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OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

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A STUDY OF THE MANAGERIAL STYLES OF EXECUTIVES IN THE MANUFACTURING COMPANIES OF PUNJAB

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ABSTRACT

Managers are the pillars of an organization and on them depends its success. For an organization to be effective, the managerial approach to decision making, along with technological efficiency and facilities available for research and development, is very important. The distinctive way in which various functions such as goal setting, strategy formulation and implementation, organizing, staffing, control, co-ordination, leadership, image building, etc. are performed comprises the managerial style. It associates with superior organizational learning, smoothness of functioning, managerial development, synergy, performance etc. Those styles, which have damaging effect on the overall health of the organisation, can be easily diagnosed and discontinued, with immediate effect. A diagnostic instrument with a scoring key helps the management to diagnose how far excellent and bad styles are practiced in their organisation so that the best style can be made use of and the bad ones avoided. The present study was undertaken with an aim of understanding and comparing the managerial styles being used by executives at various levels in the manufacturing companies of Punjab by using a structured interview schedule based on SPIRO-M technique. 224 managers from 56 companies were covered and it was found that around 48 percent managers are using Not-Ok styles. Also no significant differences were found in variances at the middle level and lower levels for all styles except problem solving, bohemian and rescuing styles when F test was used.

KEYWORDS

managerial Approach, Goal Setting, Organisational Learning, Synergy.

INTRODUCTION

Managers are the pillars of an organization and on them depends its success. For an organization to be effective, the managerial approach to decision making, along with technological efficiency and facilities available for research and development, is very important. Educators and social scientists have tried since time immemorial to define the concept of leadership. The literature is replete with definitions of leadership. For instance, **Burns** (1978) believes that leaders should "induce new more activist tendencies in their followers, arouse in them hope, aspirations and expectations." **Lipham and Hoe** (1974) define leadership as "the initiation of new structure or procedure for accomplishing an organization's goals and objectives." This multiplicity of definitions of leadership, perhaps, prompted **Spikes** (1979) to conclude that "there appears to be no universally accepted definition of this concept which has stood the test of time and enquiry."

Weber (1947) distinguishes differences among the legal, traditional and charismatic styles of leadership. **Havinghurst** (1972) categorizes great leaders as (a) the prophet (b) the scholar – scientist and (c) the social engineer. **Halpin** (1959) constructed the democratic and authoritarian styles of leadership and **Likert** (1969) compared the job centered and employee centered styles of managers. The theoretical formulations and research unfolding from these approaches to the study of leadership identity compare and determine the effectiveness of different behavioral styles of leaders.

The distinctive way in which various functions such as goal setting, strategy formulation and implementation, organizing, staffing, control, co-ordination, leadership, image building, etc. are performed comprises the managerial style. It associates with superior organizational learning, smoothness of functioning, managerial development, synergy, performance etc. Those styles, which have damaging effect on the overall health of the organisation, can be easily diagnosed and discontinued, with immediate effect. A diagnostic instrument with a scoring key helps management to diagnose how far excellent and bad styles are practiced in their organisation so that the best style can be made use of and the bad ones avoided.

Since organizations are of various types and characteristics, managers function in different styles to suit it. Leadership styles vary widely because of two fundamental reasons. Firstly, organizations differ in terms of their size, type, purpose, operating environment, history, etc. Secondly, styles differ because it is possible to manage organizations in different ways. Styles have a major impact on the development of the organisation. Moreover, managerial styles can discover ways by which organizations can improve their performance as well as be cost effective.

REVIEW OF LITERATURE

Roger (1961) has explained that the high trustee is likely to be unhappy or maladjusted and is liked more often, both by low trustees and high trustee. People low in trust feel that other people can not be trusted. There is less pressure on them to tell the truth, and under some circumstances, they may feel that line, cheating and similar behaviour are necessary for defensive reasons because all others are doing it to them. Obviously, low trustees believe that high trustees are just plain dumb, because people who trust more are less likely to lie and are less likely to cheat or steal.

Dubin (1970) relates human relations to authority. He concluded that the significant orientation to a human relations approach is to seek an understanding of how people behave in an organization. Members of an organization understand authority and leadership and their functions. The real problem is to make leadership and the exercise of authority operate according to the accepted values and beliefs of the society.

Brown (1982) in her study tested the effects that four different leadership styles had upon groups' satisfaction, effectiveness and efficiency. Half of the groups were mature and the other half was immature. Half of the groups were led in the task by a leader whose style was appropriate to their maturity level, while the other half were led by an inappropriate leadership style. The results indicated that the groups who were correctly matched with the appropriate style were significantly more satisfied than groups who were incorrectly matched. Inconsistent results were found for effectiveness and efficiency. The results also indicated that mature groups outperformed immature groups even when both groups were correctly matched with an appropriate leadership style.

Sergiovanni (1992) observed that managers engage head, heart and hand. To succeed their beliefs and values – their "hearts" needed to be aligned with their new actions and ideas. Although "head" or cognitive changes often come out easily, "heart" changes or changes in their beliefs, commitments and their interpersonal relationships, come with more differently, "hands" changes or changes to their behaviour often needed to be preceded by the other two. He concluded that managerial style depends almost totally on interpersonal factors. Interpersonal relationship challenges have a certain universal quality. Building trust, clarifying meaning, establishing common purpose, facilitating mutually agreeable decisions, and resolving conflicts or hurt feelings is constant interpersonal activity for the managers.

Kiran (2001) reported that managers adopt multiple styles and not one best style of leadership. These findings strengthen the premise that the behavioral tendencies of authoritarianism, depending and nurturance are reflected in Indian managerial styles.

NEED OF THE STUDY

Enormous research has been done in foreign countries as well as in India on managerial styles of executives. But only a few have been conducted on managerial styles of executives in companies of Punjab. Hence, the present study was taken up.

OBJECTIVES

1. To study the managerial styles of executives in the manufacturing companies of Punjab.
2. To compare the managerial styles of executives at different levels in the manufacturing companies of Punjab.

RESEARCH METHODOLOGY

For the present study both exploratory and conclusive research methods were used. The conclusive research method here is descriptive in nature and the research design is cross sectional. In this study primary data has been collected through survey method. The research was conducted with the help of a structured interview schedule based on SPIRO-M technique (Pareek, 1997). This instrument has already been tested for reliability and validity.

TABLE 1: TWELVE STYLES IN TERMS OF EGO STATES

Ego States	Styles in Two Life Positions	
	NOT-OK	OK
Nurturing Parent	Rescuing	Supportive
Regulating Parent	Prescriptive	Normative
Adult	Task Obsessive	Problem-solving
Creative Child	Child Bohemian	Innovative
Reactive Child	Child Aggressive	Confronting
Adaptive Child	Sulking	Resilient

In the present case the target population consists of lower and middle level managers working in manufacturing units. Sampling unit (Kotler, 1997) in the study includes the companies of Punjab engaged in manufacturing. The elements in the research are the managers working at middle and lower level of management. A sampling frame (Malhotra and Dash, 2009) is a representation of the elements of the target population. It consists of a list or directions for identifying the target population. In this case, a list of member companies of CII for the year 2009 was obtained. The total was 7274 companies all over India. Out of these 234 companies were based in Punjab. In the list of companies of Punjab, 72 were from Ludhiana and these included 56 companies belonged to manufacturing sector. All these fifty six companies of Ludhiana were chosen to undertake the present research. For each of these companies the list of managers at lower and middle levels was obtained. In each company two lower level and two middle level managers were selected by lottery method. There were 56 companies that were covered and accordingly 112 managers at middle level and 112 managers at lower level were selected. Thus, the sample size for the present study was 224.

The respondents were personally administered the questionnaire and primary data was collected. The questionnaire consisted of two parts, namely, Part-A and Part-B.

Part-A of the questionnaire consisted of solicited information about the profile of respondents like their age, educational qualifications, experience in the present company, level of management and monthly income of the executives.

Part-B consisted of 36 questions based on SPIRO-M technique developed by Mr. Uday Pareek. This questionnaire consisted of 36 situations designed to analyze the behaviour of the managers. The respondents were graded according to the way they responded to in the given situation i.e. whether they behave rarely, occasionally, sometimes, often and almost always in those 36 situations.

Analysis of data has been done by constructing suitable tables and by using other statistical techniques like mean, standard deviation, z-test for means, z-test for proportions and F-test for variances.

Percentage method was used to analyze Part-A of the questionnaire. The percentage of respondents was calculated for each category of respondent's profile. Part-B consisted of 36 questions. The answer sheet for this questionnaire was used for scoring. Each question had five options and the respondent had to tick on one of them.

TABLE 2: SCORES FOR DIFFERENT ANSWER CHOICES

I Behave In This Way	Score
I rarely behave in this way	1
I occasionally behave in this way	2
I sometimes behave in this way	3
I often behave in this way	4
I almost always behave in this way	5

The answer sheet contained twelve (12) rows having three (3) questions each. For scoring we add the responses in each row (there are three items in each row), e.g., responses 1, 13, 25 will be totaled in one row. Each row shows a single managerial style, so there are twelve managerial styles. The row, which has got maximum score, is the dominant style. A person can have more than one dominant style. A dominant style is the characteristic style of a person.

HYPOTHESIS OF THE STUDY

The data was analyzed using the following null hypothesis (Bajpai, 2010).

HYPOTHESIS

1. **H₀:** There is no significant difference between variances in scores of managerial styles at middle level and lower level of management.

H₁: There is a significant difference between variances in scores of managerial styles at middle level and lower level of management.

Formula used:

$$F = \frac{s_1^2}{s_2^2}$$

where:

s_1^2 = Variance of sample 1

s_2^2 = Variance of sample 2

n_1 = Size of sample 1

n_2 = Size of sample 2

df= $v_1 = n_1 - 1$ = Degree of freedom for numerator

df= $v_2 = n_2 - 1$ = Degree of freedom for denominator

LIMITATIONS OF THE STUDY

To understand the research findings in their right perspective, it is necessary that limitations of the study be mentioned. The present study may have suffered from the following limitations.

- Size of the sample selected for research may perhaps be considered as small, hence; the result of this study might not be fully reliable for generalization for the whole country.
- Since the questionnaire is comparatively lengthy and the executives normally busy, there are chances that information obtained in some cases might have deviated from actual.
- The respondents were asked to give their practical views and not the ideology, but the personal biases of the respondents might have affected the results.

RESULTS AND DISCUSSION

The outcome of number of respondents has been categorized in categories such as age, educational qualifications, experience level of management, and monthly income of executives.

AGE

Age is the first and an important factor to analyze the managerial style of executives in different companies. In this study the age of respondents has been divided into five categories.

Table 3 indicates that a majority of respondents belonged to 30 – 40 (36.6 percent) and 40-50 (35.71 percent) year categories, followed by 20 – 30 and 50 – 60 year categories. Less than one percent was of the age over 60 years.

Most of the lower level managers, 55.35%, belonged to the age group of 30-40 years whereas about one-third were below 30 years of age. Managers above 40 years of age were nearly 15% in number.

In the middle level manager category, about two-third belonged to the age group of 40-50 years, 17.85 percent were in the group 30 – 40 years, 13.39% belonged to 50 – 60 years. About five percent comprised below 30 or above 60 year groups.

TABLE 3: FREQUENCY DISTRIBUTION OF EXECUTIVES IN TERMS OF AGE

Age	No. of Respondents		Total
	Lower level	Middle level	
20-30	35 (31.25)	5 (4.46)	40 (17.85)
30-40	62 (55.35)	20 (17.85)	82 (36.60)
40-50	10 (8.92)	70 (62.5)	80 (35.71)
50-60	5 (4.46)	15 (13.39)	20 (8.92)
60 & above	-	2 (1.78)	2 (0.89)
Total	112 (100)	112 (100)	224 (100)

Note: The figures in brackets indicate the percentages.

EDUCATIONAL BACKGROUND

Educational background is a very important factor, which affects the behaviour of an individual to a very large extent. Table 4 indicates a majority of respondents (55.35%) were found to be having an educational level of graduation and 44.64% of the respondents were post-graduates.

Furthermore, among the lower level managers 71.42 percent of the respondents were graduates and 28.57 percent were post-graduates. Among middle level managers 60.71 percent of the respondents were post graduates and 39.28 percent were graduates.

TABLE 4: FREQUENCY DISTRIBUTION OF EXECUTIVES IN TERMS OF EDUCATIONAL QUALIFICATION

Educational Qualification	No. of Respondents		Total
	Lower level	Middle level	
Graduate	80 (71.42)	44 (39.28)	124 (55.35)
Postgraduate	32 (28.57)	68 (60.71)	100 (44.64)
Total	112 (100)	112 (100)	224 (100)

Note: The figures in brackets indicate the percentages.

TOTAL WORK EXPERIENCE

The next important factor under study was the total work experience of the executives. On the basis of the total work experience the executives were classified into five categories, i.e.

- Less than 5 years,
- Between 5 and 10 years,
- Between 10 and 15 years,
- Between 15 and 20 years and
- More than 20 years.

Table 5 shows that around one-third of executives have a total experience of 5 to 10 years, about 20 percent each have an experience of 10 – 15 years, below 5 years and between fifteen and twenty years and below five percent have an experience in excess of 20 years.

In case of lower level managers nearly 90 percent of the managers possess an experience of below 10 years with just about 10% having an experience more than that.

At the middle level, over seventy percent of the respondents have an experience which ranges between 10 to 20 years. About one-fifth managers have a governing experience below 10 years and less than 10 percent are of an experience of over 20 years.

TABLE 5: FREQUENCY DISTRIBUTION OF EXECUTIVES IN TERMS OF TOTAL WORK EXPERIENCE

Total Work Experience (Years)	No. of Respondents		Total
	Lower level	Middle level	
< 5	46 (41.07)	-	46 (20.53)
5-10	54 (48.21)	22 (19.64)	74 (33.03)
10-15	6 (5.35)	44 (39.28)	50 (22.32)
15-20	6 (5.35)	38 (33.92)	44 (19.64)
> 20	-	8 (7.14)	8 (3.57)
Total	112 (100)	112 (100)	224 (100)

Note: The figures in brackets indicate the percentages.

TOTAL WORK EXPERIENCE IN PRESENT COMPANY

On the basis of the total work experience in the present company the executives were categorized into five categories, i.e.

- i) Less than 5 years,
- ii) Between 5 to 10 years,
- iii) Between 10 to 15 years,
- iv) Between 15 to 20 years and
- v) More than 20 years.

Table 6 shows that about one-third of the respondents have an experience below 5 years in the same company. Over 80% have an experience between 0 and 15 years in the company in which they are working now.

At the lower level, nearly two-third of the executives had an experience of less than 5 years in the present company while the rest had experiences ranging between 5 and 10 years.

In the case of middle level managers above 40% of the executives have an experience between 10 and 15 years in the same company which shows stability. Above ninety five percent of the managers have stayed in the same company for more than 5 years.

TABLE 6: FREQUENCY DISTRIBUTION OF EXECUTIVES IN TERMS OF EXPERIENCE IN PRESENT COMPANY

Experience in Present Company (Years)	No. of Respondents		Total
	Lower level	Middle level	
< 5	73 (65.17)	4 (3.57)	77 (34.37)
5-10	39 (34.82)	23 (20.53)	62 (27.67)
10-15	-	48 (42.85)	48 (21.42)
15-20	-	32 (28.57)	32 (14.28)
>20	-	5 (4.46)	5 (2.23)
Total	112 (100)	24 (100)	224 (100)

Note: The figures in brackets indicate the percentages.

LEVEL OF MANAGEMENT

Table 7 shows that an equal number of managers have been selected at both the middle and lower levels of management.

TABLE 7: FREQUENCY DISTRIBUTION OF EXECUTIVES IN TERMS OF LEVEL OF MANAGEMENT

Level of Management	No. of Respondents	Percentage
Middle	112	50
Lower	112	50
Total	224	100

MONTHLY INCOME

Table 8 shows that more than half of the executives under study had a monthly income below Rs. 20,000 and nearly one-third of the managers had incomes ranging from Rs. 20,000 to Rs. 30,000.

Almost nine-tenth of the lower level managers had a monthly income of less than Rs. 20,000 while close to 85% of the middle level managers had incomes above Rs. 20,000.

TABLE 8: FREQUENCY DISTRIBUTION OF EXECUTIVES IN TERMS OF MONTHLY INCOME

Monthly Income (Rs.)	No. of Respondents		Total
	Lower level	Middle level	
< 10,000	62 (55.35)	-	62 (27.67)
10,000 – 20,000	37 (33.03)	18 (16.07)	55 (24.55)
20,000 – 30,000	13 (11.6)	56 (50)	69 (30.8)
30,000 – 40,000	-	32 (28.57)	32 (14.28)
> 40,000	-	6 (5.35)	6 (2.67)
Total	112 (100)	112 (100)	224 (100)

Note: The figures in brackets indicate the percentages.

ANALYSIS OF MANAGERIAL STYLES OF EXECUTIVES

1. DOMINANT STYLES OF EXECUTIVES

Table 9 shows that more than 40 percent of the managers have got rescuing style as dominant style. Resilient and supportive styles accounted for around 12% each of the managers. The rest of the styles each had an individual share of fewer than ten percent wherein task obsessive and sulking styles had no takers.

TABLE 9: FREQUENCY DISTRIBUTION OF THE STYLES OF ALL THE MANAGERS IN TERMS OF DOMINANT STYLE

Rank	Style	Frequency	Percentage
1.	Rescuing	180	42.25
2.	Resilient	54	12.67
3.	Supportive	54	12.67
4.	Innovative	39	9.15
5.	Problem solving	39	9.15
6.	Normative	33	7.74
7.	Prescriptive	18	4.22
8.	Aggressive	3	0.7
9.	Bohemian	3	0.7
10.	Confronting	3	0.7
11.	Task obsessive	-	-
12.	Sulking	-	-
	Total	426	100

The total is more than 224 because each manager can have more than one dominant style.

1.1 DOMINANT STYLES OF EXECUTIVES WORKING AT MIDDLE LEVEL

The most favored style, as can be seen from Table No. 10, is the rescuing style and it accounts for more than forty percent of the respondents. Each of the other 11 styles has a contribution of less than 15%. Supportive, resilient and problem solving styles occupy the second, third and fourth positions. Bohemian, sulking and task obsessive styles were adopted by none of the managers.

TABLE 10: FREQUENCY DISTRIBUTION OF MIDDLE LEVEL MANAGERS IN TERMS OF DOMINANT STYLE

Rank	Style	No. of managers	Percentage
1	Rescuing	95	43.98
2	Supportive	29	13.42
3	Resilient	26	12.03
4	Problem solving	23	10.64
5	Innovative	17	7.87
6	Normative	14	6.48
7	Prescriptive	8	3.7
8	Aggressive	2	0.92
9	Confronting	2	0.92
10	Bohemian	-	-
11	Sulking	-	-
12	Task obsessive	-	-
	Total	216	100

Total middle managers were 112. The frequency comes out to be greater than 112 because one manager can have more than one dominant style.

1.2 ANALYSIS OF DOMINANT STYLES OF EXECUTIVES WORKING AT LOWER LEVEL BY USING FREQUENCY DISTRIBUTION

Table 11 shows that out of all styles for lower level executives the major share is of rescuing style (40.47%). The rest of the styles have an individual contribution of less than 15% in each case with resilient, supportive and innovative styles following the rescuing style. None of the managers adopted the sulking style for dominance.

TABLE 11: FREQUENCY DISTRIBUTION OF ALL THE STYLES OF LOWER LEVEL MANAGERS IN TERMS OF DOMINANT STYLES

Rank	Style	Dominant Style (No. of managers)	Percentage
1.	Rescuing	85	40.47
2.	Resilient	28	13.33
3.	Supportive	25	11.9
4.	Innovative	22	10.47
5.	Normative	19	9.04
6.	Problem solving	16	7.61
7.	Prescriptive	10	4.76
8.	Bohemian	3	1.42
9.	Aggressive	1	0.47
10.	Confronting	1	0.47
11.	Task obsessive	-	-
12.	Sulking	-	-
	Total	210	100

Total middle managers were 112. The frequency comes out to be greater than 112 because one manager can have more than one dominant style.

2. TWO-SAMPLE ANALYSIS RESULTS

HYPOTHESIS

H₀: There is no significant difference between variances in scores of managerial styles at middle level and lower level of management.

H₁: There is a significant difference between variances in scores of managerial styles at middle level and lower level of management.

(Variable 1: Middle level, Variable 2: Lower level)

1) Supportive style

F-TEST TWO-SAMPLE FOR VARIANCES		
	Variable 1	Variable 2
Mean	7.857142857	8.053571429
Variance	1.997425997	2.267374517
Observations	112	112
Df	111	111
F	0.880942245	
F Critical two-tail (upper limit)	1.466	
F Critical two-tail (lower limit)	0.682	

Result: Since the calculated value is less than the critical value, so, do not reject H₀.

2) Sulking style

No executive at either the middle or lower level uses the sulking style as his dominant managerial style.

3) Normative style

F-TEST TWO-SAMPLE FOR VARIANCES		
	Variable 1	Variable 2
Mean	9.651785714	10.01785714
Variance	8.463240026	10.08976834
Observations	112	112
Df	111	111
F	0.838794286	
F Critical two-tail (upper limit)	1.466	
F Critical two-tail (lower limit)	0.682	

Result: Since the calculated value is less than the critical value, so, do not reject H₀.

4) Aggressive style

F-TEST TWO-SAMPLE FOR VARIANCES		
	Variable 1	Variable 2
Mean	8.160714286	8.25
Variance	2.730694981	2.945945946
Observations	112	112
Df	111	111
F	0.926933159	
F Critical two-tail (upper limit)	1.466	
F Critical two-tail (lower limit)	0.682	

Result: Since the calculated value is less than the critical value, so, do not reject H_0

5) Problem solving style

F-TEST TWO-SAMPLE FOR VARIANCES		
	Variable 1	Variable 2
Mean	11.83035714	9.866071429
Variance	3.799790862	9.792712355
Observations	112	112
Df	111	111
F	0.388022309	
F Critical two-tail (upper limit)	1.466	
F Critical two-tail (lower limit)	0.682	

Result: Since the calculated value is less than the lower critical value, so, reject H_0 and accept H_1

As is evident from the table above there is a significant difference in the observed variances and the variation is quite visible in the lower level managers.

6) Bohemian style

F-TEST TWO-SAMPLE FOR VARIANCES		
	Variable 1	Variable 2
Mean	8.0625	8.401785714
Variance	3.590653153	5.918194981
Observations	112	112
Df	111	111
F	0.606714237	
F Critical two-tail (upper limit)	1.466	
F Critical two-tail (lower limit)	0.682	

Result: Since the calculated value is less than the lower critical value, so, reject H_0 and accept H_1 .

A difference can be seen in variances and the variances are more pronounced in the lower level managers as compared to middle level managers.

7) Resilient style

F-TEST TWO-SAMPLE FOR VARIANCES		
	Variable 1	Variable 2
Mean	11.96428571	12.04464286
Variance	3.332046332	3.376367439
Observations	112	112
Df	111	111
F	0.986873139	
P(F<=f) one-tail	0.472315301	
F Critical one-tail	0.730820737	

Result: Since the calculated value is less than the critical value, so, do not reject H_0

8) Rescuing style

F-TEST TWO-SAMPLE FOR VARIANCES		
	Variable 1	Variable 2
Mean	14.41964286	14.14285714
Variance	0.984475547	1.601029601
Observations	112	112
Df	111	111
F	0.614901527	
F Critical two-tail (upper limit)	1.466	
F Critical two-tail (lower limit)	0.682	

Result: Since the calculated value is less than the lower critical value, so, reject H_0 and accept H_1 .

A difference can be seen in variances and the variances are more pronounced in the lower level managers as compared to middle level managers.

9) Confronting style

F-TEST TWO-SAMPLE FOR VARIANCES		
	Variable 1	Variable 2
Mean	8.678571429	8.375
Variance	4.418275418	4.290540541
Observations	112	112
Df	111	111
F	1.029771279	
F Critical two-tail (upper limit)	1.466	
F Critical two-tail (lower limit)	0.682	

Result: Since the calculated value is less than the critical value, so, do not reject H_0

10) Prescriptive style

F-TEST TWO-SAMPLE FOR VARIANCES		
	Variable 1	Variable 2
Mean	9.169642857	9.348214286
Variance	8.898889961	9.05783462
Observations	112	112
Df	111	111
F	0.982452245	
F Critical two-tail (upper limit)	1.466	
F Critical two-tail (lower limit)	0.682	

Result: Since the calculated value is less than the critical value, so, do not reject H_0

11) Innovative style

F-TEST TWO-SAMPLE FOR VARIANCES		
	Variable 1	Variable 2
Mean	9.642857143	10.39285714
Variance	9.655083655	9.898326898
Observations	112	112
Df	111	111
F	0.975425822	
F Critical two-tail (upper limit)	1.466	
F Critical two-tail (lower limit)	0.682	

Result: Since the calculated value is less than the critical value, so, do not reject H_0

12) Task obsessive style

F-TEST TWO-SAMPLE FOR VARIANCES		
	Variable 1	Variable 2
Mean	8.321428571	8.214285714
Variance	2.832689833	2.584298584
Observations	112	112
Df	111	111
F	1.096115538	
P(F<=f) one-tail	0.314807014	
F Critical one-tail	1.368324121	

Result: Since the calculated value is less than the critical value, so, do not reject H_0

CONCLUSIONS

Out of 224 managers studied at both middle and lower levels of management 42.25% of the managers had rescuing style as a dominant style which is a NOT-OK nurturing parent style. This may be due to the executive's lack of confidence in his subordinate. The total number of executives using NOT-OK styles as dominating styles is around 48% which is not a healthy trend. None of the managers had sulking or task obsessive styles.

12.67% each of the managers used resilient and supportive style as a dominant style whereas the percent of managers who had innovative and problem solving style as a dominant style was 9.15. 7.74 percent of the managers utilized normative style as a principal style. The percentage of executives using OK styles of leadership as dominant style is approximately fifty two.

The results of F-test show that there is no significant difference between the twelve managerial styles of executives working at lower level and middle level of management except for problem solving style (an ok-style) and bohemian & rescuing styles (both not-ok styles). The differences arise because of pronounced variances at lower levels.

RECOMMENDATIONS

1. The principal style used by managers is rescuing style which is a NOT-OK style so; it is required that suitable training is provided to the managers so that more of OK styles are used.
2. The proportion for problem solving (OK) attitudes is low for lower levels of management. Training should be undertaken to improve this attitude at lower levels.
3. The scores for confronting style (OK) are also low. An attempt for changing the behavioral patterns for such styles should be made.

SCOPE FOR FURTHER RESEARCH

The present study was conducted on only the manufacturing companies of Punjab. But, as the service industry is assuming a great significance and contributes a major portion to the GDP of India, so, the study can further include the service organizations. The scope of the study had been the state of Punjab but the same study can include more states of India.

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