

# Management Styles, Productivity & Adaptability of Human Resources: An Empirical Study

**Ravindra Jain & R. Premkumar**

---

*The participative, altruistic, professional and organic management styles are the most desirable amongst the various management styles. The present study aims to assess the extent to which such management styles are practiced in Indian organizations across public sector and private sector enterprises and across manufacturing and service providing organizations and to measure their impacts on 'HR Productivity' and 'HR Adaptability'. It has been found that in Indian organizations across the sectors, such management styles are practiced to a 'moderate extent' and have high positive correlation with one another. 'HR Productivity' and 'HR Adaptability' are also found at moderate levels. The selected four management styles may be considered as the safest and development oriented to practice in a wide variety of organizations.*

**Ravindra Jain** is Professor in Business Management, Faculty of Management Studies, Vikram University, Ujjain 456010 E-mail: jainravindrak@rediffmail.com. **R. Premkumar** is Registrar in National Institute of Industrial Engineering (NITIE) Mumbai. E-mail: premilango@gmail.com

## Management Styles

Management styles are collectively learnt behaviours, subject to all the infirmities of human learning. They incorporate both the contents of decision making and the process of decision making and are aligned to goal setting, strategy formulations and strategy implementation. They are profoundly influenced by the distinctive social culture and climate in which an organization operates. The distinctive way in which managers perform the various functions in an organization decides their management styles. There is a core management style that reflects the values and norms of a culture and this is practiced in the given organizational climate and culture. Such a core management style may have variations and mainly include conservative style, entrepreneurial style, professional style, bureaucratic style, organic style, authoritarian style, participative style, intuitive style, familiar style, altruistic style, innovative style etc. Given the choices, unlimited number of management styles can be visualized.

There is evidence that the use of a nurtured, paternalistic, benevolent style of management, especially when combined

with a demanding style that expects subordinates to perform, is correlated with aspects of organizational effectiveness (Khandwalla 1995). The most predominant leadership style among all categories of scientist and administrative professionals was found to be “direction oriented style” followed by “participation oriented style” (Muthayya & Vijay Kumar 1985). Ansari (1986) found that “Nurturant Task Leadership Style” positively influence organizational commitment, job satisfaction and HR effectiveness. The majority of managers adopt “high task – high relationship” as their primary leadership style (Kool & Saksena 1989). The study of Sharma (1997) concluded that the human and fair management style has been the most critical determinant of organizational commitment.

Unblemished participative, organic and management styles are likely to be effective in curbing a number of problems, viz., delay in problem solving, problem of poor team work and administrative problem; such styles are also positively correlated with the mechanism of organizational learning; in the situation of greater rate of change in industry, faster pace of globalization, multicultural society, and greater need for sustainable development, the practice of participative, organic, professional and altruistic styles would be more effective and therefore the four management styles, viz., participative, altruistic, professional, and organic, are the most desirable amongst the various management styles (Khandwalla 1995).

The results of earlier researches, thus, indicate that management styles vary from

culture to culture and within the specific culture from industry to industry. Management styles also vary from one setting or situation to the other or within an industry; and from time to time in the same culture, industry and in an organizational setting or situation. Styles vary widely because organizations differ in terms of their type, purpose, size, operating context & environment, genesis etc. The organization’s operating context influences management styles only to some extent; internal factors of an organization (including role and style of top & senior executives) shape management style to a greater extent; thus, the management style, though partially constrained by the organization’s operating context, and is also, at least partially, a strategic choice of management. Keeping all the above mentioned observations in mind, in the current context of faster pace of globalization, multi-cultural organizations, faster pace of internal and external changes in organizational environment and fast growing need for sustainable development, management styles practiced in variety of organizations need to be studied afresh in order to look for broad generalization. Such an endeavour may reveal ways by which organizations enable themselves to perform better in future.

**Management styles vary from culture to culture and within the specific culture from industry to industry.**

### **The Study**

The present study was exploratory in nature. The objectives of the study were

(i) to assess the extent to which the selected four management styles, viz., participative style, altruistic style, professional style and organic style are practiced in Indian organizations; (ii) to make a comparative study as regards to ongoing practices of the four management styles in private sector and public sector organizations from manufacturing and service providing sectors; (iii) to study the effectiveness of human resources in terms of their ‘productivity’ and ‘adaptability’ in Indian organizations and also to make a comparative study of the same regarding the private sector and public sector organizations from the manufacturing and service providing sectors ; and (iv) to measure the impact of the ongoing practices of the selected four management styles on the ‘productivity’ and ‘adaptability’ of

human resources with reference to Indian private sector and public sector organizations from the manufacturing and service providing sectors.

### Research Methodology

Primary data were collected through administering the relevant questionnaires to three hundred executives belonging to both public sector and private sector organizations from manufacturing and service providing sectors, the details of which are given in Table 1. Three hundred respondent executives belong to various strata of sex, age-group, qualification levels, and group of varying length of work experience, details of which are given in Tables 2, 3 and 4.

**Table 1 Coverage of the Executives in the Sample Survey**

Type of Organization	No. of Executives in the Sample		Total No. of Executives in the Sample
	Manufacturing Organizations	Service Providing Organizations	
Private Sector Organizations	80	50	130 (43.3%)
Public Sector Organizations	106	64	170 (56.7%)
Total	186 (62.0%)	114 (38.0%)	300

Note: Figures in parentheses are percentages of the executives in respective categories to the total no. of executives in the sample.

**Table 2 Age and Gender Profile of the Respondents in the Sample Survey**

Age Range (in years)	No. of Executives in the Sample		Total No. of the Executives in the Sample
	Male	Female	
Between 25 to 35	73	10	83 (27.7%)
Between 35 to 50	165	25	190 (63.3%)
Above 50	24	03	27 (9.0%)
Total	262 (87.3%)	38 (12.7%)	300

Note: Figures in parentheses are percentages of the executives in respective categories to the total no. of executives in the sample.

**Table 3 Profile of Educational Qualifications of the Respondents in the Sample Survey**

Qualification in the Sample	Number of Executives
Matriculation	07(2.3%)
Graduate Degree	163(54.3%)
Post Graduate Degree	70(23.4%)
Professional Diploma	60(20.0%)
Total	300

Note: Figures in parentheses are percentages of the executives in respective categories to the total no. of executives in the sample.

**Table 4 Profile of Length of Work Experience of the Respondents in the Sample Survey**

Range of Length of Work Experience of the Executives	Number of Executives in the Sample
Below 05 Years	58 (19.3%)
Between 05 to 10 Years	88 (29.37%)
Above 10 Years	154 (51.4%)
Total	300

Note: Figures in parentheses are percentages of the executives in respective categories to the total no. of executives in the sample.

Management styles Questionnaire (MSQ) (Four Point Likert Type Scale) developed by Khandwalla (1995) and Human Resource Effectiveness (Productivity & Adaptability) Scale (HRES) (Five Point Likert Type Scale) developed by Premkumar (2007) were used to collect the relevant data for the study. The MSQ contains forty two items which are listed in Appendix I. The HRES contains eight items which are listed in Appendix II.

A pilot study was conducted with a sample of sixty managers of various public sector and private sector organizations from both manufacturing and service providing sectors. The MSQ yielded an overall high reliability coefficient [Cronbach Alpha ( $\alpha$ ) = 0.97 approx.] which indicates high reliability of the instrument. All the forty-

two items of MSQ were subjected to items sum correlation analysis which resulted into strong correlation with each other. HRES Scale has yielded approx. 0.65 as reliability coefficient [Cronbach Alpha ( $\alpha$ )] which indicates towards the reasonable reliability of the construct.

Data analysis was carried out using statistical software SPSS. The various statistical tools used for the analysis of data include arithmetic means, standard deviation, t-test, multiple regression analysis and correlation analysis.

### Key Variables

*Participative Management Style:*  
The most common form of participative management style is group decision-mak-

ing in which the group head does not act as a boss but coordinates and facilitates decision making by the group as a whole. This sort of decision making is based on free and frank discussion, sharing of information and views, generation of many alternatives and the gradual emergence of a consensus view to which everyone feels at least some commitment to the decision made because it has emerged through participation of all concerned (Khandwalla 1995). Participative management style is positively correlated with the group's performance / organizational performance (Singh et al. 1979, Sinha, 1980, Khandwalla 1990, Maheshwari 1992). However, participative management style is very difficult to practice as sharing power / authority with subordinates / peers is not easy for the managers who are more often delighted by exercising their authority or they are often driven by the need for power.

**Participative management style is very difficult to practice as sharing power / authority with subordinates / peers is not easy for the managers.**

*Altruistic Management Style:* Altruistic is unselfish concern for other people's happiness and welfare as well as a feeling of compassion for others. Almost all the good management styles have the altruistic base but they are often affected by the organization centered considerations. 'Altruistic Management Style' goes beyond organization centered considerations to larger social concerns and the pursuit of larger ideals / social goals (Khandwalla

1995). Such social concerns / social goals may include affirmative actions for charity for weaker sections of society, employment of socially disadvantaged groups of people, removal of discrimination against women, maintenance of ecological balance, regionally balanced economic development, workers' education & training, ensuring representation of various stakeholders in the decision making process etc. However, excessive altruism in business organizations may negatively affect organizational effectiveness.

**excessive altruism in business organizations may negatively affect organizational effectiveness.**

*Organic Management Style:* The managers who practice organic style believe: (a) in providing multi-channel & multi-directional information network ; (b) in creating widespread awareness of organization's goals, business strategies and action plans among employees at all levels ; (c) in using cross-hierarchical and cross-functional teams; (d) in having flat organizational structure and low formalization; (e) in adopting decentralized decision making; in giving prime importance to those having expertise relevant to a problem / situation in the process of decision making; (f) in creating a work environment for nurturing flexibility, transparency, openness, mutual understanding, experimentation, learning, development, creativity & innovation ; (g) exercising control not through positional power but rather by peer pressure and mutual interaction; and (h) in emphasizing greater commitment to the organization's

progress, expansion & well being rather than to loyalty to the position holders. Wherever rapid changes in technology, system, process and people's behavior is required, organic management style provides desirable results.

*Professional Management Style :* The managers who practice professional management style believe: (a) in decision-making by formally educated & trained people having high technical / professional qualifications; (b) in using experts extensively for relevant action researches before decision-making; (c) in giving prime importance to long-term planning and strategy formulation; (d) in formulation, internalization and following of code of professional ethics; (e) in using research and experience based high standardized work-methods and procedures; (f) in exercising control by systematic and sophisticated way; (g) in following an all-pervasive scientific approach for designing and implementation of business strategies ; and (h) in using 'management information system (MIS)' for putting all the above mentioned things into action. Professional management style is also one of the four styles which had the positive correlation with a number of indicators of organizational effectiveness. Despite the vast difference in the matter of socio-economic and cultural conditions among cross-cultural countries, professional management style may yield good results across the countries / cultures. However, in many cases / on many occasions, it may be noticed that professional managers have a tendency to get stuck in endless systematization and causal analysis without getting down

to decision-making and action. This kind of potential flaws may be foreseen in the practice of professional management style.

**Professional managers have a tendency to get stuck in endless systematization and causal analysis without getting down to decision-making and action.**

### **'Productivity' of Human Resource**

One of the major goals of HRD is to ensure high 'productivity of human resources' in an organization. Productivity implies a concern for both 'effectiveness' and 'efficiency' (Robbins 2004). If human resources contribute to transferring inputs into outputs at the lowest cost and thus contribute to the achievement of organizational goals, the human resources will be termed as productive. Productivity also depends on achieving organizational goals efficiently. 'Efficiency' is the ratio of effective output to the input required to achieve it (Robbins 2004). In case of manufacturing industries, there is a potential to improve efficiency and effectiveness by looking at the hardware of machines as well as the software of human resources. On the other hand, in services sector, quality of services (efficiency or effectiveness of the services) exclusively depends on quality of human resources and their quality of interactions.

### **'Adaptability' of Human Resources**

'Adaptability' means one's ability to change one's ideas or behaviour in order

to deal with new or changed situation and in this sense adaptability of human resources is the employees' ability and self-efficacy by which they can execute courses of action required to deal with prospective situation and to contribute to introduce necessary changes in internal organizational climate in fine tune with the changes in external environment. 'Adaptability' of human resources also refers to the employees' confidence in their competence and potential effectiveness for mobilizing their cognitive resources and courses of actions in the matter of performing their jobs and roles. Performance attainments, past experi-

ences, behaviour of role models, social persuasion, and psychological & physiological arousal of the individuals influence the degree of adaptability of the human resources.

**Data Analysis & Findings**

By analyzing the data given in Tables 5-14, the following findings have been arrived at :

1. The selected four management styles (viz., participative, altruistic, organic and professional) were found to be practiced to a moderate extent in both

**Table 5 Four Management Styles Practiced in Indian Organizations**

Management Styles	Mean values (N = 300)	The Extent of Practice
Participative	2.93	Moderate Extent
Altruistic	2.89	Moderate Extent
Professional	2.77	Moderate Extent
Organic	2.65	Moderate Extent

*Note: Set standards for the Statistical Analysis*

High degree : For mean values 4 and above  
 Moderate degree : For mean values 3 and above but less than 4.  
 Low degree : For mean values less than 3.

**Table 6 Management Styles in Indian Public Sector & Private Sector Organizations (t-test Results)**

Management Styles	Private Sector Organizations (N = 130)		Public Sector Organizations (N = 170)		t-value	Significance
	Mean Values	Standard Deviation	Mean Values	Standard Deviation		
Participative	2.84	.64	2.99	.68	-1.86	.06
Altruistic	2.89	.69	2.89	.67	.029	.97
Professional	2.74	.62	2.99	.68	-3.15	.00*
Organic	2.55	.69	2.73	.69	-2.17	.03*

\* Significant at 0.05 level of significance (Table value = 1.96)

Note: set standards for the Statistical Analysis:

High degree : For mean values 4 and above  
 Moderate degree : For mean values 3 and above but less than 4.  
 Low degree : For mean values less than 3.

**Table 7 Management Styles Practiced in Indian Manufacturing and Service Providing Organizations (t-test Results)**

Management Styles	Manufacturing Sector Organizations (N = 186)		Service Providing Organizations (N = 114)		t-value	Significance
	Mean Values	Standard Deviation	Mean Values	Standard Deviation		
Participative	3.00	.62	2.74	.73	3.25	.00*
Altruistic	2.93	.65	2.77	.75	1.96	.05
Professional	2.96	.62	2.73	.70	2.91	.00*
Organic	2.72	.66	2.47	.74	3.01	.00*

\* Significant at 0.05 level of significance (Table value = 1.96)

Note: set standards for the Statistical Analysis:

- High degree : For mean values 4 and above
- Moderate degree : For mean values 3 and above but less than 4.
- Low degree : For mean values less than 3.

**Table 8 Inter-Correlations among the Selected Four Management Styles as Practiced in Indian Organizations**

Karl Pearson's Correlation				
Dimensions	Participative	Altruistic	Professional	Organic
Participative	1			
Altruistic	.830(*)	1		
Professional	.819(*)	.808(*)	1	
Organic	.764(*)	.728(*)	.778(*)	1

\* Correlation is significant at the 0.05 level (2-tailed)

**Table 9 Degrees of 'Productivity' and 'Adaptability' of HR in Indian Organizations**

Dimensions of HR Effectiveness	Mean Values (N = 300)	Standard Deviation	Degree
Productivity of Human Resources	3.5	.65	Moderate
Adaptability of Human Resources	3.3	.77	Moderate
Overall Effectiveness of Human Resources	3.4	.64	Moderate

Note : Set standards for statistical analysis:

- High degree : For mean values 4 and above
- Moderate degree : For mean values 3 and above but less than 4.
- Low degree : For mean values less than 3.

**Table 10 Degrees of ‘Productivity’ and ‘Adaptability’ of HR in Indian Private Sector and Public Sector Organizations (t-test Results)**

Dimensions of HR Effectiveness	Private Sector Organizations (N = 130)		Public Sector Organizations (N = 170)		t-value	Significance
	Mean Values	Standard Deviation	Mean Values	Standard Deviation		
Productivity	3.33	.25	3.12	.23	-1.865	.163
Adaptability	3.24	.45	3.22	.43	.029	.977
Overall HR Effectiveness	3.33	.65	3.49	.77	-3.115	.222*

\* Significant at 0.05 level of significance (Table value = 1.96)

Note: Set standards for the Statistical Analysis:

High degree : For mean values 4 and above

Moderate degree : For mean values 3 and above but less than 4.

Low degree : For mean values less than 3.

**Table 11 Degrees of ‘Productivity’ and ‘Adaptability’ of HR in Indian Manufacturing and Service Providing Organizations (t-test Results)**

Dimensions of HR Effectiveness	Perceptions of Executive of Manufacturing Sector (N = 186)		Perceptions of Executive from Service Sector (N = 114)		t-value	Significance
	Mean Values	Standard Deviation	Mean Values	Standard Deviation		
Productivity	3.5479	.56808	3.3273	.75610	2.860	.005*
Adaptability	3.4287	.72586	3.2018	.82484	2.481	.014*
Overall HR Effectiveness	3.4930	.56164	3.2696	.74688	2.93	.004*

\* Significant at 0.05 level of significance (Table value = 1.96)

Note: Set standards for the Statistical Analysis:

High degree : For mean values 4 and above

Moderate degree : For mean values 3 and above but less than 4.

Low degree : For mean values less than 3.

**Table 12 Correlation Between ‘Productivity’ and ‘Adaptability’ of HR**

Dimensions of HR Effectiveness	Karl Pearson’s Correlation	
	Productivity	Adaptability
Productivity	1	.657(**)
Adaptability	.657(**)	1

\*\* Significant at 0.01 and above level (2-tailed).

**Table 13 Multiple Regression of the Relationship between Management Styles and Effectiveness of Human Resources**

Model	R	R Square	Adjusted R Square	Std. Error Estimate of the
Relationship Between the Overall HR effectiveness and the Various Managerial Styles	.940(a)	0.885	.700	.57904

Predictors: (Constant), Organic, Altruistic, Professional, Participative

**Table 14 ANOVA Test for the Significance of Multiple Regression Analysis of the Relationship Between Management Styles and Effectiveness of Human Resources**

Model		Sum of Squares	df	Mean Square	F	Sig.
Relationship Between the Overall HR effectiveness and the Managerial Styles	Regression	26.336	4	6.584	19.637	.000(a)
	Residual	98.911	295	.335		
	Total	125.247	299			

Predictors: (Constant), Organic, Altruistic, Professional, Participative

Dependent Variable: Overall HR Effectiveness

1. private sector and public sector organizations as well as both manufacturing and service providing sectors.
2. The professional management style and organic management styles were found to be practiced to a moderate extent but with significant variation (at 0.05 level of significance) between public and private sector organizations as well as between manufacturing and service providing organizations.
3. Altruistic management style was found to be practiced to a moderate extent but without significant variation (at 0.05 level of significance) between public sector and private sector organizations as well as between manufacturing and service providing organizations.
4. Participative management style was found to be practiced to moderate extent without significant variation between public sector and private sector organizations but with significant variations between manufacturing and service providing organizations.
5. The selected four management styles were found to be positively correlated with one another.
6. Both 'Productivity' and 'Adaptability' of human resources in Indian organizations were perceived to exist at moderate level and that too without any significant variation between private sector and public sector organizations, but with significant variation between manufacturing and service providing organizations at 0.05 level of significance.

7. 'Productivity' and 'Adaptability' of human resources were found to be positively correlated with each other.

**There exist a strong positive relationship between the management styles and the effectiveness of human resources in terms of their 'Productivity' and 'Adaptability'.**

8. There exist a strong positive relationship between the management styles and the effectiveness of human resources in terms of their 'Productivity' and 'Adaptability'. Multiple regression analysis (Tables 10 & 14) shows that the selected four management styles (viz., participative, altruistic, organic and professional) have significant impact on the effectiveness of human resources in terms of their 'Productivity' and 'Adaptability' in Indian organizations.

### Discussion & Implications

India has wide diversity in culture and democratic nature of politics. In such a background, the diverse management styles are practiced in Indian organizations. Apart from the selected four management styles (viz., participative, altruistic, organic and professional), all other varieties of management styles (e.g. autocratic) are also operative though to a lesser extent in Indian organizations. Due to the practice of deep rooted political and industrial democracy, participative management style is always stressed to practice. The transitional nature of Indian society (as it is changing rapidly

from a traditional, rural, less democratic to a modern, dynamic, more democratic and urban one), and the transitional nature of Indian economy (as it is changing from regional / national character to trans-national / multinational one) reinforces the need for the practice of organic and professional management styles. The globe is poised on the brink of an ecological disaster; eco-friendliness and sustainable development are likely solution; and therefore, there is need to stress on fast movement from self-centeredness towards altruism and hence more significant would be the practice of altruistic management style along with the participative, organic and professional management styles. Growing awareness of the social responsibility has also led to the practice of altruistic management style. Growing competition in domestic as well as globalized economies also led to the practice of team work oriented organic management style.

In a study of 103 Canadian companies, the participative management style was significantly associated with an index of organizational effectiveness (Khandwalla 1977). Some Indian research also indicated that participative management style is associated with employees' productivity and job satisfaction. (Singh et al. 1979, Moitra 1977, Sinha 1980). The results of the present study further validated the same relationship. In a study of private sector companies operating across the countries, a positive association was found between the degree to which the management was professionalized and the perceived effectiveness of the organization

(Negandhi & Prasad 1971). The results of the present study supported such a finding.

**In India nurturant and task oriented style of leadership gives good results in terms of their productivity, and 'satisfaction'.**

In the present study, organic and professional management styles were also found positively associated with HR productivity and HR adaptability. In Khandwalla's (1995) study of Indian organizations, participative, organic, professional and altruistic management styles were found to have positive correlation with 'performance stability' and 'employees morale' (which are indicators of organizational effectiveness) whereas only participative management style (not the other three) was found to have positive association with the employees' adaptability. However, in the present study, both 'productivity' and 'adaptability' of the human resources were found to have positive correlation with the selected four management styles and thus the results of the present study support the findings of the Khandwalla's study to a great extent but not fully.

Keeping the above mentioned research findings in view, it is concluded that the effectiveness of human resources in terms of their 'Productivity' or job performance and 'Adaptability' are affected substantially by the practice of the selected four management styles across the manufacturing and service providing organizations belonging to both

public sector and private sector. Khandwalla (1995) assessed various management styles in terms of the following criteria, viz., Organizational Learning Capacity, Administrative Smoothness, Managerial Development Potential, and Versatile Excellence. Based on such an assessment the four management styles, viz., Participative, Altruistic, Professional, and Organic have been found as the four best management styles. The results of the present study revealed that such management styles are good enough so far as the effectiveness in terms of 'Productivity' and 'Adaptability' is concerned and therefore it is concluded that such management styles may be considered as the safest and development oriented styles to practice in a wide variety of organizations. Managers must become more concerned with developing their people. Such concern would improve workers, attitude and behaviour having implications for change in the culture of the organization and improvement in productivity (Joshi 2001). Organizational leaders are truly effective only when they are motivated by a concern for others, when their actions are invariably guided primarily by the criteria of "the benefit of others even if the results in some cost to self" (Kanungo & Medonca 2001). Managers' concern for the development of others enables them to practice participative and altruistic management styles more effectively. Participative culture encourages the use of personalized relationship, exchange of benefits and assertiveness, and discourages the use of asserting expertise and negative sanctions to facilitate the success of organization; culture works

as a moderator, if managers use appropriate influence strategies contingent upon the respective culture, it would be more successful (Tripathi & Tripathi 2009).

## References

- Ansari, M.A. (1986), "Need for Nurturant – Task Leaders in India: Some Empirical Evidence", *Management and Labour Studies*, 11 (1): 26-36
- Joshi, J.R. (2001), "High Performance Culture", *Indian Journal of Industrial Relations*, 37(1): 18-30
- Kanungo, R. N. & Mendonca, M. (2001), *Ethical Dimensions of Leadership*, Thousand Oaks, Sage, California
- Khandwalla, P. (1977), *The Design of Organizations*, New York, Harcourt Brace Jovanovich
- Khandwalla, P.N., (1995), *Management Styles*, Tata McGraw-Hill Publishing Co., Ltd., New Delhi
- Khandwalla, Pradeep N. (1990), *Excellent Management in Public Sector*, New Delhi, Vision
- Khandwalla, Pradeep N. (1992), *Organizational Designs for Excellence*, New Delhi, Tata McGraw Hill – Hill Publishing Company Ltd
- Kool, R. & Saksena, N.K. (1989), "Leadership Styles and Its Effectiveness among Indian Executives", *Indian Journal of Applied Psychology*, 26 (1):9-15
- Maheshwari, B.L. (1980), *Decision Styles and Organizational Effectiveness*, New Delhi, Vikas Publishing House
- Moitra, A. (1977), "Practice of Participative Management", *Lok Udyog*, 11 (2): 35-39
- Muthayya, B.C. & Vijaykumar, S. (1985), "Leadership Styles, Perceived Need Satisfaction and Subjective Job Characteristics Among Scientific Personnel", *Indian Journal of Industrial Relations*, 21 (2): 173-97
- Negandhi, A. & Prasad, B. (1971), *Comparative Management*, New York, Appleton – Century – Crofts
- Premkumar R. (2007), *Strategic HRD Practices, Facilitators and Managerial Styles in Indian Organizations*, (Unpublished Ph.D. Thesis), Vikram University, Ujjain
- Sharma, M.P. (1997), "Organizational Commitment and Its Determinants", *Indian Journal of Industrial Relations*, 33(2): 193-210
- Singh, P., Warriar, S. & Das G. (1979), "Leadership Process and Its Impact on Productivity, Satisfaction and Work Commitment", *Decision*, 6, 1979
- Sinha, A. (1980), *The Effect of Leadership Styles on the Quality of Education*, Doctoral Dissertation, Patna; Patna University
- Sinha, J. (1980), *The Nurturant Task Leader: A Model of the Effective Executive*, New Delhi, Learning Concept
- Sinha, J.B.P. (2001), "Matching Leadership Roles with the Nature of Organizations", *Indian Journal of Industrial Relations*, 37(1), 80-92
- Tripathi, Sangeeta & Tripathi Nachiketa (2009), "Influence Strategies & Organizational Success: Moderating Effect of Organizational Culture", *The Indian Journal of Industrial Relations*, 45 (2): 213-27

## **Appendix I**

---

### **Variables Pertaining to Management Styles (MS) Selected for the Present Study\***

---

#### **(A) Goal Setting and Strategic Formulation**

---

- MS-1 (A) Organization's goals are set and strategy for reaching them is evolved at meetings of committees of senior and top level managers.
- MS-2 (A) Departmental/divisional/sectional goals are set and strategy for reaching them is evolved at meetings attended by most managers of the department/division/section.
- MS-3 (A) At meetings to take major decisions, there is a great deal of openness, frankness, sharing of information, and emphasis on looking several rather than a few alternatives, examination of the pros and cons of each alternative, and selection of an alternative on the basis of consensus.
- MS-4 (A) There is a strong emphasis by management on team work and co-operation at the top and senior levels of the organization.
- MS-5 (A) The management gives great emphasis to the organization's core values and ideals while making major decisions.
- MS-6 (A) The top management exhibits a great deal of integrity and honesty in pursuing goals and implementing strategies.
- MS-7 (A) The top management keeps in mind the interests of not only owners but also especially of employees and customers' organizations while taking major decisions.
- MS-8 (A) Goals are set and strategy formulated on the basis of a lot of systematic research, forecasts, and data based analysis.
- MS-9 (A) The costs and benefits of alternative strategies are quantified to the extent possible, and these data are carefully considered while making strategic choices.
- MS-10 (A) The management devotes considerable efforts to evolve comprehensive strategic whose elements fit in and support one another.
- MS-11 (A) Management does a good deal of long term planning and goal setting.
- MS-12 (A) The management makes it a point to share information about the challenges before the organization and the organization's goals and plans with not only top and senior managers but also middle and lower level managers and even non-supervisory staff.
- MS-13 (A) Information pertaining to the organization's performance on its goals is widely shared with managers and other staff.
- MS-14 (A) In this organization goals and strategies emerge after a great deal of discussion and interaction at all levels.
- MS-15 (A) The organization is committed to playing a good corporate citizen role (special employment opportunities for disadvantaged communities, investments in community welfare, pollution control and proper waste disposal, etc.)
- MS-16 (A) The organization makes it a point to disseminate among staff members information on developments in the economy, significant innovations in its fields of operation developments relating to the markets things in government policies etc.

---

**B. Co-ordination of Inter-dependent activities**

---

- MS-1 (B) Coordination of activities that need careful orchestration is usually sought by forming committees of representatives of these activities.
- MS-2 (B) There is great emphasis on co-operation and team work between heads of departments.
- MS-3 (B) In sorting out co-ordination problems the management's emphasis is on serving the larger interests and goals of the organization, a spirit of sacrifice and accommodation, fairness and justice.
- MS-4 (B) There is great emphasis on sharing targets, budgets, and achievements of each department/division with the rest, so that in planning and executing activities, managers of departments/divisions are well aware of each other's commitments, problems, and constraints.
- MS-5 (B) Management emphasizes that operating conflicts should generally be resolved as far down the hierarchy as possible and preferably by people sitting down and talking out their problems face to face.
- MS-6 (B) For designing innovations and changes, or for tackling complex issues, management often sets up inter functional or inter disciplinary task forces headed by effective coordinators.
- MS-7 (B) All major activities and new initiatives are carefully planned in advance to minimize later coordination difficulties.
- MS-8 (B) There is full freedom for managers to approach managers of other departments at any level for getting jobs done, and no insistence at all that all such contacts must be routed through 'proper channels'.

---

**C. Control of Operations**

---

- MS-1 (C) Operations at all levels are reviewed collectively through the mechanism of periodic performance review meetings.
- MS-2 (C) Control of operations is sought to be achieved by widely disseminating operating information, widespread sharing of operating problems and constraints, and use of task forces or teams to overcome problems or constraints and get results.
- MS-3 (C) Professionalism is strongly stressed in this organization, and professional identity and pride ensure that task related commitments are met.
- MS-4 (C) A fairly comprehensive formal management information and control system has been institutionalized in the organization.
- MS-5 (C) In this organization there is much peer group pressure for excellent performance and for meeting task related commitments.
- MS-6 (C) Managerial and other personnel so strongly identify with the mission of the organization, its vision of excellence and core values that no effort is spared in their pursuit.
- MS-7 (C) Control and accountability are sought not primarily through cost or profit centers but rather through responsibility centers in which accountability is for efficiency or productivity, profitability, quality and innovation.

**D. Human Resource Management**

---

- MS-1 (D) The practice in the organization is to involve even new employees in decision making by making them members of appropriate committees.
- MS-2 (D) As far as personnel matters are concerned, this organization operates on trust rather than mistrust.
- MS-3 (D) Supervisors and managers of this organization are rewarded for practicing the participative form of leadership.
- MS-4 (D) Employees are well rewarded for their competence in solving problems at work.
- MS-5 (D) Jobs are defined broadly rather than narrowly, and employees are encouraged to interpret their roles creatively. Supervision is general rather than detailed.
- MS-6 (D) Innovation and experimentation at all levels are rewarded.
- MS-7 (D) The biggest rewards in this organization go to those who get results within time and cost parameters.
- MS-8 (D) There is a strong emphasis at all levels on research based rather than ad hoc or casual decision making.
- MS-9 (D) There is a strong emphasis on building up expertise at all levels and in all operating areas, and a program of providing technical training to cover all employees has been institutionalized.
- MS-10 (D) There is a strong emphasis on human resource development through schemes of human relations and competence building, training, rotation, job enrichment, decentralization, counseling, career planning etc.
- MS-11 (D) Functions, inductions and training programme, and in internal newsletters or other forms of communication, norms of good conduct, values, the organization's mission, its vision of excellence, etc. is strongly emphasized.
- 

**\*[Source : Khandwalla 1995]**

**Appendix II**

---

**Variables Pertaining to HR Effectiveness (HRE) (in Terms of 'Productivity' and 'Adaptability')\*\***

---

- HRE -1 Thinking now of the various things produced by people you know in your division, how much are they producing?
- HRE -2 How good would you say is the quality of the products or services produced by the people you know in your division?
- HRE -3 Do the people in your division seem to get maximum output from the resources (money, people, equipment, etc.) available to them? How efficiently do they do their work?
- HRE -4 How good a job is done by the people in your division in anticipating problems that may come up in the future and preventing them from occurring or minimizing their effects?
-

- HRE -5 From time to time newer ways are discovered to organize work, and newer equipment and techniques are found with which do the work. How good a job do the people in your division do at keeping up with these changes that could affect the way do their work?
- HRE -6 When changes are made in the routines or equipment, how quickly do the people in your division accept and adjust to these changes?
- HRE -7 What proportion of the people in your division readily accepts and adjust to these changes?
- HRE -8 From time to time emergencies arise, such as crash programmes, schedules moved ahead, or a break down in the flow of work occurs. When these emergencies occur they cause work overloads for many people. Some work groups cope with these emergencies more readily and successfully than others. How good a job do people in your division do at coping with these situations?
- 

**\*\*[Source : Premkumar 2007]**