

CHAPTER V

CONCLUSION AND RECOMMENDATION

The quality of democracy is seriously compromised by economic and social inequality among the citizens. In India, there is sharp economic and social inequalities (related to class, caste and gender) have led to significant marginalization of many disadvantaged groups from democratic institutions. One aspect of this problem is lack of voice of disadvantaged groups in Indian society and these aspects are mainly the result of the functioning style of the bureaucratic organizations irrespective of the fact that whether the same is a government department or a public sector undertaking. The welfare of the common mass depends upon the degree of effectiveness of the bureaucratic functionary which too is regulated by the behavioral dimensions of the individuals forming the part of the bureaucratic setup.

The present study is made with an attempt to examine the various prime behavioral dimensions that regulate the individuals and groups of individuals engaged in the bureaucratic machineries in the decision making process. The problems identified for the purpose of study was, whether the behavioral factors of the officials working in the bureaucratic organization have any role in their decision making process yielding output, outcome and impact on the functioning of the bureaucratic organization and yield the targeted results for the targeted population. Further, the objective of the study was also to

find out whether officials of the bureaucratic organization are conscious and are aware of such behavioral factor. Besides, the present research also centre around the diagnosis that whether with the introduction of the empowerment phenomenon in place of prevailing delegation modalities, the capabilities of the working mass of the bureaucratic set up can be enhanced so that the intention of the welfare policies are realized by the common citizen.

After formulating the above problem for the purpose of the study, literature review was made and questionnaire was made which was subjected to battery test. The length of the questionnaire, language and adaptability of the item was ensured and the final questionnaire was made ready and the data was collected by way of response from 352 respondents holding different positions, and their responses were collected using Likert scale. The data collected were then analyzed both statistically and by using SPSS (version 9), Excel and e-views soft wares for the purpose of deriving inferences.

The results suggest the followings:

1. The behavioral dimensions like attitude, emotion, empowerment play a major role in the decision making process than the commitment, people orientation, temperament. Inter-personal relationship influences the behavioral constructs of empowerment.
2. Officials working in bureaucratic organizations are concerned about behavioral factors like attitude towards growth, attitude

towards relationship between administrator and subordinates, attitude towards contentment as well as contextual attitude.

3. Behavioral factors like Group cohesiveness, inter-personal relation stand as a positive indicator upon the official working in the bureaucratic organization.
4. The behavioral dimension like emotion is associated with the sense of empowerment and when the empowerment is accorded to the officials, it gives a shape to the emotion resulting better output. Similarly, the attitude of the officials plays a vital role in the functioning of the bureaucratic organizations including their output. Therefore, the emotion factor has a tremendous influence over the functioning as well as output yielded by the officials functioning in the bureaucratic organization.
5. There is a positive correlation of the construct viz: attitude towards relationship between Administrator and subordinates with that of commitment of the Administrator.
6. Group cohesiveness has tremendous linkage with the attitude towards relationship between the administrator and subordinates, their contextual attitude as well as commitment of the administrator, besides the emotional factor of the officials.
7. Officials hailing from urban areas expect fast career growth and the same runs concurrently with their contextual attitude. Similarly attitude towards relationship between administrator and subordinates leads to contentment among the officials of bureaucratic organization coming from urban area.

8. The behavioral factor viz. group cohesiveness has a negative effect upon the attitude towards growth of the officials as the individual behave differently while they are single and when they are in a group
9. The inter-personal relationship has tremendous effect upon the behavioral constructs whereas the temperament of administrator and sense of empowerment is considerably weak in case of rural mass.
10. There is low coefficient between inter-personal relations and attitude towards growth.
11. The urban respondents while prefer to be empowered to take part in decision making process, their rural counterpart lack such character and do not exhibit much enthusiasm to shoulder higher responsibilities and be a part of decision making process individually

SUGGESTION:

1. It is revealed that Behavioral dimensions of the officials working in bureaucratic organization influence the individuals in their day to day work including their output. Since many of the officials are not aware of the same, bureaucratic organization need to identify and strengthen the behavioral factors of their officials by way of training etc. in line with organizational vision.
2. The study reveals that emotion of the officials of the bureaucratic organizations has positive bearing with the out put yielded by the bureaucratic organization. Therefore bureaucratic

organization should make arrangement for emotional development of their officials.

3. In this connection it is also inferred that behavioral pattern of senior officials are much more adapted to the organization. Thus seniors must be made accountable for bringing behavioral metamorphism of their juniors.
4. Since it is established that group cohesiveness has a negative affect upon the attitude towards growth of the officials, the service associations need to be diluted and growth oriented career prospect plans needs to be strengthened in bureaucratic organization. For the purpose, proper planning and execution need to be organized.
5. The results established that the urban population prefers to be empowered more than their rural counterparts. Thus it is suggested that the urban population need to be retained in administrative functionary, whereas the rural population need to be retained in the service sector part of the bureaucratic organization where they can ensure effective service delivery.
6. The results reveal that the masculine mass is determined to work in line with the attitude of their administrator. Therefore, they need to be retained for discharging hard and accountable jobs of the bureaucratic system and the feminine mass need to be engaged in service sectors.
7. The study reveals that the feminine mass lacks the capacity for developing interpersonal relations on par with their male counterparts. Thus efforts need to be put by the bureaucratic

organization for development of inter personal relationship for the females working in bureaucratic organization.

8. It is revealed that the commitment of the administrator is negatively related to the emotion of the officials of bureaucratic organization. Thus the administrators need to be the change masters and leaders than simply becoming bureaucrats.
9. With the help of intensive study of behavioral dimensions of the officials, bureaucratic organization can reorganize professional facilitation to bring a transition from routine and occupational activity to a sustainable, ethical and important activity so that old pattern of decision making process become obsolete and effective service delivery through a methodological process resulting in a paradigm shift can be ensured.
10. The study since reveal that officials of the bureaucratic organization irrespective of place of origin, years of experience, gender, educational level and age prefer to be empowered in their work field, the system of empowerment needs to be inducted in place of present system of delegation and bureaucratic organization need to give priority for this phenomena as empowerment brings growth of work environment and involvement exist when people are empowered.
11. It is revealed that the educated officials are much suited to the organization / society. Hence, hike in educational level of the officials of bureaucratic organization must be made compulsory by the bureaucratic organization.

12. It is also revealed that the officials with longer experience are suited to the organizations. Therefore, untimely quitting the job by the officials of the bureaucratic organization must be checked and the officials need to be tailor made to shoulder multi functions and responsibilities.