables was proved fully for both the organisation. The hypothesis was also supported by the combined correlation findings. (Table 45 and 46). As proved by the empirical studies (Gaines, 1980; Maier et al; 1963; O'Reilly and Roberts, 1974; O'Reilly, 1978; Roberts and Reilly, 1974), Trust in one's superior should strongly relate to the accuracy and effectiveness of communication processes (Hypo.No. 9). This assumption was supported by the R^2 results of O_1 (See table 19).

At the same time correlation results (Table-20) showed negative relation of Trust, Influence Accuracy communication processes with all the leadership styles. Generally a congenial relationship is expected between the leaders and Trust, Influence and Accuracy variables. Basing on this relation, communication processes are strengthened in the organisations. So, it is interesting to note that the above three communication variables did not affect the leadership performances in O_1 .

The R^2 as well as r_s findings related to communication processes and leadership styles, revealed Trust Influence and Mobility variables as significant variables in O_2 . These three variables emerged in case of all the styles (Table-30, 31).

The leaders in O₂ were found to be highly mobile which affected their regular performance. It seemed, they were devoid of showing interest and expertise in one particular field and keeping good relation with the subordinates.

The results presented in Table. 41 (Combined rs) showed significant negative correlation of all the leadership styles with Trust and Influence variables in both the Organisations. The Eclectic, Inter-action oriented, Authoritative nurturant and Task oriented styles of leadership also found to be negatively correlated with the summarization process of communication. The 't'- values showed a remarkable difference between influence and Accuracy of communication process characteristics (Table.49).

The other communication processes like Downward communication, upward communication, communication with peers, Desirable for interaction, etc., were not correlated with any of the leadership styles in any of the organisations. It is interesting that in one of the best organisations of its types, communication variables like directions of communication (downward, upward and lateral) were not predictable by any of the leadership styles may be that situational and technological variables were responsible for its effective functioning.

It was hypothesized (No. 11) that leadership styles would be correlated with the job satisfaction levels of the subjects. The same was well supported by the R^2 and correlation (r) results of O_1 . All the styles were significantly correlated with the Job satisfaction levels except the Bureaucratic-task - oriented style. The Bureaucratic task oriented style was correlated with organisational commitment variable. Hence hypotheses 11 was also fully supported by the R^2 and correlation results of O_2 .

Another set of hypotheses (No. 12,2) indicated that the levels of organisational effectiveness dimensions i.e., Job involvement, Organisational commitment, Organisational attachment, Legitimatization and Job satisfaction should be determined by the leadership styles. The results of table 21 and 22 supported the hypothesis for O_1 where the five styles of leadership i.e., Eclectic, Interaction-oriented, Authoritative nurturant, Bureaucratic and Bureaucratic -task oriented styles were found to be significantly correlated with consensus, organisational commitment, Attachment and Job satisfaction aspects. It was quiet certain to find that task oriented leaders predicted organisational commitment, Attachment and Job satisfaction more incomparison to other leaders in the organisation. Job involvement as a major

aspect of organisational function did not correlate with any leadership style. Organisations are considered successful when leaders are conscious towards organisational effectiveness variables like commitment, Attachment, Job involvement, Legitimatization, Job satisfaction etc. As a contradiction to this view, Bureaucratic task oriented and Task oriented leadership style had no correspondence with legitimatization aspect.

Sinha (1982), in his study in the fertilizer and coal organisations used leadership styles scales. He found that in both the organisations, Task - oriented style dominated effectiveness and Nurturant style was found to be strongly correlated with the effectiveness of self, subordinates, immediate boss, departments as well as of organisation. Task - orientation was positively correlated with job satisfaction variable also. Further, strong leadership in India is liked and appreciated by subordinates. (Daftuar, 1985). Hinger (1982) postulated that, Nurturant task, style was related to effectiveness. Correlation (r) results (Table 26) also supported the hypothesis (No.12) in case of O_1 . Therefore O_1 can be considered an effectiveness organisation, basing on the views of current leadership literature. Table. 26 can be referred for this result.

The findings related to the organisational effectiveness variables and leadership styles were almost similar to that of O₂ also. consensus and Innovation variables supposed to be the major predictors of leadership effectiveness in this organisation.

It is to be noted that the results supported the hypotheses (No.16) that some characteristics of communication profile characteristics like, Trust, Beneficial aspect, Listening, Amount of information received by the leaders and Amount of information the leaders wanted to receive should play an important role to determine organisational effectiveness criterias. Accordingly, R² as well as correlation results (Table 23,24) supported the hypothesis in case of O₁. Job satisfaction variable was significantly attached with all the above mentioned C.P:Q variables. Organisational attachment and commitment variables can be considered two major effectiveness variables. Both these variables were present in case of leaders who want to receive more amount of informations and those who are already receiving more amount of information in dealing with the job.

Results presented in Table no. 34 and 35 rendered support for hypothesis 16 in O₂. The variable of amount of information received, was judged relating to the possible sources

(i.e., from immediate superior, colleagues, written communications, electronic communication, subordinates, rumors etc.) of communication in the organisation. This variable was only predicted significant positive correlation with Need for independence aspects. In other words, the leaders were devoid of receiving desirable amount of information.

The influence of top management could be a fact for which the middle level leaders were not freely received required amount of information (See. Table.43).

From table 50, it was found that significant differences were observed in case of Consensus, Job involvement, Organisational commitment, Job satisfaction variables between the two organisations. In O_1 higher mean values for Consensus, Legitimatization, self control, Organisational attachment and Job satisfaction were obtained. Higher mean values were observed for Need for independence, Job involvement, Innovation, Organisational commitment variables in case of O_2 . Though, there were differences in terms of mean values, both the organisations, were similar as far as the legitimatization, Need for independence, Self control, Innovation and Organisational attachment variables were concerned.

It was hypothesized in no:8 that, organisational effectiveness variables like Consensus, Organisational commitment, Organisational attachment and Job satisfaction etc. should have positive relationship with various communication processes. In case of O_1 , Job satisfaction, Self control and Job involvement variables were perceived to be the major variables related to Trust process of communication only. Thus, three variables predicted values with higher percentage to that of the other effectiveness variables in the R^2 findings (table 43). A climate of trust facilitates open and honest communication. Whereas in a climate containing distrust, threat and fear, any message will be viewed with skepticism. But, surprisingly Trust and Influence variables of communication were negatively significantly correlated with consensus, organisational attachment and Job satisfaction. Hence the hypotheses (No.8) was proved partly in case of O_1 .

The variables of organisational effectiveness, mainly consensus, Job satisfaction, Organisational attachment, Organisational commitment were considered as the eminent variables in O_2 which predicted R^2 with all the communication variables except Downward, upward and Lateral processes (Table 36). But, in the correlation result (Table 37), only consensus, Job

satisfaction variables were negatively correlated with Trust and Influence variables of communication. The major effectiveness variable like legitimatization, Job involvement, Need for independence, self control, Innovation did not render any correlation with any of the communication variables in the organisation. Hence the Hypotheses related to the above result was partly supported in case of O₂.

It was quite difficult to explain the job satisfaction level of the leaders in the organisations. The variable of Job satisfaction possessed highest values among all the effectiveness variables. The findings can be suitably discussed basing on the literature studies exclusively on Job satisfaction variable. Staw (1984) have gone so far as to suggest that, satisfaction has become a 'throw away' variable added to many research designs for apparent reason that the facts 'it's there and it can be easily measured. It can be concluded, that job satisfaction was not correlated with any other prominent communication processes like Accuracy, Communication Downward, Upward and Lateral, desire for interaction in the organisation.

As per the hypotheses (Hypo.no.13), both Downward and Upward communication processes would be correlated with the organisational

effectiveness variables (Gamson, 1968) also proved wrong in case of O_1 and O_2 . Both the organisations were not proved effective as far as the two predominant communication variables were concerned.

Downward communication is initiated by the organisation's top management and then filters downward through the chain of command (Tubb and Moss, 1980) and is the highly directive in nature, urges or initiates employees into action. Downward communication does not require feedback and thus is devoid of receiver's involvement. As a result is ignored, distorted, manipulated or badly implemented. Killian (1968) suggested that only 20% of the messages got understood by lower levels hierarchy. Dance (1967) quoted Raymond (1962) to suggest that executives can receive and absorb 1/100 to 1/1000 of the available information. Hence, a balance needs to be obtained in between the downward and upward communication processes.

The upward communication is a process by which the ideas, feelings of subordinates are communicated to the higher levels in the organisation. (Tubbs and Moss, 1980). According to the above views, the feelings, ideas etc. of the subordinates are passed to the middle level managers through this process. Absence of conducive communication climate (Read, 1962), superior's inadequate responses, personality,

status are some factors which might affect the inadequate upward communication process in the organisations.

It will be more appropriate to discuss the factors responsible for the failure of upward and downward processes in the organisations with reference to some Indian research findings. Chaudhury and Prasad (1976) conducted an extensive study by taking 190 Managerial personnel including 140 supervisors in a large public sector undertaking. They suggested two factors that mainly block downward and two factors to block upward processes. They were ;

(1) Management's failure to provide information to workers and (ii) workers low level of education which adversely affect the understanding of information.

Similarly, upward communication requirements are not correctly defined in the organisation and subordinates fail to perceive its requirements, were the main causes of upward process failure. The average was lowest (40%) in the supervisory level, where as 68% and 52% of information were communicated by the Top and Middle Managers, respectively.

Communication with peers was also not found to be significant in the result. In this context, Porter and Lawler (1964) concluded that, "the

Literature on sub unit size shows that, 'small size sub units are characterized by higher job satisfaction, lower absence rates, lower turnover rates and lower labour disputes'. This cluster of findings pointed out an inference that satisfying communication among peers in work groups might be facilitated by keeping the size of the groups relatively small. As this study was conducted in large public sector organisations, the above findings with regard to the variable might be proved true.

The classical Management theory can be acceptable for the obtained results. Supportive to the theoretical views, Lawrence and Lorsch (1967) stated that 'the relative effectiveness of the organisations can be determined by the environmental structures. Some writers stressed the importance of an organisation's size of its internal structures (Pugh, Hickson, Hinings and Turner, 1969; Child, 1973). This views can be more applicable in case of O_1 which is considered as an effective organisation. Though some major communication variables like, Downward, Upward and Lateral communication variables did not render significant correlation in the result. The t test carried out for the organisational communication questionnaire for both the organisations also support the findings. (Table - 49).

The correlation (r_s) results for CPQ and OCQ for both the organisations showed that satisfaction with chances of promotion, Beneficial aspects, Listening, Written publication and Amount of information received were significantly, but negatively, correlated with only Trust and Influence variables of communication in the organisations (see tables 27 and 38).

The variable of Trust of CPQ, found to be correlated with the same Trust variable of OCQ in O_1 which is difficult to explain. Trust variable was again having negative correlation with Influence, Accuracy, and Summarization variables in O_1 . Trust of CPQ did not show any significant correlation with any of the communication processes in O_2 . It can be noted that Beneficial aspects availed by the leaders were significantly and positively correlated with only Mobility aspect. In other words it was likely that the leaders who were transferred from one department to other in the organisation frequently, were availed more benefits.

Correlation (r_s) results of Table 40 corroborated with the above findings. Trust, satisfaction with chances of promotion, Beneficial aspect, Listening, Written publication variables of communication profile were observed to have negative correlation with Trust and Influence variable of communication processed.

The mobility dimension of communication processed showed significant correlations with the satisfaction with chances of promotion, Beneficial aspect and listening aspects of the leaders. The same profile characteristics were considered as the predominant ones and correlated with mobility variable only. For the same reason, the hypotheses regarding communication profile variables (Hypo. 15) could not be proved fully successful.

According to the 't' - test result (Table. 52) interaction oriented and bureaucratic styles were accepted as the effective styles in the organisations. A remarkable difference was also observed in case of bureaucratic style in between O1 (4.03) and O2 (3.80). The bureaucratic leadership style yielded better performance in O₁. Supporting to the same findings, Jaggi (1978) found a difference in different leadership styles between state and private organisations where the former were more kin to bureaucratic behaviour than the later. Similar to this, Joseph and Kesavan (1977) in their comparative study of Public and Private firms observed a difference in behaviour exhibited by supervisor. In the public sector firms, superior orientation was prevalent because superiors are given complete power for recommending their subordinates for promotion and salary increase. Pandey (1978) suggested that relationship oriented leaders were more effective

in creating a favourable and conducive atmosphere leading to high productivity than task - oriented leaders. Therefore, the above mentioned researches rendered full support with the 'f' - finding (Table. 52).

Another hypotheses (no.7) revealed the fact that, Eclectic (Mixed) and Authoritative nurturant styles emerged as the most effective leadership styles. This hypotheses yielded support from the current leadership researches in India. Dubey (1986) found that effective Indian leaders were Authoritarian. A number of studies (Ansari, 1987; Sinha, 1980; 1984; Sinha et.al, 1988) recently disclosed moderate to very high correlations between nurturant and Authoritarian styles.

The Eclectic leadership style, in other words can be known as a mixed leadership style. Daftuar (1985) suggested the effectiveness of such a mixed style in Indian organisational situations. This model (Daftuar, 1985) was considered as A,p+N style and may be called the psycho-cultural situational theory. This style was the combination of Authoritative style (A), small amount of participation (P) and a nurturant outlook (N). In this context, Daftuar, Baksi and Singh (1986) conducted several studies which proved that this A,p+N style rendered as most effective style in Indian Organisations. Table - 47 can be referred in this context.

As the Eclectic style could not come significant in the result, the hypotheses (no.7) regarding leadership styles was partly proved.

It can be concluded that a negligible difference is observed in terms of leadership styles and communication processes with reference to effectiveness variables between O_1 and O_2 . According to hypotheses no.6, six behavioural fitness characteristics (i.e. Responsibility, strength, flexibility etc) of the leaders should be correlated with the communication processes of the organisations. But as found from the correlation (r_g) results for each organisation separately, and for the two O_g combined, none of the communication process was correlated with the major behavioural characteristics. (Table nos. 5,13) did not support the result for O_1 . The same hypotheses was proved to some extent in case of O_2 (Table 9) where Responsibility was only negatively significantly correlated with Mobility process. In other words leaders scoring high on Responsibility variable were not high in Mobility.

At the same time, most of the communication profile variables namely Trust, Satisfaction with chances of promotion, Beneficial aspect, Listening, Written publication and Amount of information received were not correlated with the behavioural fitness dimensions at all. Only the Amount of information want to receive variable was

significantly but negatively correlated with Responsibility in case of O₂ (Table no. 9, 11 and 15).

So far as the correlations between Behavioural Fitness Inventory (BFI) and Organisational Effectiveness (OEQ) variables were concerned (Table No.6), no significant relationship was obtained between the two in O₁. In O₂, mainly Strength, Flexibility, Image, Endurance and Relaxation variables had significant negative correlation with Need for independence, Innovation, Organisational commitment and Organisational attachment variables of organisation effectiveness dimension (Table -10). It can be noted from the result (No.10) that leaders in O₂ were behaviourally considered to be fit with relation to the above fitness dimensions but were not perceived to be highly significant as far as the organisational effectiveness variables were concerned.

Supportive to the above O₂ results, it was again found in the combined r results, (Table -14) that Job involvement, Organisational commitment and attachment dimensions were significantly but negatively correlated with the flexibility and endurance characteristics of the leaders in both the organisations.

Aboveall, the behaviour of the leaders had no

impact with connection to the major organisational effectiveness variables in both the organisations. It was found from the rs result of O_1 (Table 8) that, Interaction oriented leaders had high significant negative correlations with Responsibility, Image, Endurance and Relaxation dimensions. Similarly, bureaucratic task oriented leaders had also high negative correlations with Endurance and Relaxation variables. That means, the interaction oriented, bureaucratic task oriented leaders of O_1 scoring high in the above mentioned variables were not high in all the behavioural characteristics. But in O_2 , not a single leadership style was found to be correlated with any of the behavioural fitness variables (Table 12,16).

Generally in every organisations a particular culture and social relationship exists between the leaders and the subordinates. Nandy (1970) indicated that a particular kind of organisational culture is maintained in every organisation. He discussed four areas of human, technological, social and organisational functions of leaders. Supportive to the above findings again, Pandey(1975) suggested that relationship oriented leaders were more effective in creating a favourable and conducive atmosphere leading to high productivity than task-oriented leaders.

The Interaction oriented and Bureaucratic -Task oriented leaders were also not found flexible in their behaviour rather they were very strong in their opinion (Table no.4).

On the other hand correlation results of the two organisations combined also supported the results where only Eclectic (or mixed) styled leadership was significantly correlated with Responsibility in both the organisations. That means hypotheses related to the variables was supported in both the organisations.

The leaders are expected to maintain a balance in each and every behavioural characteristics in course of their work. Asevident from the 't' - result (T.No.48), significant differences were observed in terms of Image and Endurance behavioural dimensions of the leaders in between O_1 and O_2 . Behaviourally the variable of Image expresses a proper image in the proper actualization and Endurance denotes a commitment to continue steady course of action toward well defined goals on the part of the leaders.

It was again interesting to note that the mean values for all the other dimensions (i.e. Responsibility, Strength, Flexibility, Relaxation) were also observed higher than the mean values of O_2 although non-significant relationships were obtained in the result.

So, it can be concluded that the leaders in O_1 observed to be better in all the behavioural dimensions.

In spite of that, the following reasons might be acceptable for the deteriorated performance of O_2 .

1. Apart from the variables included under this study, the role of situational and technological variables might be responsible for the lowest performance.
2. As discussed earlier, this (O_2) plant was the only coal based fertilizer industry where as O_1 was the most modern automatic gas based industry having new technological setup.

Last, but not the least the behavioural science aspect cannot be ignored for the poor functioning since the present study inherited in this aspect. The foremost reason might be the fault of the top management for the selection of old and faulty technology for the plant construction. Since this study deals with the middle level management cadre only, it was beyond the scope of the study to reflect in the characteristics of the Top management which could be the major factor for future consideration:

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IMPLICATIONS :

The present study has a number of methodological and practical implications for the organisational analysis. The following points can be considered so far as the implicational aspect is concerned.

1. It can help to formulate HRD (Human Resource Development) strategies in the future for the organisational use.
2. The implications of the findings for management may be straight forward. The management can refer this findings for the adoption of training of personnel in the organisation.
3. It can mainly determine the strategies for the judgement of effective and ineffective organisations.
4. The study can help to formulate adequate behavioural patterns for the managers to deal effectively with the subordinates.
5. As evident from the Factor Analyses and regression analyses findings, effective leadership styles will determine the communication processes in the organisations.

On the basis of this findings, effective leadership styles can be adopted by the management to deal effectively with the subordinates.

6. Finally, the study can create awareness toward major variables responsible for the efficient organisational functioning in India.
7. This model of the study can be applied to various Industries. Since Industrial policies are liberalised day by day, this study can help to develop further researches in the organisational field.
8. Academicians and researchers can utilise this model to findout effectiveness of organisation, effective leadership styles, communication strategies etc. for other kind of organisations, such as private sectors, Business Organisations as well as social and Welfare organisations.

Practical implications could be shown for each result obtained through various analyses.

LIMITATIONS

A critical thinking and interpretation revealed that the study was also totally not free from potential limitations. Some of the major limitations are as follows :

1. Relatively few variables are considered to measure wider aspects. For example; only 9 variables are counted for to measure organisational effectiveness as a whole.
2. Few words and sentences of psychological names are used somewhere in the questionnaire which seemed to be quite unfamiliar to these category of respondents having technical bent of mind.
3. Since the management consists of all the levels (i.e. lower, middle and higher) only middle level was considered for this study. So the findings cannot be applicable for other levels in the organisation.
4. This study also did not take care of some major aspects like technical, geographical, situational, individual difference etc. since two organisations situated in different states.

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1. There would be expected changes in the content and nature of job in the Organisations. So, the results of the study may be followed from time to time.
2. The findings of the present study is limited with a specific sample size. Number of sampling may be increased to get more accurate results in future.
3. Since Middle Management functions as a mediator between the Top Management and the Lower Management, some variables may be counted to assimilate with the aspects of these two managements.
4. Organisations are perceived as the independent entities whether these are Industrial or Social. The socio - cultural and situational variables affect any Organisation's functioning to a great extent. Therefore, some variables relating to socio-cultural aspects should counted up for the study.
5. The language standard of some of the items used in the study seems to be high for this type of subjects having technical bent of mind. More simple languages for the items need to be developed under the tools used in the study.