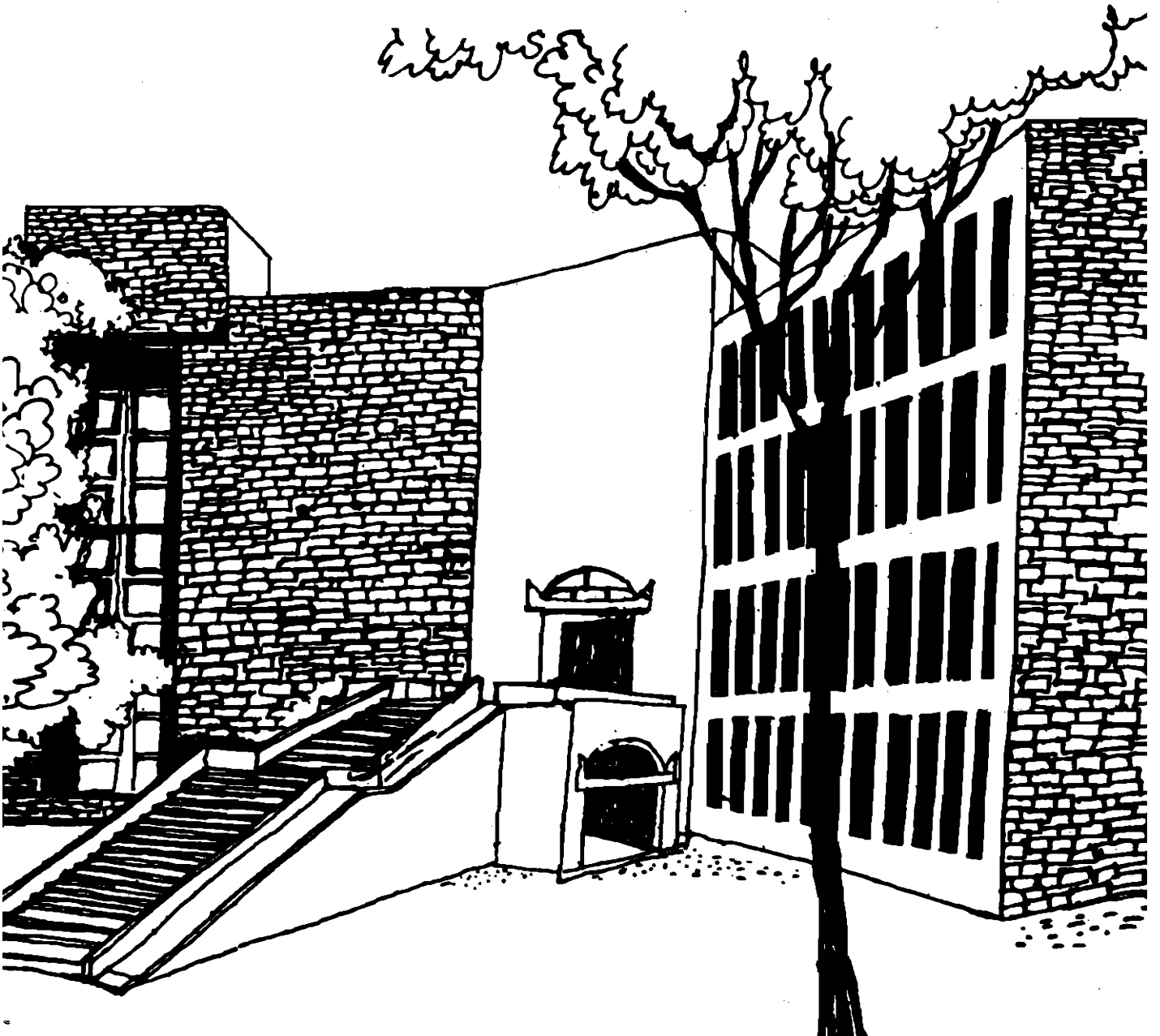




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Working Paper





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Working Paper

RESEARCH IN ORGANISATION BEHAVIOUR
IN INDIA 1970-1979: A CRITIQUE

By
S.R. Ganesh

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The main objective of the working paper series of the IIMA is to help faculty members to test out their research findings at the pre-publication stage.

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A B S T R A C T

The present paper reviews the research literature on Organisation Behaviour in India between 1970 and 1979. It identifies three dominant themes in the literature viz., Person themes: Process themes and Action themes. Over 50 per cent of the research is still on Person themes with its moorings in Psychology. Only 14 per cent of the work centres around organisational processes and a third are descriptive writings of interventions primarily by outside consultants with very little planned research elements.

The implications of the above for further work in OB in India are explored. This paper provides bibliographies on various themes at the end as well as a sampler of contributions under each theme in the text.

ACKNOWLEDGEMENT

This survey report would not have been possible but for the research assistance of Mr.T.Rangarajan, doctoral student of O.B. It would not have seen the light of the day but for the stenographic and typing assistance provided by Ms.V.Saraswathy.

To both I am indebted.

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RESEARCH IN ORGANISATION BEHAVIOUR

IN INDIA, 1970-1979:

A CRITIQUE

Introduction

Organisation Behaviour (O.B) as a phrase was not used in the first survey of management commissioned by the ICSSR although it was very much an integral part of the post-graduate curriculum in both the Indian Institutes of Management (Behaviour-~~1~~ **Science** at Calcutta and O.B. at Ahmedabad). The first survey did not, and quite rightly, attempt to delimit the field, but reviewed the work in the broad area of organisation and administration in the social systems framework. More recent surveys, a short one by Chaturvedi (1976)¹ and ^along one by Sinha (in press, but covering upto 1976)² provide some guidelines for a sharper focus. Chaturvedi covers the following themes: (a) Motivation and job satisfaction. (b) Leadership; (c) Organisation Structure; and (d) Organisation development with emphasis on organisation design and MbO. While research work is the base for the first three themes, the fourth theme relies on descriptive writings of OB applications in India.

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1. Chaturvedi, A (1976), Organisation Behaviour in India: A Review. Prepared for Top Management Seminar on Issues in OB. Hyderabad: ASCI (Mimeo)
 2. Sinha, J. B. P. (in press) Organisational Dynamics in Survey of Research in Psychology (Vol. II).

Sinha adds two other facets, viz. external environment of organisations and inter-group and industrial relations. The latter may very well be a theme under the topic "Personnel and Industrial Relations" in the present survey. Under the external environment, Sinha covers aspects like socio-economic and political milieu, traditional culture, background variables, and need, incentive and values. This is similar to the treatment of this facet by Sharma in the first survey. Thus, there are themes like organisation structure, organisational change and/or development, and motivation which find a place in all three surveys. Leadership as a theme has emerged in the seventies and decision-making as a theme is conspicuous by its absence. To start with, therefore, it might be useful to accept Pugh's (1966)³ definition of OB for the present review and identify themes of significance. Thus,

"Organisational Behaviour is the study of the structure and functioning of organisations and the behaviour of groups and individuals within them".

Purpose, Scope and Coverage:

In line with the discussions of the Advisory Committee, the present survey has attempted a critical review of research on selected themes. By definition, therefore, the review has

3. Pugh D.S. (1966), Modern Organisation Theory: A Psychological and Sociological Study. Psychological Bulletin, Vol.19. 235-251

excluded merely descriptive case histories and purely conceptual or theoretical reviews, i.e., literature surveys. The thrust of the review is a critique of research done on Indian settings primarily by Indian authors and published primarily in Indian journals. However, given the time lag between writing and publication, and given that many dissertations and monographs remain unpublished, a search was also made for completed and written up research studies upto end 1979. Similarly some foreign journals were also searched for relevant writings. An attempt was also made to search for relevant doctoral dissertations in OB in recent years in selected American Universities.

Out of the critical review, an attempt has been made to provide an appreciation of the state of art in OB research including significant contributions to theory and guidelines for future work.

Suggested Themes:

Considering the past surveys and the working definition of the field by Pugh (1966)⁴ the following themes appeared significant in the light of discussions held on October 17, 1979 in the second meeting of the Advisory Committee at Hyderabad.

1. Values including studies of acculturation/
socialisation
2. Role behaviour
3. Motivation

4. Pugh, D.S. (1966) op.cit.

4. Leadership
5. Decision-making
6. Organisational Communication
7. Organisation structure and functioning
8. Organisational change and development
9. Entrepreneur studies and creation of organisations
10. Inter-group relationships

The thrust of the review was to cull out the implications of the research studies under the above heads to effective functioning of organisations. Some implications might have been consciously discussed by the researchers themselves, some not so consciously or not at all. However, it was found that conscious discussion was an exception rather than the rule. This, in itself, might be a pointer to the status of OB as a field and more so to the status of an OB perspective in research.

Basically the present review has attempted to address itself to the following five questions:

1. What problems do the researchers address themselves to?
2. What contributions have they made?
3. What research methodologies have been used?
4. What gaps exist in respect of problems and methodologies?
5. Where does Indian research work in OB stand in relation to European and American work?

Table 1 summarises the scope of the review and the coverage of various themes over the years. This table primarily deals with published papers. It would be seen that a total of 456⁵ papers have been selectively scanned although many others may be available. It would be observed that the number of publications in OB appear to have increased after 1975, that is between 1971 and 1975 whereas only 159 articles have been selected for scanning, almost 300 articles have been scanned during the next four years. The largest number of papers have been in the areas of organisational change and development (137) and motivation (126). Surprisingly there are 56 articles which have been identified on the theme values. Again, quite surprisingly only 16 studies have been identified on decision-making, and 7 on the theme of entrepreneur studies and creation of organisations. Very little work appears to have been published in the area of intergroup relations. Only 3 such have been identified and one of these has been published before 1970. A large number of writings on organisational change and development is in the nature of case studies and represents in that sense, less rigorous research work. Most of these, again, have been products of consulting interventions and are not deliberately planned research efforts.

5. The bibliographies at the end on each theme may have more references since they include books as well as articles which were identified, but, not looked at carefully.

Table 1 : No. of articles published : Classified year and themewise

Theme	Before 1970	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	Sub Total
<u>Person Themes</u>													
Values	1	1	1	2	5	5	1	7	3	1	-	-	20
Beliefs				2						1			3
Attitudes	-	1			1		2	2		1	1		8
Styles	1			1				5	4	2	2		15
Culture					1		1	2	2				6
Traits		1					1	1		1			4
Sub Total	2	2	2	3	1	6	5	17	9	6	3	-	56
Roles			4	4	1			2	4	3	2		20
Stress										1			1
Occupational goals		1						1					2
Sub Total.	-	1	4	4	1	-	-	3	4	4	2		23
Leadership		1	2	1	2		2	6	2	2	7		25
Motivation	1	6	4	4	7	2	1	10	6	9	6		56
Job Satisfaction		2	3	4	3	3	1	8	10	3	4		41
Need Satisfaction			2			1		1					4
Job Involvement			1		1	1	1	1	1	1	1		5

Contd. Table 1

Theme	Before 1970	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	Sub Total
<u>Job factors</u>				1									1
Morale				1				1					2
Job Enrichment				1				1	1	1			4
Incentive Systems				1				1					2
Job attitudes	1		1		2	1				1			6
Selection							2	2	2	1	1		5
Sub Total	2	8	10	10	12	9	3	22	22	14	14	-	126
<u>Process Themes</u>													
Decision Making					2		2	1	4	7	-	-	16
Organisational Communication			1	2		1	1	7	3	6	1		22
Intergroup Relations	1								1		1		7
Organisational Structure	1	-	2	3	6	3	-	1	1	2	5	-	24
<u>Action Themes</u>													
Entrepreneurial Studies			1					2	1	1	2		7
Organisational Change & Development	2	1	1	1	4	1	1	6	6	3	8		34
Institution Building	4							3	1	1	4		13
MBO			4	5	3	7	4	5	3	1			32

Contd. Table 1

Theme	Before 1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	Sub Total
Org. Effectiveness	1	1	2	2		2	1		2	1		12
Org. Conflict					2	1	1		1			5
Management Training		2	3	1	2	2	4	5	3			24
Process consultation			1	1	1	1	1		3			8
Org. Climate	2	1				2	2		1	1		9
Sub Total	9	5	12	11	13	13	23	15	15	14		137
General	1				2		2	3	7	2		17
TOTAL	16	17	35	35	34	26	84	65	64	51		456

Looking at the various themes and looking through the writings, it seems sensible to group the themes and the writings as follows:

1. Person themes, consisting of values, role behaviour leadership and motivation
2. Process themes, consisting of decision-making, organisational communication, intergroup relationships and organisational structure and functioning
3. Action themes, consisting of entrepreneur studies and creation of entrepreneurs and organisational change and development.

As would be evident from the grouping, the focii of themes in each of the categories has been respectively individual, the organisational processes and managerial action. It would be seen that over half the writings have focussed on the individual, about 14 per cent of the research work has dealt with organisational processes and about one third are descriptive/narrative writings on experiences primarily from the point of view of outside consultants. Thus, one could, at the outset, generalise that the field of OB is still dominated by disciplinary biases, especially, psychology. It is quite surprising that even the social psychologists have not left much of a mark on the field. Studies on groups have been singularly scarce.

The writings under the action theme underscores the need of managers for doing things without waiting for the researchers to provide guidelines. The experiences also point out to the dangers of application of variety of methods to development of organisations which have been borrowed wholesale from abroad. Evolution of indigenous approaches to organisational change and development with suitable selection from work done abroad does not appear to have taken place.

With this overview we turn to a review of the researches under various themes under the three broad heads in the following sections. Writings have been sampled and some representative of insights and contributions on various themes have been referred to in the text. Detailed bibliographies on each theme are available at the end and should help a researcher.

PERSON THEMES

- Values
- Role Behaviour
- Leadership
- Motivation

VALUES

The research work done in the field of values includes the following subclassifications, viz., beliefs, attitudes, styles, culture and traits. Over 80% of the articles in the bibliography is research based. Much work has been done after 1976 and mostly in the area of managerial styles.

Singh's (1979)¹ book on values is the latest addition to the scant literature available on this theme. Dhingra and Pathak (1972)² and Singh and Srivastava (1979)³ are others who have contributed more significantly to this theme.

However what has been found so far is simply that people have certain values, beliefs and opinions. These values seemingly affect the effectiveness of the organisation. But, interestingly, Singh (1979)⁴ has found that 'individual occupational actions are significantly influenced more by the reference group rather than by the rest of the Indian culture.

Another finding of interest^{is} that the management institutes do not seem to have any influence in altering the values of their graduates. This is only to be expected because there is hardly any effort being taken to change one's attitude in the

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1. P. Singh, Occupational Values and Styles of Indian Managers (New Delhi: Wiley Eastern Ltd.) 1979
 2. Dhingra O P & Pathak, V K: Professional background of the Indian Personnel Manager, PACT 1972
 3. Singh, A P & Srivastava, G P: Supervisory Orientation and performance", paper presented at 66th session of the Indian Science Congress Association, Hyderabad 1979
 4. Singh. P : Op cit.

two years one spends at the institute. But Pathak (1970)⁵ has found that there is an enhanced effect on attitudes by training as 'user' (of training programmes) organisations tended to be more rational whereas non-users more emotional.

Thiagarajan (1974)⁶ has worked on mutual perceptions of values of the manager and the worker while Burger (1976)⁷ has talked about self perception. Sinha and Sinha (1974)⁸ have said that 'subordinates prefer personalized care' while Khandwalla (1975)⁹ says 'superiors are difficult to work with'. De (1974)¹⁰ has compared the values of Indian Managers with the trade union leaders. But unfortunately none of the above has been able to analyse the findings further and say as to why such perceptions exist and what, if any, can be done about changing any of these notions and attitudes.

Agarwal (1976)¹¹ says individual values of the managers have no impact on the culture of the organisation! But organisation culture does have an impact on the commitment to

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5. Pathak, V K: Organizational Setting, Values, Attitudes and Modernisation of Management", Indian Journal of Industrial Relations, 1970 6(1)
 6. Thiagarajan, K M: Mutual Perceptions of Manager's and Worker's Values - a cross cultural study' Indian Management 1974
 7. Burger P and Doktor R: Self Perception Attitudes among Managers from Different Countries, Management International Review, 1976
 8. Sinha J B P and Sinha Mira: Middle Class Values in Organisational Perceptive, Journal of Social and Economic Studies, 1974
 9. Khandwalla, Shobhania, Agarwal and Neena Naik: Boss - Is he the most Difficult person to work with? Indian Management, 1975
 10. De, Nitish R: Dilemmas of Indian Managers, Management in Government, 1974
 11. Agarwal K G and Jain M : Managerial Values and Organisational Welfare in Hospital System, National Labour Institute Bulletin 1976

work of individuals as pointed out by Singh and Das (1976, 1978)¹² and on values by Dhingra and Pathak (1973)¹³. Bhatia (1979)¹⁴ talks about impact of organisation ideologies on styles of the managers.

These researches seem to concur with what Monappa (1977)¹⁵ has to say about the ethical values of the Indian Manager. In his book he has reported the results of his empirical study. In his introduction, he says that little research has been done in the area of business ethics, one of the reasons being the delicateness of the subject. Among his many findings, what strikes one most are:

1. A majority of business managers believe in good ethics, but various circumstances like unnatural competition, company policy and a plethora of rules and regulations often prevent the manager from putting this belief into practice;
2. A man's personal code of conduct was given only a second place;
3. The attitudes and reactions of older business managers to situations demonstrated greater ethical awareness than that of younger managers;

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12. Singh P and Das G S: Organisational Culture and its impact on Commitment to Work, Indian Journal of Industrial Relations, 1978
 13. Dhinger O P and Pathak V K: Organisational Culture and Managers, Indian Journal of Industrial Relations, 1973
 14. Bhatia O P :Organisational Ideologies and Managerial Styles, Indian Journal of Training and Development 1979
 15. Monappa, Ethical Attitudes of Indian Managers, New Delhi, All India Management Association (1977)

4. Formal education and training did not seem to have stimulated the desire to act honestly.

Though based on a ^{small} sample size (115), the study has opened up new directions for thinking.

In a similar vein, Gouranga Chattopadhyay (1975)¹⁶ does make interesting points about the dependence of Indian managers on the superiors, which also makes the supervisor obligated to serve the needs of the workers. He adds that dependency on superiors gets substituted by dependency on rules and regulations. He illustrates these aspects by quoting many cases which substantiate this hypothesis. Concluding, he says 'The individuals need to be freed from their scripts and new values have to be brought to the Indian society and the nation to make them highly dynamic and viable entities.

Sharma (1976)¹⁷ says that the most important life goals are to be successful and to be independent. But then these two terms are so vague and general that they could be the life-goals of anyone. He adds based on a study of professional students that it is clear from data that concern for other human beings is certainly not one of the primary occupational goals of the students under study (0.64). He explains this anomaly, if this

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16. Gouranga Chattopadhyay Dependency in Indian culture: From mud huts to Company Board Rooms: Indian Management September & October 1975
17. Baldev R Sharma, Professionals in the Making: Their goals and values, Man Power Journal, 1976

~~phenomenon~~ may be called so, as follows: "The issue is basically one of ideology". Although at the national level we have decided on democratic socialism as our national goal, our professional elite who are supposed to pursue and implement that goal continue being guided by the twin doctrines of laissez faire (letting people do as they please) and Social Darwinism (Survival of the fittest). As long as this contradiction is not recognised and removed, the goal of democratic socialism will remain only a wishful thinking instead of becoming a reality (p.88). "For much too long", he laments, "we have been producing experts who have the necessary knowledge and skills to pursue their professional careers but whose values we have not cared to study, question or modify".

Saiyadain (1976)¹⁸ stresses the importance of peer culture in value formation and suggests that the focus is to be shifted from cultural heritage to contemporaneity of group life. But financial return does not figure in the top five factors which are valued by the manager of tomorrow. Ganguli (1978)¹⁹ has found that the ranking of salary is the fourth frequent resource among junior managers and second among the middle level managers. It appears as though as one grows older one values money more and more! Alternatively it could be that the people of

18. Saiyadain, M.S. "Towards understanding value of future Managers", Integrated Management, 1976

19. Ganguli, S "Management Philosophy and Style Around 2000 A.D. :A Review, Decision, 1978

yesteryears had to struggle harder to satisfy their physiological needs and this has forced them to value 'money' more than the present generation.

Ramachandran, Unny and Banerjee (1976)²⁰ have found through a survey the importance of formal education is a managerial requisite and that class consciousness exists in large measure in their attitudes.

Attitude towards computers' is reported by Pestonjee (1971)²¹ and that towards work and job tension by Chaudhuri (1975)²².

On the styles of supervision, Singh and Srivastava (1979)²³ have found that the level of performance under employee oriented supervision will be higher in comparison with the level of performance under production-oriented supervision. But Khandwalla (1977)²⁴ drawing a parallel from his Canadian based

20. Ramachandran V. Unny, K V K and Banerjee, J B : "Value system of the Indian Manager", in All India Management Association, What young Managers Think? New Delhi, 1976
21. Pestonjee, D M: "Attitude of Different Levels of Employees Towards Electronic Data Processing System, Psychological Studies, 1977
22. Choudhuri, S.K. "Internal vs External Control: Attitudes towards Work and Job Tension", National Labour Institute Bulletin, 1975
23. Singh, A P and Srivastava, G P: "Supervisory Orientation and Performance", paper presented at 66th session of the Indian Science Congress Association, Hyderabad, 1979
24. Khandwalla, P.N.: "The Chemistry of Effective Management" Vikalpa, 1977

studies, says that effective styles can be fashioned around currently, deeply ingrained styles of management.

Ganesh and Malhotra (1975)²⁵ have done work on conceptualising the categories of values existing in the Indian managers and have found that Indian managers prefer existential, conformistic manipulative and socio-centric values and reject ego-centric values. They have also compared the public sector managers and those in the private sector and found the former to be more tribalistic and the latter to be more manipulative. Further it is interesting to note that management hierarchy has no influence on managerial values.

Methodologically, studies on this theme have been greatly dominated by questionnaires followed by interviews. Edward's personal personality schedule (Sen, 1976)²⁶ Minnesota Multiphasic Personality Inventory (Patil and Manerikar 1976)²⁷ Personality Factor Test (Form C) (Ghosh & Manerikar 1975)²⁸ Personal value Questionnaire (England et al 1974)²⁹ are some of the more often used instruments.

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25. Ganesh S R and Malhotra, A K: "Work Values of Indian Managers", ASCI Journal of Management, 1975
 26. Sen A: "A Study of the Personality Make Up and Off the Job Activities in a Group of Executives" Indian Journal of Applied Psychology, 1976
 27. Patil V and Manerikar V: "The Personality Profile of Indian Managers Using MMPI" Indian Journal of Applied Psychology 1976
 28. Ghosh P K and Manerikar V V: "Similarities and Differences in Personality Characteristics of Managers Across Cultures" Indian Journal of Applied Psychology, 1975
 29. England, et al : "The manager and the man: a cross cultural study of personal values" Organisation and Administrative Sciences, 1974

Taking stock, although some work has been done on values in the latter part of the seventies, more specific questions need to be answered still, for example, what impact does culture of the organisation have on values of individuals in specific terms; how can attitudes be changed, if at all such changes are possible. Although some work has been done in these areas, it is felt that some sort of longitudinal work is essential to point out how exactly culture can shape attitudes and values and the effect of certain values on the organisation over time. Studies of the impact of the values of key people on the culture of the organisation are also singularly absent.

ROLE BEHAVIOUR

The research work done in the area of roles can be broadly grouped into those which take a psychologists' view point and those which approach it from the view point of a sociologist.

In this review, the term role is used for the occupational role which is assigned to a member of the system by the employer.³⁰ Not more than a handful have anything significant to say.

Agrawal (1978)³¹ in his book says "role enlargement results from work motivation which is independent of the actual role". He adds that in professional roles the incumbent delimits his own role and if he has a high degree of work motivation, role enlargement may be effected.³²

In his study with a sample of 166 subjects drawn from randomly selected 2 large hospitals and 3 small hospitals in Delhi, he tested out and found support for the following hypotheses, some of which have great relevance to perceptions of roles and its implications.

1. Self image of incumbents in non-professional occupational roles will be more conformist than of incumbents in professional roles.

The customary use of term role is "a patterned sequence of learned actions or deeds performed by an individual in an interaction situation".

30. Sarbin T R : "Role Thoery" in grey C Lindsey (ed.) Handbook of Social Psychology (London: Addison-Wesley, 1954)
31. Agrawal K G : "Self Role and Status: Stratification Theory of Work Motivation (New Delhi: Sterling Publishes Pvt. Ltd. 1978) p.4
31. Ibid

2. There will be significant differences in self image of incumbents in professional and other occupational roles with higher role incumbents having more positive self image.
3. Role perception being associated with status, with any increase in status the distance between perception of occupational role by self and others in the social system will decrease.
4. Actors in professional roles and semi-professional roles will rate the non-professional occupational roles low on efficiency and work morality factors,
5. Significant gap between high and low status occupational roles will result in the incumbents in low status roles rating the high status roles too positively and vice versa.
6. Self role will be perceived more positively than one's own self-image.
7. Self regard will be higher in higher status jobs but self-acceptance will be greater in low status jobs.
8. In tall organisations self acceptance will be greater than self regard while its reverse will be true in the case of flat organisations.
9. Higher status role incumbents will have higher satisfaction with psychological incentives.
10. Low status role incumbents will have higher satisfaction with material incentives.
11. Self acceptance will have positive relationship with work motivation

Although this book is primarily to explain the motivation using the stratification theory, it throws considerable light on the significance of role and status in society, and upon work motivation in an organisation.

Bhagat (1977)³³ has proposed a model to study the role making process in Indian Organisations. Camillus (1973)³⁴

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33. Bhagat R S : "Role Making Processes in Indian Organisations: A Theoretical Analysis" Indian Journal of Industrial Relations 1977
 34. Camillus, J C : "Planning Managers' Roles: An Operational Framework" Vikalpa, 1978

proposes a contingent approach to enhance the effectiveness of corporate planning managers. His chart based partly on empirical data makes sense.

	Academic knowledge	Capabilities	Practical Skills
Active/ Catalytic Managerial		Investi* gator	Inte-* grator
Orien- tation		Consul-@ tant	Coor-@ dinator
Passive/ Advisory Technical	Fore-@ caster		

* Roles appropriate for new business planning

@ Roles appropriate for planning for on going business

A study by Bhatia, Pandya and Venkataraman, (1977)³⁵ about the effectiveness of young professional managers found that more effective, satisfied managers performed better in organisations with better climates. Some studies have also been done to find the relationship between role variables and satisfaction but again with no conclusive evidence e.g. Shrivastava and Parmar (1977)³⁶ and Harigopal et al, (1978)³⁷. The latter discusses

35. Bhatia K C, Pandya D K and Venkataraman : "Effectiveness of Young Professional Managers: Analysis and Prospects", Indian Management 16(11) 1977 pp.35-40

36. Shrivastava P K and Parmar K H : "Relationship of Role conflict, Role Ambiguity and Role Accuracy to Job Satisfaction, Indian Journal of Behaviour Vol.1, April 1977, pp.37-39

37. Harigopal K et al, "Role Ambiguity, Role conflict and Certain Job Attitude, SEDME 1978, 5(3) 24-39

various relationships among role ambiguity, role conflict and certain job attitudes. There seems to be enough divergence in their findings at different levels that no single conclusion would be justified and that the relationships are complex.

Parikh (1979)³⁸ says that "the Indian Managers' internalized role concept, role model and role processes of the traditional social systems are incongruent with the role concept, role model and the role processes demanded by the intrinsic nature of task and to the technology of new and complex work organisation".

Kakar's (1971, 1972)³⁹ work also supports this argument. The implications of this is the need for entrants to organisations to learn role behaviour appropriate to the tasks. The effect of inappropriate role behaviour on organisational performance, however, is not researched and is an area worth systematic investigation. Taken together with the studies on values, the role behaviour of managers and administrators is a fertile area for understanding organisational phenomena in the Indian context.

38. Parikh I J : "Role Orientation and Role Performance of Indian Managers", Working paper No.300, IIMA

39. Kakar Sudhir : "The Theme of Authority in Social Relations in India", Journal of Social Psychology, Vol.84 1971, pp. 93-101

"Authority relationship in Indian Organisation", Management International Review, Vol.12 No.1, 1972, pp.51-56

LEADERSHIP

Under the theme leadership, broadly, work has been done in the following areas:

1. Measurement of leadership behaviour
2. Leadership training
3. Theories of leadership/styles of leadership
4. Effects of leadership styles - comparative studies
5. Rural leadership

It must be said that many of the papers written seem to be armchair monologues and a few are based on concrete data. However, these are useful in as much as they pave some way for conceptual clarity.

Comparison of manager as a leader is frequent and still seems to be an unsettled issue as evidenced by articles titled "Manager - Is he a leader?" (Shrivastava, 1971)⁴⁰. There is sufficient overlap between the organisational behaviourist's view of leadership and a psychologist's view. But the inferences drawn by these two are completely different.

Verma (1977)⁴¹ has developed a Likert type scale to measure the styles of student leadership. He found 10% overlap between the nurturant and the authoritarian leadership styles, 15% overlap between the nurturant and the participative styles, and no overlap between the authoritarian and the participative style.

40. Srivastava A K : "Manager - Is he a Leader", Indian Management, 1971, 10(2) 11-16

41. Verma Gyoti : "A Scale for Measuring Leadership Styles" Working paper, Patna, ANS Institute of Social Studies, 1977

Deb (1976)⁴² has found that two major dimensions of leadership viz., consideration and initiation of structure could be reliably assessed by Bales' method of interaction process analysis.

Using the semantic differential scales, Sinha and Sinha (1979)⁴³ have found the profiles of three styles of leadership.

Authoritarian - Insecure, impractical, unsuccessful,
unskillful, dissatisfying

Nurturant - active, strong, firm, alert, extrovert,
scientific, independent

Participative-Democratic, respected, satisfying,
secure, successful

Among the writers, Raman (1977)⁴⁴ emphasises the importance of leadership training and he proposes a comprehensive leadership training programme and prefers employee centered leadership to autocratic, authoritative, dictatorial, job centered leadership. Singhvi's (1979)⁴⁵ article illustrates the effectiveness of education which depends on the nature of leadership required which in turn depends on the kind of business organisation the leader is in.

42. Deb M : "Bales' Interaction Process Analysis and Assessment of Two Dimensions of Leadership Behaviour", Decision 3(2) 1976 pp.125-26
43. Sinha T N and Sinha J B P : "Semantic Differential Profiles of three styles of Leadership", Indian Journal of Psychology (in press 1979)
44. Raman S V : "Leadership Training for Executives", Industrial Engineering and Management, 1977 12(4) 3-6
45. Singhvi S S : "Education for Business Leadership", Indian Management 1979 18(5) 16-19, 20

Saha (1979)⁴⁶ has studied the contingency theories of leadership while De Souza (1976)⁴⁷ talks of a shift towards professionalism, social responsibility and public management from family business and business management respectively.

Jaggi (1978)⁴⁸ has tested the validity of the dominance of authoritarian leadership styles in Indian work organisation using Likert leadership classification. Using the data from 130 managers at different levels, he found that the leadership style was between benevolent and consultative types. He also found that the manager's level, functional areas and the length of service had an impact on the leadership style.

Thus, some work has been done on the various styles of leadership and the appropriateness of these styles for any particular business. This indeed the crux of the whole issue. Sinha (1977)⁴⁹ says that "Nurturant Task Leader" is the best bet for an effective executive. He adds in a more recent paper (Sinha, 1979)⁵⁰ that for subordinates with weak work values, a combination of "Nurturant-Task Leader" with a participative style of management is very effective. In another paper, Sinha and Sinha (1977)⁵¹ have said

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46. Saha Sudhir K : "Contingency theories of Leadership : A Study, Human Relations Vol.32, No.4 April 1979, pp.313-322
 47. De Souza A : "Some Social and Economic Determinants of Leadership in India", Social Action 26(4) 1976 pp.329-50
 48. Jaggi P L : "Management Leadership Styles in Indian Work Organisations", Indian Manager 9(2) 1978 pp.139-55
 49. Sinha J B P : "The Nurturant Task Leader: A Model of Effective Executive New Delhi, ICSSR, 1977
 50. Sinha J B P : "The Nurturant Task Leader", ASCI Journal of Management 8(2) March 1979 pp.109-19
 51. Sinha Y N and Sinha J B P : "Styles of Leadership and their effects on Group Productivity" Indian Journal of Industrial Relations 13(2) 1977, pp.209-23

that authoritarian leadership is least effective in terms of output and satisfaction. But "authoritative" and "participative" styles are more effective.

Pandey (1975)⁵² has also discussed the effect of leadership style, personality characteristics and the method of leader selection on member's and leader's behaviour.

Narayanan and Venkatchalam (1980)⁵³ have added a third dimension - the effectiveness to task and relationship to describe how leadership styles are interrelated to face challenging situations. They also found that job satisfaction and alienation were not related to styles of leadership. This is an interesting finding.

Singh et al (1979)⁵⁴ in their work found that for activities with high intellectual effort and for change programmes, democratic leadership style and group work is essential.

Joseph and Kesavan (1977)⁵⁵ have compared the leader behaviour in public and private sectors in India and found only that in private sector the emphasis was on production whereas in public sector the superior orientation was prevalent. This was explained by the fact that in the public sector, superiors had

52. Pandey J : "Effect of Leadership Style, Personality, Characteristics and Method of Leader Selection on Member's and Leader's Behaviour" European Journal of Social Psychology 1975
53. Narayanan S and Venkatachalam R : "Leadership and Job Reactions of Entrepreneur and Workers in Hosiery Units" SEOME VII(1), March 1980 p.59-63
54. Singh P, Warriar S K and Das G S : "Leadership Process and its Impact on Productivity Satisfaction and Work Commitment" Decision 6(3) July 1979 pp.259-69
55. Joseph P M and Kesavan R : "A Comparative Study of Leader Behaviour in Public and Private Sectors in India" Indian Manager 8(2) 1977, pp.176-83

more power to promote and increase salary. Perhaps, another and a more valid explanation is the carry over of the feudal familial culture into the public sector more than into the private sector.

Rangaswamy and Helmich (1976)⁵⁶ have found in their comparative study of Indian and American executive's leadership styles, that the Indians were more employee oriented.

Shrivatsava and Verma (1978)⁵⁷ say that leadership effectiveness is significantly affected by the similarity in perception between workman and supervisors.

Some work had been done on the leadership in rural areas, in 1974, as recorded by Abraham and Purit⁵⁸. But, nothing much of consequence seems to have emerged from these studies and those that followed which could interest the organisation behaviourists.

Thus, it seems safe to say that in the Indian context Sinha's conceptualisation of a nurturant task leader style represents an important contribution especially taken in conjunction with the research reported on values and role behaviour.

56. Rangaswamy G and Helmich D : "A Comparative Study of Indian and American Executives Leadership Styles" Indian Administrative and Management Review 8(3-4) 1976, pp.14-22

57. Shrivastava P K and Verma S C : "Effects of Similarity in Perception between Workmen and Supervisors" Indian Journal of Social Work, 38(4) 1978, pp.325-31

58. Abraham Francis : "Dynamics of Leadership in Village, India Allahabad Indian International Pub. 1974.

Purit A E : "Leadership Dimensions in Rural India, Dharwad Karnataka University 1974

MOTIVATION

In the broad area of studies on 'Motivation', work has been classified for the sake of convenience into the following categories:

1. Motivation
2. Job satisfaction/Need satisfaction
3. Job involvement
4. Morale
5. Job enrichment
6. Incentives
7. Job attitudes
8. Selection

Most of the work seems to have been done on motivation and job satisfaction. Enough work has been done in replicating the studies of Herzberg's two factor theory and very little work to find out what exactly motivates an Indian worker or a manager.

Under the head motivation Ahmed (1979)⁵⁹ provides a conceptual framework for research, which could be utilised in identifying niches for the different writings reviewed here. Traditionally there has been a search for identifying the motivating factors without examining their interrelationships, under the assumption that if such factors can be identified, then, such conditions can be created in the organisation that would lead to high motivation among the employees and consequently to better performance. He contends that such an assumption is oversimplified and even the

59. Ahmed Abad : "Motivation at Work - A Conceptual Framework
Management in Government, Vol.X No.4, (Jan-March 1979)

assumption that high motivation causes better performance is questionable.

Balakrishnan (1976)⁶⁰ using rank order and paired comparison method says that to achieve higher productivity workers must be made to feel part and parcel of management. But would the workers feel comfortable at taking responsibility, and independent decisions in the Indian culture, is a question that remains unaddressed. Dayal and Saiyadain (1970) in their attempt to validate the two-factor theory across cultures found, that while the job content factors were the motivators, the job context factors were responsible for dissatisfaction. Another attempt of examining the theory was made at ATIRA, where Dolke and Padaki conducted a number of studies (Dolke and Padaki, 1976⁶¹; Dolke and Sutaria 1978⁶² Sutaria and Padaki 1976⁶³, Dolke and Padaki 1970⁶⁴)

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60. Balakrishnan V : "Motivational Approach to Industrial Management" Indian Manager, 7(3) 1976, pp.259-87
61. Dolke A M and Padaki V : "Job Attitudes of Supervisors in Textile Industry: Two Factors Revisited by Two Different Methods" Indian Journal of Psychology, Vol.51, 1976 pp.71-84
62. Dolke A M and Sutaria R : "Personality Characteristics and Heryberg's Two Factor Theory", Paper presented to the 15th Annual Conference of the Indian Academy of Applied Psychology 1978
63. Sutaria R and Padaki V : "Personality Organisation and Motivation on the Job Research Note HR/35, August 1976 ATIRA, Ahmedabad
64. Dolke A M and Padaki V : "A Study of Job Attitudes - Part I ATIRA Research Note HR/98 Ahmedabad. Textile Research Association, Ahmedabad 1970
- Dolke A M and Padaki V : "A Study of Job Attitudes - Part II: ATIRA Research Note HR/40 Ahmedabad 1970

The essential features of the studies were

- a. refinement in the statistical analysis to overcome the 'method-boundedness' in Herzberg's work;
- b. retest interviews to study the stability of affective responses over time;
- c. a parallel study with an alternate instrument and relationship between sources of satisfaction/dissatisfaction and personality dimensions.

On the basis of stratified random samples of supervisors drawn from various textile mills, the authors concluded that congruent with the theory, achievement, responsibility and advancement were the definite satisfiers, i.e. motivators and interpersonal relations with supervisor, technical supervision, company policy and administration were hygiene factors. The authors found that recognition and work were not satisfiers as Herzberg would have expected. Rather, they were bidirectional affecting both satisfaction as well as dissatisfaction. Furthermore, salary and financial rewards did not produce satisfaction in high achievers but they did so among the low achievers.

Similar work has been done by many others who do not always come up with the same set of hygiene factors and motivators as Herzberg. However, there are a number of items which appear commonly in these writings.

Interestingly, Pestonjee and Basu (1972)⁶⁵ failed to replicate the theory. When they studied a sample of executive of public and private sectors, they found in fact significant interaction effect. Motivators contributed to satisfaction in the public

65. Pestonjee D M and Basu G : "Study of Job Motivation of Indian Executives" Indian Journal of Industrial Relations Vol.8, No.1, 1972 pp.3-16

sector but to the feeling of dissatisfaction in the private sector. The main effects of motivators and hygiene factors were not significant.

In another study of executives of private manufacturing companies, Basu and Pestonjee (1974)⁶⁶ found that motivators were more potent than hygiene factors in creating feelings of satisfaction as well as dissatisfaction. May be at the executive level, the job-context factors, because they are successfully taken care of, lose their salience as opposed to the case of female operatives interviewed by Sutaria (1974)⁶⁷ where the job-context factors were found to lead to satisfaction.

The most systematic attack of the two factor theory is from Sarveswara Rao (1970,1971,1972 a,b,c; 1973, a,b; 1974) and his associates (Sarveswara Rao and Ganguli 1971 a,b: 1972⁶⁸, Sarveswara Rao and Rao 1973⁶⁹). Sarveswara Rao first reviewed the literature pertaining to the two factor theory. Then he examined the theory using a variety of samples - clerks, skilled workers, supervisors, semi-skilled and unskilled female workers in public sector, engineers, draftsmen and technical assistants, etc.

66. Basu G and Pestonjee D M : "Executives and the Satisfaction Cycle", Indian Journal of Industrial Relations 9(4) 1973 pp.507-517

67. Sutaria R : "Job Attitudes of Female Operatives" Paper presented at the 12th conference of Indian Academy of Applied Psychology, Bhubaneshwar, 1974

68. Rao G V S and Ganguly T : "Job Satisfaction of Highly Skilled Personnel - A test of the Generality of Two Factor theory, Indian Journal of Applied Psychology, 1972 9(1) 26-31

69. Rao G V S and Rao V Ganapathy: "A Study of Factors Contributing to Satisfaction and Importance of Industrial Personnel: A Test of the Two Factor Theory" Indian Journal of Industrial Relations. Vol.9, 1973 pp.233-62

Instead of using Herzberg's critical incident technique, he developed a Likert type of scale having six motivators and seven hygiene factors which were rated on a 5-point scale ranging from 'strongly agree' to strongly disagree'. He also got a separate job satisfaction rating on a 9-point scale and a job importance rating on a 5-point scale. His conclusions were as follows:

- a. Herzberg's theory does not seem to be universally valid,
- b. it may be an artifact of his method,
- c. while satisfaction and dissatisfaction were unidirectional variables, the motivators and hygiene factors were bidirectional; i.e. both motivators and hygiene factors were responsible for satisfaction as well as dissatisfaction, and
- d. the job importance did not increase the efficiency in predicting job satisfaction.

He further discovered that occupational level was a significant predictor of job satisfaction thus supporting Sinha 1974⁷⁰ and Sharma 1974⁷¹ and finally concluded that the phenomenon of job satisfaction was not as simple as Herzberg believed and that it needs a more careful examination. Singh (1975)⁷² conducted a well designed study in which he found that liking for the job was more influenced by contextual rather than job content factors. However, the reverse was true for satisfaction.

70. Sinha D : "Job Satisfaction and Job Behaviour" in S K Roy and A.S Menon (eds) Motivation and Organisational Effectiveness New Delhi SRC for Industrial Relations and Human Resources; 1974

71. Sharma, B R : The Indian Industrial Worker, Delhi Vikas Publishing House

72. Singh A P : "Job Satisfaction as a Function of Supervisory Orientation Unpublished doctoral dissertation, Banaras Hindu University, Varanasi, 1975

Besides this lop-sided concentration on the two-factor theory, some work has also been done to understand the concept of motivation and also to see what motivates people in India. Ganguli (1978)⁷³ with his sample of 80 junior and 52 middle level managers found that the need priorities of Indian managers did not follow Maslow's model. Analysis revealed that need priorities of managers did not depend on their level in the organisation or the length or nature of work experience. Garg and Parikh (1978)⁷⁴ even question whether the concept of motivation is at all relevant. Punekar and Balu (1978)⁷⁵ ask why the industrial worker continues with his job irrespective of commitment. The answer however is obvious.

Sandilya (1978)⁷⁶ based on his personal experience in motivating clerical staff, in a medium scale consumer goods manufacturing industry, says, among other things, that a person-oriented approach can overcome any parochial attitude however strong the environmental conditions may be. He suggests that the management should use this idea functionally to build up mutual respect instead of resorting to exploitative and divide and rule policies.

In his research based article, Sharma (1972)⁷⁷ says that

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73. Ganguli S : "New Insight into Managers' Need Priorities" Decision 5(1) 1978, pp.5-10
74. Garg Pulin K and Indira K Parikh : "Is the Concept of Motivation Relevant?" Defence Management Vol.5, No.2 October 1978, pp.36-40
75. Punekar V and Basu E H : "Industrial Development and Commitment of the Indian Industrial Worker" Indian Journal of Social Work 39(1) 1978, pp.61-67
76. Sandilya, M A : "Motivation: Experience of a Raw Hide" Integrated Management 13(3), 1978, pp.33-38
77. Sharma B R : "What Makes a Manager - Merit, Motivation or Money?" Economic and Political Weekly, 7(22) M81-88, 1972

while merit and motivation are the only factors which are 'intended' to influence selection for admission to the two-year post graduate programme at one of the institutes of management, he could not rule out the 'unintended' consequence which might flow from some components of the selection process. He says it is naive to imagine that money is not influencing the making of a manager. He describes the process by which the causal network really operates. Taneja (1978)⁷⁸ says better facilities and services are to be provided to motivate the knowledge worker. However, all this does not take one farther than the thumb-rules managers employ and to good effect in the area of motivation.

Turning to other items in the classification of writings, the view that the phenomenon of job satisfaction is complex has been shared by a number of investigators (Dixit, 1971⁷⁹; Mukherjee 1970⁸⁰; and Singhal, 1973⁸¹ b). Mukherjee extracted three interpretable factors of job satisfaction. They are

- a. satisfaction with management,
- b. feeling of accomplishment and
- c. sense of job involvement.

Dixit recognised that job satisfaction is caused by the interplay

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78. Taneja C K : "Motivating the Knowledge Worker" Lok Udyog 1978, 12(4) 35-40
 79. Dixit, L M : "Employee Motivation and Behaviour - A Review" Indian Journal of Social Work, Vol.32, No.1, 1971 pp.17-24
 80. Mukherjee B N : "A Factor Analytic Study of Job Satisfaction" Indian Journal of Industrial Relations, April 1970, 5(4) 429-439
 81. Singhal Sushila : "Measurement of Job Satisfaction on a Three Dimensional Plane" Indian Journal of Industrial Relations 3(2) 1973, pp.263-279

of the following factors

- a. individual employee's motivation,
- b. influence of informal groups,
- c. organisational climate, and
- d. immediate supervisory style.

Singhal measured the job satisfaction of a sample of randomly drawn workers on three levels

- a. personal factors,
- b. organisational factors, and
- c. situational factors.

The principal component analysis indicated that the highest contribution of job satisfaction was made by work adjustment and the least by personal adjustment.

Job satisfaction and its relationship with adjustment in various areas such as home, social life, in the emotional sphere etc. have been investigated by Sinha and his co-workers (Sinha 1974⁸²; Sinha and Agrawal 1971⁸³). Generally, significant positive correlations have been reported indicating that well adjusted workers are also the satisfied ones and vice versa. Sinha and Gupta (1974)⁸⁴ have reported an inverse relationship between job satisfaction and absenteeism. Similarly Sinha (1974)⁸⁵ has reported inverse relationship between union involvement and job

82. Sinha D : "Job Satisfaction and Job Behaviour" in S.K Roy and A.S.Menon (eds) Motivation and Organisational Effectiveness New Delhi, SRC for Industrial Relations and Human Resources: 1974

83. Sinha D and Agrawal V : "Job Satisfaction and General Adjustment of Indian White Collar Workers, Indian Journal of Industrial Relations, 1971 6(4), 357-367

84. Sinha D and Gupta Nina : "Need Satisfaction and Absenteeism" Indian Journal of Industrial Relations 10(1) 1974, pp.3-14

85. Sinha D : "Job Satisfaction and Job Behaviour" in S K Roy and A.S.Menon (eds) Motivation and Organisational Effectiveness New Delhi SRC for Industrial Relations and Human Resources: 1974

satisfaction whereas Sharma (1970 a, 1971 a,c)⁸⁶ found that involvement in a union was inversely related to absenteeism. Pestonjee (1971)⁸⁷; Dwivedi and Pestonjee (1974)⁸⁸; and Singh and Agrawal (1971)⁸⁹ reported that, among other things, money was a strong incentive for job satisfaction, particularly, for lower level employees of the bank organisation studied. This substantiates the earlier prediction made by Ganguli that in the foreseeable future money will remain an important incentive for Indian workers. Pestonjee (1972)⁹⁰ has also reported that dissatisfied workers resist any innovation in the firm. His finding was based on the study of a randomly drawn sample of textile workers. Ahmed (1975)⁹¹ studied women workers of two factories which were manufacturing electronic goods. Income, general satisfaction level, etc. were the contributors to job satisfaction. Sutaria (1974,a)⁹² while studying high and low productive weavers of mills, found that the absence of recognition, disturbed interpersonal relations with

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86. Sharma B R : "Absenteeism: A Search for correlates" Indian Journal of Industrial Relations, 5(3) 1970 pp.267-289
- Sharma B P : "Company Satisfaction" Indian Journal of Industrial Relations 7(2) 1971 pp.189-204
- Sharma B R : "Alienation in Indian Worker" Indian Journal of Sociology 2(2) 1971 pp.175-194
87. Pestonjee D M : "Effects of Financial Incentives on Job Satisfaction" Indian Journal of Applied Psychology 1971
88. Dwivedi N and Pestonjee D M: "Job Satisfaction and Financial Incentives" Proceedings at International Science Congress of Applied Psychology Montreal, Canada 1974
89. Singh S P and Agrawal U N : "Job Satisfaction and Job Behaviour in Banking Industry" Quarterly Journal of Management Development 2(1-3) 53-64, 1971
90. Pestonjee D M : "An Investigation into Job Satisfaction and Resistance to Change" Psychological Studies, Vol.17, No.2 July 1972
91. Ahmed Safia : "A Study of Job Satisfaction of Woman Welfare in Indian Industries, .h.D Thesis, Delhi University 1975
92. Sutaria, R : "A Study of Job Attitudes of High and Low Productivity Groups, paper presented at the 12th conference of Indian Academy of Applied Psychology, Bhubaneshwar 1974

superiors and poor working conditions were the causes of dissatisfaction. Shrivastava (1975)⁹³ found that discrepancy in the perception of the supervisor's role was a potent factor of dissatisfaction. Dissatisfied workers had greater discrepancy than the satisfied ones. Sinha (1973 b)⁹⁴ has reported that executives in the private sector were more satisfied than their counterparts in the public sector. This is something to be taken up seriously given the magnitude of public sector investment.

Timmappayya et al (1971, a b c; 1972, 1973)⁹⁵ have systematically examined the factors of satisfaction in the hospitals of Delhi. First of all they measured patients' satisfaction and community image of the hospitals. In the second phase, they re-examined patients' satisfaction along with the ward social system, inter-role perceptions, catering services and communication patterns. In the third phase they determined good and bad hospitals on the basis of experts' patients' and visitors' opinion. The good hospitals were more satisfying than the bad ones. The factor analysis of patient satisfaction revealed three factors: efficiency, evaluation and emotional climate. Medical care factor was mostly satisfaction factor while hospital service was a dissatisfaction factor. The factor analysis of ward social system yielded the following factors: goal attainment function, pattern maintenance and tension management functions, and integrative and adaptive functions.

93. Shrivastava B K : "Towards a Participative System Design: The Case of NLI" NLI Bulletin, 1975

94. Sinha J B P : "Some Problems of Public Sector Organisations" Delhi. National Publishing House, 1973

95. Timmappayya A, Chattopadhyay S N and Agarwal K G : "Patient Satisfaction and Ward Social System" NIHAE Bulletin, 1971

Acharji (1977)⁹⁶ using questionnaires to two groups of auto workers in South Bihar found that planned job rotation had a favourable impact on job satisfaction.

Agrawal and Advani (1979)⁹⁷ have written up their research results to determine the influence of the social system on job satisfaction. Their major finding is that job satisfaction has multiple correlation with the dimensions of the social system.

Pathank (1977)⁹⁸ in his study of 70 male employees of a public sector bank in Simla using questionnaires found that age, educational qualification and salary had a significant relationship with job satisfaction at the lower levels of the hierarchy. Contrary to the Herzberg theory, both motivation and hygiene factors contributed to the feeling of satisfaction as well as dissatisfaction.

Using an battery of psychological tools on a sample of 100 supervisors and 100 rank and file workers, Pestonjee (1979)⁹⁹ found significant F ratios for occupational level, alienation, security - insecurity and for interaction between occupational level and alienation. So, the hypothesis that job satisfaction is influenced by 1. occupational levels, 2. high and low levels of alienation and 3. high and low levels of security - insecurity is validated.

96. Acharji N : * Job Satisfaction and the Assembly Line Worker" Integrated Management 12(4) 1977 pp.30-48

97. Agrawal K R and Advani Mohan : "Social System and Job Satisfaction" Vikalpa 4(3) 1979 pp.225-40

98. Pathak R D : "Study of Certain Variables Related to Job Satisfaction Among Public Sector Bank Employees of In Simla Prajnan 6(2) 1977 pp.205-17

99. Pestonjee D M : "Alienation Insecurity and Job Satisfaction" Vikalpa 4(1) 1979 pp. 9-14

Saiyadain (1973)¹⁰⁰ has found no relationship between productivity and job satisfaction. In another article, Saiyadain (1977)¹⁰¹ has used PNSQ and JS questionnaires on a sample of 84 employees from 40 organisations and found that homogeneity of satisfaction scores among 4 levels on all components of PNSQ except social. This has been explained in terms of ecological constraints.

Sharma (1980)¹⁰² has used multivariate analysis, partial correlation and regression analysis to answer the following questions!

1. Are the associations between the job satisfaction and the factors listed above due to their association with one or more other variables?
2. What is the relative contribution of each factor in explaining variation in job satisfaction?
3. Which cluster of factors explains most of the variation in job satisfaction?

He found union involvement to be the best predictor of job satisfaction followed by recruitment policy, work technology, occupational aspirations and partly, monthly income.

Vasudeva and Rajbir (1976)¹⁰³ in their research based article, discuss the correlates of job satisfaction amongst industrial workers. One of the interesting findings is that job satisfaction was related with wages only for skilled workers. Shah (1976)¹⁰⁴

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100. Saiyadain. M S : "Group Size and Satisfaction: A Test of Undermanned and Overmanned Hypothesis" Indian Journal of Industrial Relations, October 1973,9(2), pp.227-232
 101. Saiyadain M S : "Organisational Levels and Job Satisfaction" Vikalpa 2,(1) January 1977, pp.29-40
 102. Sharma B R : "~~Determinants~~ of Job Satisfaction among Industrial Workers" Vikalpa Vol.5 No.1, Jan. 1980
 103. Vasudeva P and Rajbir : "Correlates of Job Satisfaction Amongst Industrial Workers" Indian Journal of Social Work" 37(3) 1976, pp.275-79
 104. Shah P: "Need Importance and Need Fulfillment in Managerial Levels" Indian Management 15(5) 1976

on his sample study on 59 top, middle and low level managers found that need fulfillment increased as the level of managerial hierarchy increased, and autonomy and self-actualisation needs were not fulfilled at all levels.

Productive orientation combined with a fair amount of satisfaction on the job create a work culture where employees get more and more involved. Such a situation gives rise to work commitment. Bajaj (1978)¹⁰⁵ has found positive correlation between job involvement and anxiety in working women. Chatterjee and Ganguly (1977)¹⁰⁶ using different interpretations of the job involvement index on a sample of medium and lower level executives of a medium-light engineering industry found that the degree of job involvement acts as a referential variable and influence the cognitive evaluation of various job related concepts. Kanungo et al (1975)¹⁰⁷ discuss the relationship of job involvement to perceived importance and satisfaction of employee needs.

Srivastava and Sinha (1975)¹⁰⁸ have studied the dynamics of employees' morale. One of the determinants was found to be their job anxiety. Pestonjee and Singh (1979)¹⁰⁹ identified educational level, number of dependents, age, work experience, parental

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105. Bajaj N : "Job Involvement in High and Low Anxious Working Women" Journal of Psychological Researches 1978, 22(1) 33-36
106. Chatterjee A and Ganguly A: "Differential Perception of Certain Industry Related Concepts of Managers" Indian Journal of Industrial Relations 13(2) 1977 pp.235-41
107. Kanungo R N, Misra S B and Dayal I : "Relationship of Job Involvement of Perceived Importance and Satisfaction of Employee Needs" International Review of Applied Psychology 24(1) 1975, 49-59
108. Srivastava A K and Sinha M M: "Morale of the Blue collar Workers in Relation to Different Degrees of Job Anxiety" Indian Journal of Industrial Relations 10(3) 1975, 371-378
109. Pestonjee D M and Singh A P: "Supervisory Orientation and Employee's Morales" Journal of Occupational Psychology 50.2, 85-91, 1977

occupation and marital status as the factors of morale of supervisors of a public sector steel plant.

De (1977)¹¹⁰ in two articles examines the characteristics of a work organisation and their impact on human motivation. He presents three action research cases from India, at BHEL, Hardwar; LIC and work design in the postal system. Sutaria (1979)¹¹¹, in her article puts forth two major theories to explain the concept of job enrichment and to explain why enriched jobs increase one's motivation. She also examines conditions under which a job enrichment programme fails.

Mohanty (1977)¹¹² using the questionnaire method on a sample of 102 class I and II officers of the Central government, found that money is not a major motivating factor; recognition is more important than money; unhealthy competition, frustration and whimsical uses of the incentive system are the reasons for failures of the incentive system.

Sutaria (1979)¹¹³ says that positive job attitude has positive effects on job performance, attitudes and interpersonal relationships at work and negative job attitude has negative consequences

110. De R N : "An Approach to Research Methodology on Employee Motivation in Public Enterprises" Man Power Journal 12(2) 1976 pp.40-60

111. Sutaria, R : "Two Factor Theory: A Comparative Study in Three types of Organisations" Vikalpa 4(2) 1979

112. Mohanty, B : "Management Control, Managers Need categories and Incentive System in an Organisation" Decision 4(4) 1977

113. Sutaria R : "Effects of Job Attitudes and Personality Characteristics" Indian Journal of Industrial Relations 1979 4(4) 535-44

for mental health, turnover behaviour; and personality plays very important role in employee's reactions to job factors.

Sharma and Warriar (1977)¹¹⁴ have rehashed what Sharma (1972)¹¹⁵ himself has done earlier, but with a sharper focus on the observed trend which indicates that higher occupations in India are dominated by the urban middle and upper classes at the cost of the rural and lower classes. The implications of this trend are examined from the point of view of the national goals of social justice and equality of opportunity.

At the end, one is left with a number of questions on motivation job satisfaction and morale which remain unaddressed as far as organisational phenomena are concerned. The impact of personnel/ systems and practices including industrial relations are, perhaps, dealt with better under that head in the total review of various aspects of management. If this is any sample, then, no more insights are likely to be available that would help a manager.

114. Sharma B R and Warriar S K : "Selection of Future Managers: Relevance of Admission Procedures" Management and Labour Studies 3(1) 1977, pp.39-51

115. Sharma B R : "What Makes a Manager ← Merit, Motivation or Money?" Economic and Political Weekly, 7(22) M81-88 1972.

PROCESS THEMES

- Decision-making
- Organisational
Communication
- Intergroup
Relationship
- Organisational
Structure and Functioning

DECISION-MAKING

Research on decision making can be viewed at two levels, one at the individual level and, the other, at the organisational level. As on other themes, there are several writings without empirical evidence. Good work has been done on the psychological aspects of decision making by an individual. Although we are more interested in decision making as a management input, it would not be out of place to consider some work done at the individual level too. Sundaram and Firebaugh (1978)¹¹⁶ describe decision making patterns among 76 Indian couples trained in the United States. The paper also presents the development of a measure of planning abilities.

Chandra (1976)¹¹⁷ has studied the risk disposition of business executives using the Neumann-Morgenstern procedure and found that the expected monetary value is not generally used as the criterion for decision making in risk situations. He also found that the chief executives had a higher risk-bearing propensity compared with functional executives in production or finance.

While Sharma (1978)¹¹⁸ talks of decision making under uncertainty, discussing some techniques of choice, Dholakia (1975)¹¹⁹

116. Sundaram P and Firebaugh F M : "Planning abilities and decision making Patterns" Indian Journal of Social Research 1978, 14(12 & 13) 84-94

117 Chandra P : "Risk Disposition of Business Executives: An Empirical Study" Decision 3(1) 1976 pp.23-36

118. Sharma M L : "Managerial decision making under uncertainty" Indian Management 1978 17(3) 13-17 & 4

119. Dholakia N : "Making Decisions with Many Criteria" Decision Vol.2, No.1 April 1975

talks about making multiple criteria. Marley (1978)¹²⁰ concludes that it is wrong to urge managers to begin decision with facts. He says that they must start with opinions and views and then read it for relevant events.

Subramaniam (1978)¹²¹ discusses the important considerations for decision making, which are financial, situational and human. Subramaniam (1978)¹²² formulates a methodology for the development of a practical model and gives mathematically derived management decision guidelines.

Bhat (1978)¹²³ has done a case study of the Swaraj Tractor and says that for effective and efficient choices an institutional structure could be evolved. He also emphasises the deep involvement of top management. The case of the Swaraj Tractor is a widely researched one by various people outside the field of management.

Chattopadhyay (1977)¹²⁴ talking about decision audit in public sector enterprises, seeks to improve the quality of decisions by helping the management to size up the alternatives, to apply tools and techniques of analysis and to adopt policies that would lead to successful implementation of decisions.

120. Marley Winston : "Some Aspects of Managerial Decision Making" Decision 5(4) October 1978 pp.239-47
121. Subramaniam S : "Management Decision Making" Lok Udyog 1978 11(12) 23-27
122. Subramaniam V S R : "A Solution Model for Intangible Components in Management Decision Process" Integrated Management 1978, 13(8) 45-48
123. Bhat V V : "Decision Making in the Public Sector: A case Study of Swaraj Tractor" Economic and Political Weekly 13(21) 1978 pp.M30-45
124. Chattopadhyay P : "Decision Audit in Public Sector Enterprises: The Indian Context" Commerce Pamphlet 1977 No.117, pp.36

While Kshirasagar (1977)¹²⁵ has studied the delegation of powers in Indian Banks, Choudhry and Prasad (1978)¹²⁶ have studied the delegation of authority in a large sized chemical manufacturing organisation in the public sector. They list the factors determining delegation, which are:

1. Company policy;
2. Subordinates' sense of responsibility;
3. Competence;
4. Need for authority;
5. Official designation;
6. Superior's policy

Basu and Patel (1972)¹²⁷ say that as a consequence of managerial revolution there is a shift of power. They present a method for measuring the delegation (power-shift) which was tested in one company.

Ayyar (1976)¹²⁸ has researched into participation in management by junior and middle level managers. He says that originality, creativity, and personal factors were not being appreciated leading to ineffective participation in management. What has prevented the appreciation would be a relevant question to ask.

125. Kshirasagar S S : "Delegation of Powers in Indian Banks", Prajnan 1977 6(4) 455-475
126. Choudhry A S and Prasad L : "Delegation of Authority: An Empirical Research Study of a large sized Chemical Manufacturing Organisation in the Public Sector" Integrated Management, 13(2) 1978 pp.21-26
127. Basu K S and Patel V : "Method of Measuring Power Shifts" Indian Journal of Industrial Relations, 1972, 8(2) 271-7
128. Ayyar S R : "Participation in Management by Junior and Middle Level Managers" Indian Manager 7(2) 1976, 196-212

Maheshwari (1978) has reported on his research on the theme of decision styles and organisational effectiveness. The primary focus of the study was the styles of decision-making used commonly by the managers in Indian business organisations, specifically, the extent to which two major decision styles - participative and entrepreneurial - are practised in the organisations. But ours is not to ask the reason why any particular style is adopted in India nor seek recommendation as to which style is preferable. The author rightly acknowledges this deficiency in his report. The study covers 12 business organisations, 804 respondents to questionnaires and 120 direct interviews with managers. This research has been the first of its kind in India so far taking an organisational view point. The major findings of the research are listed below:

1. Indian organisations are neither authoritarian nor highly participative. With due allowance given to the variations, the decision style is characterised by consultation and limited participation rather than joint decision making or system wide participation. There is a high degree of dependence on the higher levels of hierarchy for goal setting and decision making on important matters.
2. The need of Indian managers for participation in decision making is not high and so they do not expect much to influence organisational decisions nor are they characterised by the extreme degrees of either entrepreneurial or bureaucratic style. Golden mean seems to be the rule!
3. Public sector organisations are more permissive and less authoritarian than the private sector

129. Maheshwari B L : "Decision Styles and Organisational Effectiveness" Hyderabad: Administrative Staff College of India. 1978 pp.330

organisations. But surprisingly they are not any more bureaucratic or less entrepreneurial than the private sector organisations.

4. The senior managers have both higher preference and greater opportunities for participation in decision making than juniors.
5. Participation is positively related with certain dimensions of effectiveness but the relationship is neither strong nor significant. But on the other hand, the findings support organisational effectiveness and entrepreneurial style of decision making.

Thus, the literature is rather silent on group decision-making as well as implications of **psychological** and sociological findings for organisational effectiveness. Research on power is another neglected area. In this sense, the researches have very little guidance to offer. However, when read in conjunction with insights from the leadership studies as well as the writings on organisational change and development, one could piece together some useful guidelines.

ORGANISATIONAL COMMUNICATION

If there is any one aspect of organisation behaviour that has been ignored almost totally, it is the field of communication which can truly claim to be the vital link between the setting of organisational goals and their achievement.

Prasad¹³⁰ has contributed substantially to the enlightenment in this field. In a series of research papers published over a couple of years, from 1976 to 1978, he starts with the information requirement of senior managers. Based on questionnaire responses from 190 managers he finds that superiors feel that the subordinates should communicate more diversely.

In two other articles he explores both formal and informal communication, in general, and upward communication, in particular. His findings are that both formal and informal methods are used in upward communication. However, by passing of the formal channel is used in exceptional cases and the informal channel is used for giving negative feedback. In his study in a public sector organisation, Prasad finds that the absence of criteria led to unfavourable work performance and there were problems of adequacy, loss in transmission, timeliness and clarity in the upward communication.

Answering the question as to "why subordinates are not willing to communicate up", on the basis of answers to a questionnaire from a sample of 5 top level managers, 45 middle level managers and 140 supervisors in a public sector organisation employing 6000 people,

130. Prasad L : "Barriers in Upward Communication" Lok Udyog
11(11) 1978

Dr

Prasad concludes:

1. As people move up more information is communicated
2. Favourable information is preferred
3. More communication is conveyed mainly due to a sense of obligation
4. Most importantly, subordinates' perception of the likely reaction either provokes or inhibits communication.

Talking about 'barriers in upward communication' he says the bottlenecks are due to either organisational factors or personal factors. Organisational policy, rules and regulations regarding communication and organisational facilities constitute the former, while the personal factors include the attitudes, insistence on formal channels, inadequate motivation to subordinates on the part of superiors and lack of awareness and unwillingness to communicate on the part of subordinates.

Orphen (1978)¹³¹ corroborates much of what Prasad has said, in his paper based on the responses to a questionnaire from 160 people at four levels. He finds that the receptivity of the manager to employee ideas and opinions and amount of informal contact between members outside the work setting also related positively to the clarity of the communication.

Chaudhary (1978)¹³² in his research on downward communication in industry found that:

1. Higher level managers communicated more to their subordinates than their counterparts at the middle and lower levels

131. Orphen C : "Interpersonal Communication Processes as Determinants of Employee Perceptions of Organisational Goals" Management and Labour Studies, 1978

132. Chaudhary A S : "Downward Communication in Industrial Hierarchy in Public Sector Organisation" Integrated Management, 13(5) 1978

2. Frequency of communication of different categories of information varied
3. Quality of downward communication declined towards lower levels of management in terms of adequacy, timeliness and unambiguity.

Amar and Gupta (1977)¹³³ talk about the psychological noise in the information system. They say that the desired message goes along with the unwanted message called 'noise', affecting the effectiveness and efficiency.

Chatterjee (1977)¹³⁴ writes interestingly about non-communication being the unique Indian technique of higher management. He adds that non-communication flourishes in informal groups. There are many 'arm chair' write-ups on the nature of communication, importance of communication, effective communication etc. but significantly no work has been done on how effective has the communication been in Indian organisations. Nor has there been any in-depth study of the significance of meta-verbal communication in the Indian set up.

133. Amar G K and Gupta V : "Psychological Noise in Information System" Management in Government 1977 9(2) 131-143

134. Chatterjee N N : "Non-Communication - The Unique Indian Technique of Higher Management" Decision 4(4) October 1977, pp.323-26

INTERGROUP RELATIONS

Very little seems to have been written about intergroup relations which is an essential part of organisational behaviour. We could find just a couple worth mention besides, Rao (1979)¹³⁵ who gives a neat review of the contributions of small group research abroad to the understanding of large organisations.

Dwivedi (1977)¹³⁶ supports that smaller the in group, the more favourable would be the evaluations of the ingroup writer relative to the outgroup writer. Dutt (1973)¹³⁷ while talking of the importance of group dynamics in organisational behaviour says a member of the group tends to reject or resist a move, which he fears may threaten his position. He may then seek the protection of the informal group consciously or unconsciously. He advises that in the interest of an organisation, it should ensure healthy adjustment between the two so that the scope for conflict is reduced.

Insights into inter-group dynamics, perhaps, have not been felt as a necessity because of the formal practices and centralization that characterize the Indian organisational scene. Referral to the top is, perhaps, the most commonly used approach for handling inter-group issues.

135. Rao S V : "Contributions of Small Group Research to the Understanding of Large Organisations, an Introductory Review" Integrated Management Vol14, No.2, Feb. 1979

136. Dwivedi C B : "Acquisition of Intergroup Disermination Behaviour" The Indian Journal of Social Work 1977, 28(2)

137. Dutt D K : "Importance of Group Dynamics in Organisational Behaviour" Capital 13th Sept. 1973

ORGANISATION STRUCTURE AND FUNCTIONING

Serious and sustained research of the Aston Vintage is, of course, absent, but one is surprised to find such scant attention to structural issues in a country which has experimented with a wide range of organisational alternatives - voluntary agencies, cooperatives, research agencies, business groups, joint ventures, holding companies and so on.

Satyanand (1968)¹³⁸ describes the change-over from a confused structure to a new one in a segment of a large international company. Balakrishnan and Dholakia (1979)¹³⁹ explain the rationale for setting up decentralised sectors and illustrate the employment and developmental significance in the Indian context. The conceptual framework employed is that various functions can be split into purely commercial, purely developmental and development oriented commercial subfunctions. They add, that the chances of decentralised sectors achieving their developmental objectives are far greater if the management superstructure is manned by strong and committed leaders.

Khetan (1977)¹⁴⁰ says that versatile and dynamic organisational structure may offer the key to research management. In a country where government spends large sums on research, some serious research work is called for in this area.

138. Satyanand : "Organisation Structure - Pitfalls in Planning" Economic Times, 1971, Dec. 20. pp.4 col.1-5

139. Balakrishnan K and Dholakia N : "Decentralised Sectors: A Managerial Framework" Vikalpa, Vol.4, No.4 October 1979

140. Khetan S K : "Research Management : Organisational Alternatives" Indian Management, 1977, 16(10) 7-9

Agarwal (1978)¹⁴¹ identifies some of the common defects in organisation structure and points out four check points for each organisation group, viz., balance of functions, duplication, compatibility of objectives and rationale for grouping.

Agarwal and Advani (1972)¹⁴² find by their questionnaire survey in three general hospitals, that organisational adaptation was less significant and so the ward social system became less adaptive. One could say, in general, that no research exists to guide structural changes in a changing environment and also on structural mechanisms to plan changes.

141. Agarwal, N P : "Management Audit of Organisation Structure" Indian Management, 1978, 17(4) 29-35

142. Agarwal K G and Advani M : "Development of a Model for Ward Social System" Interdiscipline Vol.9 No.3 Autumn 1972

ACTION THEMES

- **Entrepreneur Studies and
Creation of Organisations**
- **Organisational Change and
Development**

ENTREPRENEURIAL STUDIES AND CREATION
OF ORGANISATION

The best way of studying entrepreneurship is to study the entrepreneurs themselves. In this direction, the biographies of industrial leaders help a lot.

Biographies of Kasturbhai Lalbhai¹⁴³, C M Kothari¹⁴⁴ inter alia reveal much about the personality traits required for entrepreneurship. Chaudhuri's (1976)¹⁴⁵ article also throws light on this aspect. Chaudhari (1979)¹⁴⁶ in an other paper, based on an explorative study of a sample of 103 business units in 24 Parganas, West Bengal has found that the problem of entrepreneurial growth is best studied by psychological attributes and favourable social status makes investment in trading possible.

Uplaonkar (1977)¹⁴⁷ agrees with Chaudhari and says that social inheritance and ritual status largely determine the selection of industries and entrepreneurship. He adds that the education has reinforced the hold of traditional business communities.

Veen (1976)¹⁴⁸ describes two types of entrepreneurs - commercial and production oriented - and suggests that the latter

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143. Kasturbhai Lalbhai : "A Biography. Bombay A D Shroff Memorial Trust, 1978
144. Kothari C M: "A great Entrepreneur, ed by SLN Simha, Madras, 1976
145. Chaudhari K K : "Characteristics of Entrepreneurs in a Rural Region of West Bengal" Bulletin of the Cultural Research Institute Vol.12, 1976
146. Chaudhari K K : "Social Recruitment of Rural Trader Entrepreneurs: A Case Study" Decision 6(3) July 1979, pp.309-18
147. Uplaonkar A T : "A Study of Self employed Industrial Entrepreneurs" Indian Journal of Social Work, 1977, 38(2)
148. Veen V J H : "Commercial Orientation of Industrial Entrepreneurs in India: Economic and Political Weekly 11(35) 1976, pp.91-94

should be encouraged. Singh (1979)¹⁴⁹ deals with the training pattern and identifies the magnitude of management operations involved in entrepreneurship building.

Patel and Srivastava (1978)¹⁵⁰ found on the basis of questionnaire responses from 83 small units in Gujarat, the following:

1. No single factor emerged as most influential in determining the financial success of a small industrial enterprise,
2. Relevant experience related strongly with financial success,
3. Higher income or assets was not related with success,
4. Better financial position and high managerial ability led to success.

Stepanek (1976)¹⁵¹ has produced a report on the entrepreneurial approach to small industry development. Based on his field study and interviews, he points out that "small scale industry cannot play the only role in district development". A multi-industry approach is essential combining large scale and artisan as well as small scale industry in a mix designed to maximise both employment and production. He emphasises a concerted approach on the part of the administrative system which must acquire highly skilled and motivated development executives to be placed in each district and groups of technical consultants to be placed in each industrial development region. Interestingly, no research exists on the

149. Singh N P : "Management of Entrepreneurship Training: Enterprise to Entrepreneur Building." Indian Journal of Training and Development 1979, 9(3)11-18

150. Patel V G and Srivastava A : "Small Enterprise Performance: Relevance of Managerial Competence" ASCI Journal of Management. 7(2) 1978 pp.136-50

151. Stepanek J E : "An Entrepreneurial Approach to Accelerated Small Industry Development in Selected Indian Districts"

organisational interventions made by the State and Central Governments in industrial development including the most recent form of the District Industries Centres.

Nandy (1973)¹⁵² has showed by his study of 67 entrepreneurs and 48 non-entrepreneurs that while non-achievement, non-power, efficacy and overall modernity were positively correlated with entry into enterprise, entrepreneurial competence correlated with only education and religious modernity.

Granting that entrepreneurship is universal. Rao and Rao's (1977)¹⁵³ booklet "Entrepreneurial Discovery and Development Progress of Action Research", is worth a mention. They claim that as a result of an IIMA workshop in October 1976 new demand for institutional initiation of "Entrepreneur Development Programme" has developed. In Gujarat, a group of Jesuit priests worked to develop agricultural entrepreneurs. New techniques were tried out in rural areas of Rajasthan in India. As a result of these studies, 19 entrepreneurial traits have been identified. A deeper probe into these has been attempted. Also the phases of enterprise identified are: pre-entry, entry and consolidation; success and expansion. They have identified various enterprise types, phases of development and requisite entrepreneurial traits. Further the team has also looked for examples of observed coping behaviours and strategies from which one may infer antecedent or underlying value regimes.

152. Nandy A : "Motives, Modernity and Entrepreneurial Competence" The Journal of Social Psychology, Vol.91 1973, 127-136

153. Rao T V and Rao, Prasanna A B : "Entrepreneurial Discovery and Development: Progress of 'Action Research'" Hawaii, East-West Centre, 1977 p.115

Continuing further the study probes into the evaluation of the training programmes. The authors have also developed working propositions on the relationship between cultural and socio-economic factors and entrepreneurial readiness.

Turning more towards creation of organisations, the papers by Matthai (1977)¹⁵⁴, Chowdhry (undated)¹⁵⁵ and Ganesh (1976, 1978, 1979, 1980)¹⁵⁶ provide insights into translation of entrepreneurial vision. Given that the country has produced a large number of 'institutional entrepreneurs' the literature is very meagre.

Chowdhry's narration of the building of institutions like ATIRA make interesting cases especially on people involved in the processes of the institutions but do not enlighten the reader as to the processes by which institutions get built. Matthai (1977)¹⁵⁷, the first Director of IIMA talks about the building of the institution from his personal experience and poses the dilemmas he had to confront.

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154. Matthai, R J : "Problems of Academic Administration in Institution Building: A Layman's experience. In R J Matthai U Pareek and T V Rao (Ed.) Institution Building in Education and Research, New Delhi, AIMA, 1977
155. Chowdhry K : "Organisation and Administration of Scientific Institutions: A Case Study of ATIRA (Unpublished Paper) 1968
156. Ganesh S R : "Institution Building: Evolution and Engineering" ASCI Journal of Management, 1976, 5(2) 117-138
- : "Process of Institution Building: A Comparative Study of Indian Management Education Institutions" Unpublished Ph.D dissertation, University of London, 1978
- : "From Thin Air to Firm Ground: Empirical Guidelines for a General Processual Model of Institution Building" Human Relations, Vol.32, No.9, 1979 pp.751-779
- : "Performance of Management Education Institutions: An Indian Sampler" Higher Education 9, 1980, 239-253
157. Matthai R J : Op cit

Ganesh attempts to fill some of the gaps in the field. Starting from his 'Institution Building: Evolution and Engineering' (1976)¹⁵⁸ which provides a good literature survey besides analysing the major features of both "Evolutionary" and "Engineering" models, his latest article (1980)¹⁵⁹ reviews the performance of six management education institutions in India. In the last article the emphasis has been more on developing a methodology for assessment of performance and applying this to the area of management education. Besides operationalising the measurement of performance on both system survival and system effectiveness dimensions, an attempt has also been made to relate various process mechanisms of institution building to the different aspects of performance.

Earlier, (Ganesh, 1978)¹⁶⁰ he has described in detail a qualitative longitudinal analysis of the institutions' performance on capability development, innovative thrust and penetration and related them to three sets of process mechanisms. Performance on capability development has been broken up into faculty, funds and facilities. The relationships are summed up below.

<u>Performance Criteria</u>	<u>Relevant Process Mechanisms</u>
1. <u>Capability Development</u>	
1.1. Faculty	Recruitment, enculturation, regeneration and redefinition of mission

158. Ganesh S R : Op Cit

159. Ganesh S R : Op Cit

160. Ganesh S R : Op Cit

<u>Performance Criteria</u>	<u>Relevant Process Mechanisms</u>
1.2. Funds	Identity building, maintenance of boundry enlargement/shrinkage of boundary and again redefinition of mission
1.3. Facilities	Location, resource mobilisation and support mobilisation
2. <u>Innovative Thrust</u>	Choice of model, decision making, structure, exit, voice and integration
3. <u>Penetration</u>	Choice of early leadership, leadership style, change in leadership, research, dialogue, dissemination and transfer

In Ganesh (1979)¹⁶¹ he has reported the assessment of various mechanisms for the development of the institutions as well as developed propositions. These articles have dealt with the topic of institution building in a very qualitative way, for want of any quantitative techniques. These papers also attempt to theorize and in that sense mark a departure from normal writings in the field.

Much, however, remains to be done. While individual studies of entrepreneurs represent one end of the spectrum, studies of macro-level processes of creation of organisations represent the other end. There is a considerable gap in our understanding of what happens to entrepreneurs and organisations over time as growth and decline issues confront them. More than on any other theme, this theme calls for longitudinal research.

161. Ganesh S R : Op. Cit

ORGANISATIONAL CHANGE AND DEVELOPMENT

This theme has the explicit focus of looking at an organisation from a macro-level developmental point of view, unlike others which tend to take a psychological or sociological view point.

Work in this theme has covered the following subjects:

1. Organisational development (OD)
2. Management Training
3. Process consultation
4. Management by Objectives
5. Organisational climate
6. Organisational effectiveness
7. Organisational conflict/health

The classification is arbitrary and more for convenience. Going by the number of articles and research papers, much work has been done in the fields of OD and MbD followed by Management Training. The review provides only a sampler to give a flavour of what has been going on in these areas.

Written as early as 1971, De¹⁶² talks about the concept of organisational development (OD). He has provided a bird's eye view of the progress of the OD approach in India and throws light on some of the problems encountered in Indian organisations. While distinguishing among OD, sensitivity training programmes, management development, he provides a brief resume of the OD work with which IIM Calcutta had been associated. Although it was too early at that time, to evaluate these interventions the brief report on the

162 De N R : "Organisational Development - An Interim Balance Sheet" Economic and Political Weekly, 1971 6(2) pp.42-50

process of OD, is quite enlightening. Four cases are described. Encouraged by some success, more enterprises lined up for OD work. De discusses the benefits that have accrued to the organisations as a result of the OD interventions and also points out that in some areas they have been struggling to succeed. But more interesting than the success are the narrations of failures. He says that these have been no less impressive. He emphasizes the need for a strong support system from the authority figure. He also describes various instances when an OD intervention is doomed to fail. One such instance is unrealistic expectations of spectacular gains within a short span of time from the target system. Elsewhere, Sinha (1976)¹⁶³ reports on one of the experiences, i.e. of team building in a mining organisation, in detail.

Daya¹ (1971)¹⁶⁴ in his comment for the above paper, says that although knowledge of self, knowledge of self in an interpersonal context of group and intergroup processes are necessary, they are not entirely sufficient for organisational effectiveness. Organisational success extends further than the limits of effective group working and interpersonal relations. He wants the concept of 'role' to be included in the model for a better understanding of OD interventions. Trust or openness can be studied only in relation to the specific demands of the work situation i.e. in terms of roles and role relationships rather than in absolute terms by assigning an

163. Sinha D P : "Team Building in a Mining Organisation"
ASCI Journal of Management 6(1), 1976, op.59-79

164. Dayal I: "Organisational Development: An Interim Balance Sheet: A Comment" Economic and Political Weekly 1971 6(35), 95-97

omnibus value to such a feeling. He maintains that structure and controls needed for a given task must be closely examined before meaningful inputs for developing better role relationships is possible.

Training for effective management in the form of management education, management development programmes, sensitivity training etc. has been an important focus of much research and consultancy.

Considerable attention has been paid to sensitivity - training, programmes as a tool of management training and organisation development. Chattopadhyay and Sinha (1970)¹⁶⁵ explain the relevance of sensitivity training, in the Indian context. They also describe in great detail as to what sensitivity training is, and how one learns from such a training. Sinha (1976)¹⁶⁶ also chronicles his experience of team building in a mining organisation over a period of nearly three years. The team building interventions used in that company were basically unstructured t-groups, sometimes called sensitivity training, groups and intergroup simulations and organisational problem solving exercises. Sinha and Gupta (1975)¹⁶⁷ have compared the learning outcomes of stranger labs and family labs and conclude that stranger lab participants in general were perceived to have changed to a greater extent than family lab participants

165. Chattopadhyay G P and Sinha D P: "Social, Organisational and Interpersonal Relevance of Sensitivity Training" Industrial Relations 22(4). 1970

166. Sinha D P: "Team Building in a Mining Organisation" ASCI Journal of Management 6(1) 1976, pp.59-79

167. Sinha D P and Gupta Shyamal: "Stranger Labs and Family Labs" ASCI Journal of Management 1975, 4(2), 113-34

after sensitivity training. Also evidence was found to support the assumption that t-groups do facilitate behavioural and attitudinal change.

Process consultation has been an off-shoot of work done in t-groups. Chattopadhyay (1972, 1973)¹⁶⁸ narrates his experience in the use of group dynamics laboratory in process consultation in the Bank of Calcutta. This is a major contribution and provides useful insights over the years.

Rao's (1978)¹⁶⁹ article too is a descriptive narration of the efforts made by the author in offering process consultation to a voluntary agency introducing change in the whole organisation.

Pareek's (1975)¹⁷⁰ description of his experience of process consultation, given to an international conference held in India in December 1974 for 20 days, is yet another major contribution to the scant literature on this topic. Evaluation of the process consultation was obtained through various sources. The feedback was quite positive and encouraging.

Srivastava (1974)¹⁷¹ gives a step-by-step account of the process intervention adopted in a company for the prime purpose of conflict resolution. Thus, even this sampler provides some idea

168. Chattopadhyay G P: "Use of a Group Dynamics Laboratory in Process Consultation- A Case Study set in the Bank of Calcutta" Journal of Management Studies Vol.9(3) 1972, pp.315-336.
- _____ : "The Use of a Group Dynamic Laboratory in Process Consultation - A Case Study in the Bank of Calcutta II" Journal of Management Studies, 10(1) 1973, 15-24
169. Rao T V : "Process Consultation for Managing Change in a Voluntary Agency" National Labour Institute Bulletin 4(6) 1978, 221-231
170. Pareek Udai : "Process Consultation in an International Conference" ASCI Journal of Management 4(2) 1975, 135-146
171. Srivastava B : "Management of Organisation Conflict" The Role of Process Intervention Decision 1(1) 56-80, 1974

of the needs for help in a variety of settings.

In the area of management training and development, little systematic work has been done. Chakraborty and Padma Prabha (1978)¹⁷² obtained feedback from 82 senior and middle level administrators and found that training inputs relating to generic management functions like planning, controlling and motivation were perceived to be more relevant than specific functional training inputs. This is an area worthy of some more systematic exploration. Puri and Agarwal (1975)¹⁷³ focussed their attention on the executive training in India, in their study of 60 companies through questionnaire and interview method. They found that few companies match training needs with right programmes. There was also a great paucity of control mechanisms to ensure implementation of what was learned ~~br~~ to evaluate the organisational utility of programmes.

Srinivasan A N (1977)¹⁷⁴ using delphi method predicts that by 1985 the beneficiaries of executive development programmes would rise to 12,000 and revenue to Rs.2.5 crores, from the present level of 8500 persons and Rs.1.5 crores. The proliferation of institutions to meet this market, is well known.

Organisational restructuring has been another area which has been mentioned in the literature. Das (1971)¹⁷⁵ article on the

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172. Chakraborty S K and Padma Prabha T B: "Management Training for Government Administrators" Decision 5(2) 1978, pp.97-116
173. Puri V and Agrawal A: "Executive Training, Spotlight on the Indian Scene" Indian Management 14(10) 1975, pp.39-41
174. Srinivasan A N: "Executive Development Programme in late 80's A Delphi Forecast" Lok Udyog 11(6) 1977, 47-51
175. Das T K : "Reorganisation in SBI" Lok Udyog 5(8) 781-790 1971

reorganisation of the State Bank of India is a vivid exposition of a structural intervention in the field of OD. In the words of the Chairman, Talwar, who initiated the change the existing organisational structure of the Bank had proved inadequate in dealing with the problem of control over a large number of offices situated in remote areas. He adds that despite the various steps taken by the Bank in recent years to delegate more powers to officials at various levels the need for decentralisation of control and establishment of the control point as near the field level as possible was being increasingly felt. Das discusses the context in which the decision to reorganise the Bank was taken, the salient features of the new organisational structure and the objectives that were sought to be achieved by changing over to the new organisational design.

Bhattacharya (1979)¹⁷⁶ in his article 'seeks to put together thoughts on roles in and processes of effective organisational design change based on the experience derived from a number of such exercises. He examines the relative roles of insiders and outsiders (consultants) and suggests a basis for their mutual relationship. He concludes that organisational design change must be introduced in a phased manner after taking into account the current capabilities of the organisation, the skills and values of the people in the organisation, the efficiency of the current supporting management systems. With a study of 38 managers, Chakraborty (1976)¹⁷⁷ found that the effectiveness of organisation depends on the deftness of

176. Bhattacharya S K : "Considerations in Effective Organisational Design Changes: Roles and Processes" ASCI Journal of Management, 8(2) March 1979, pp.138-53

177. Chakraborty S K : "Management Development: A Diagnostic Study" Economic and Political Weekly 11(35) 1976, M81-90

of managers in using authority in motivating employees and the tendency to leave the organisation shows poor morale especially at lower levels and that success depends on utilisation of human resources. Krishnamoorthy (1977)¹⁷⁸ narrates the experience of BHEL during the change in their organisation. He says that creativity should be encouraged and the academic institutions have a greater role to play in bringing about changes in organisations involving problem solving by creative methods.

Varadan's (1975)¹⁷⁹ article on HMT's experience of organisational development is an interesting and oft quoted contribution in this field. Thus, OD applications have swung between structural reorganisation and team building/management development/process consultation/sensitivity training with some attempts made to marry the two as in the case of implementation of the reorganisation in the State Bank of India. MbO provides another starting point, i.e., with corporate objectives, to the developmental efforts.

Maheshwari (1980)¹⁸⁰ in his book, summarises the efforts spent and attention paid to this approach to change and development, for over a decade, in India. Besides the basic theoretical inputs on the concepts used in MbO, Maheshwari narrates some cases of organisations which have benefitted by adopting the MbO approach to management. He warns in his proface that he has always believed

178. Krishnamurthy V : "Management of Organisational Change"
National Labour Institute Bulletin 3(2) 1977, pp.53-59

179. Varadan M S S : "Organisational Development: The HMT Way"
Lok Udyog 9(3) 1975, 19-29

180. Maheshwari B L : "Management by Objectives" : Concepts,
Methods and Experiences, Tata McGraw Hill Publishing
Company Limited, New Delhi, 1980

and articulated that MbO is no magic wand. Essentially, it is a synthesis of the best in thinking and practice of management and provides a systematic framework within which managers can continue to maintain and improve the effectiveness of their organisation. Although some of the experiences have been reported elsewhere, this book provides between its covers a consolidated effort to focus the learning gleaned from the various conceptual models and worldwide experiences of various researchers and in addition the author's own experiences in Madura Coats, Bharat Bijlee, Hindustan Copper and two State Governments.

In this review we can do no more than refer the reader to this important contribution by Maheshwari to the field of OD in general and MbO in particular. The long bibliography in the book should quench the thirst of those who wish to go deeper into the subject.

Anantaraman (1976)¹⁸¹ while talking about the impact of MbO on the relationship between management attitudes and performance, postulates that relationship between effort, performance and satisfaction is subject to severe constraints imposed by mediating variables and MbO strengthens the relationship very effectively.

Ambolia and Kashyap (1975)¹⁸² have described the ease of introduction of MbO in WIMCO, a 50 year old company with 40 crore turnover employing 8000 people and having 45% share of matches

181 Anantaraman V : "Impact of Management by Objectives on the Relationship between Management Attitudes and Performance" Manpower Journal 12(2) 1976, pp.92-107

182. Amrolia J N and Kashyap R K : "Mbo in WIMCO - A Case Study" Indian Management, 14(10) October 1975, pp.15-18

market. Maheshwari and Ganesh (1974)¹⁸³ narrate the historical development of MbO in India, highlighting the pioneering role played by the Administrative Staff College of India, in the introduction and furtherance of growth of MbO in India. This article reports the proceedings at the first ever conference on MbO to be held in India, and describes the experiences of eight companies in adopting MbO.

Kamra and Sham Sunder (1974)¹⁸⁴ have described the introduction of MbO in the Bailadila Deposit No.14 project which was the largest project of the National Mineral Development Corporation. The project had been established in 1968 as a result of an agreement with the Japanese Steel Mills for export of Iron Ore a long term contract. The stimulus for introduction was the success of MbO at some other undertakings. They go on to describe the various stages of MbO implementation and conclude that MbO requires organisational and managerial flexibility and a low resistance to change, and unless these conditions initially or are created, it is difficult to implement MbO.

Chakraborty (1974)¹⁸⁵ in his article, narrates his experience in conducting an internal attitude survey in a large firm in the intermediate goods industry located in Eastern India. Through an attitude questionnaire an attempt was made to help the manager

183. Maheshwari B L and Ganesh S R : "Management by Objectives: The Indian Experience" ASCI Journal of Management Vol.4 No.1 (September 1974) 1-13

184. Kamra M R and K Sham Sunder: "Introduction of MbO in a large mechanised iron-ore project" Lok Udyog, 1975, 1975 8(9-10), 9-12

185. Chakraborty S K : "MbO Budgetary Control and Performance Budgeting" Lok Udyog 1974, 8(9-10) 15-29

see himself in a total organisational context. The survey findings indicate the existence of certain needs which should be satisfied. For example, the desire to change jobs reflects an urge for broader experience which according to the author, is a healthy sign. Another finding is that in most of the departments the subordinates by and large felt that their superiors did not adequately help in their development. His various other articles on MbO have been published in his book "Management by Objectives: An Integrated Approach" (1976). This book, in his own words, is a modest effort towards helping people concerned with the managing or thinking of organised activity to acquire an intelligent understanding and some working knowledge of the basic tenets of MbO. However, the book is singularly lacking in Indian case studies.

Chandi (1972)¹⁸⁷ talks about the consultants view point in the practice of MbO; so does Maheshwari (1973)¹⁸⁸ on the role of the MbO adviser. There are, again, any number of non-research based articles, to put mildly, on the topic of Mbo. Much of these can be dismissed as "do's" and "don'ts" without data.

Besides writings on reorganisation, organisation development through team building, sensitivity training and management development, as well as literature on MbO, work in the climate areas of

188. Chakraborty S K : "Management by Objectives: An Integrated Approach, Bombay. Macmillan, 1976, pp.335

187. Chandi T : "MbO in Practice: A Consultants view Point" ASCI Journal of Management 1972, 1(1) 55-67

188. Maheshwari, B L : "Role of MbO Adviser" ASCI Journal of Management 1973, 2(2) 11-26

climate

organisational/effectiveness and health also have a bearing on change and development.

Very little has been written on the subject of organisational climate. Shah and Vaghul (1975)¹⁸⁹ in their research note on the subject found that individual growth, clarity of organisational goals, job clarity and trust in the organisation strengthened the organisational climate while personnel policies, decision-making process, upward communication, innovation, central office efficiency were the weaknesses.

Zahri and Nayan (1978)¹⁹⁰ in their study of 50 workers and 12 management representatives in a large sugar factory in U P, using questionnaires and interviews found that the social climate of the firm if not very conducive to efficiency will make any formal motivational programme only partially successful.

Sinha (1976)¹⁹¹ talks about the organisation climate and the problems of management in India. Usha Kumar (1978)¹⁹² in her study on a sample of 23 male middle level managers found negative relationship, between organisational climate and some self actualisation factors such as need for achievement. There was positive correlation with these that accrue need for affiliation. She suggests that further research be done to find out those personality

189. Shah H and Vaghul N : "Research Note: Survey of Organisation Climate" Prajnan 4(4) 1975, pp.587-96

190. Zahir M A and Nayan K : "Social Climate of the Organisation: A Case Study" Indian Journal of Industrial Relations 1978 13(3) 371-379

191. Sinha, J B P : "Organisation Climate and Problems of Management in India" International Review of Applied Psychology 1976 22, 55-64

192. Kumar Usha: "Self Actualisation and Organisational Climates: A Study of Indian Managers" Indian Journal of Applied Psychology 15(1) 1978, pp.9-14

variables which intervene between self actualisation and organisational climate.

Dwivedi (1976)¹⁹³ measured the temperature of organisational climate by employees' attitudes, opinions, likes and dislikes and suggestions. He suggests that such a temperature could prove to be a valid diagnostic tool for any future OD intervention.

There is some confusion between managerial effectiveness and organisational effectiveness. Although managerial effectiveness may lead to the organisation being more effective there is no direct study of this linkage.

Khetan (1979)¹⁹⁴ raises questions as to what is managerial effectiveness. Why are some managers more effective? Is it an aspect of personality? Can effectiveness be learnt? How can one motivate managers to learn and practise effectiveness? But, answers are not easily forthcoming.

Shetty (1978)¹⁹⁵ examine the recent findings in his paper and develops a scheme to promote effective exercise of power in organisations on the hypothesis that managerial power has a strong impact on the employee performance and satisfaction and consequently on the organisational effectiveness. Dayal (1967)¹⁹⁶ talks about the constraint of legislation on organisational effectiveness.

193. Dwivedi R S. : "Why to Take Temperature of Your Organisational Climate?" Integrated Management 117, 1976, pp.21-27

194. Khetan O P : "Can a Manager Learn Effectiveness" Indian Journal of Training and Development 1979, 9(3) 31-32

195. Shetty T K : "Managerial Power and Organisational Effectiveness: A Contingency Analysis" Journal of Management Studies 1978, 15(2) 176-86

196. Dayal I: "Constraint of Legislation on Organisational Effectiveness" Indian Journal of Industrial Relations January 1967, V(2) 315-333

This is a vastly under-researched aspect and is an important determinant of change and development. Agrawal (1975)¹⁹⁷ in his two articles discusses the organisational variables influencing hospital performance.

Usha Kumar (1970)¹⁹⁸ found that highly successful (classified by the management) executives exceeded the less successful executives in intelligence, achievement orientation, dominance, exhibitionistic tendencies, lack of defensiveness, relative unconventionality, optimism regarding career prospects, self worth, and perception of various organisation dimensions.

Usha Kumar and Srivastava (1979)¹⁹⁹ in their chapter in the edited book "Cross-cultural Contributions to Psychology" deal with the desirable and actual modes of conflict resolution of Indian managers. In their preliminary study of Indian managers they found that the managers presented a well defined value hierarchy of what strategies of conflict resolution were most desirable for handling conflicts in which confrontation and forcing were the most and the least desirable modes.

Prasad (1976)²⁰⁰ talks about the management of conflict in organisations and identifies three types of conflicts viz. inter-group, vertical and horizontal. The first can be resolved by

197 Agrawal K G : "Hospitals: Organisational Health and Performance" NLI Bulletin, 1(4) 1-3, 1975

"Organisational Variables influencing Hospital Performance" Indian Journal of Industrial Relations, 11(1) 29-30, 1975

198 Kumar Usha : "The Successful Executive - A Study of the Indian Manager in an Industrial Organisation" Inter-personal Development, Vol.1, pp.39-47 1970

199. Usha Kumar and Srivastava B M: "Desirable and Actual Modes of Conflict Resolution of Indian Managers and their Organisational Climate" in Eckensberger Lutry H, Lonner, Walter J and Poortings Ype H (eds) Cross Cultural Contributions to Psychology, 1979, pp.408-414

200. Prasad L : "Management of Conflict in Organisations" Integrated Management 118, 1976 pp.36-38

competition and bargaining, while the second by proper control and the third by better coordination.

Srivastava (1974)²⁰¹ based on his personal experience examines the causes leading to conflict between senior and middle management and presents, in detail, a step-by-step description of the intervention activity leading to the establishment of a collaborative and co-operative relationship between these two warring group.

Sundaram (1978)²⁰² identifies human conflicts in organisations and says that financial control systems reduce conflicts and management accounting provides upto date information to control line managers' functions and help their accountability.

Thus, the writings illustrate the extent as well as the depth of work both in demand as well as attempted in the area of organisational change and development. It would also be observed that most of the work is based on approaches originating abroad. However, after a decade, there is a growing realisation that there is a strong need for evolving approaches more rooted in the Indian ethos. Even if one takes the above as a sampler of managerial action needs, then, perhaps much of the research reported on other themes is not directly linked nor of much use. There is a strong case for relating research to action. In the last two parts of the review, we turn to place the Indian research in an international perspective as well as to map future directions.

201. Srivastava B : "Management of Organisations Conflict - the Role of Process Intervention" Decision Vol.1, No.1, 1974 pp.56-80

202. Sundaram S : "Management Accounting and Financial Control Systems: Behavioural Aspects" Indian Management 1978 17(8) 18-22

INTERNATIONAL PERSPECTIVE

INTERNATIONAL PERSPECTIVE

Having sampled various writings under the different themes, it would be sensible to attempt placing Indian research in OB in an international perspective. At the outset, reference was made to Pugh (1966)²⁰³ on the definition of the field. Over the years, the writings of Pugh (1969, 1972)²⁰⁴ and Pugh et al (1975)²⁰⁵, have attempted to trace the development of the field. In an unpublished manuscript (Pugh, 1979)²⁰⁶, Pugh points out that the definition suffers from a disadvantage that the field is divided between disciplines, i.e., the sociologist would look into the structure and functioning of organisations, the psychologist would be concerned with the behaviour of individuals and the groups would be left to the social psychologist. He points out that the *raison d'etre* of the field of organisation behaviour is precisely the need for integrating the three disciplines into a unified science of individual, group and organisational behaviour. Behaviour at these three levels is inter-related and there is a strong need to encourage studies which take this into account.

Pugh (1966)²⁰⁷ lists six main streams of development shaping the conceptualisation of OB, viz.,

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- 203 Pugh D S (1966): "Modern Organisation Theory: A Psychological and Sociological Study", *Psychological Bulletin*, 67, 235-251
- 204 Pugh D S (1969) "Organisational Behaviour: An approach from Psychology". *Human Relations*, 22, 345-354
- _____ (1972) "Developments in Organisation Theory" in R. Pirot (ed) Proceedings of XVIIth International Congress of Applied Psychology, Brussels: Editest 833-836
205. Pugh D S, Mansfield, M Warner (1975) "Research in Organisational Behaviour: A British Survey, Heinemann
206. Pugh (1979) What is Organisational Behaviour and What is it for? (Unpublished manuscript)
207. Pugh D S (1966) Op.cit

1. Management and administrative theorists from Fayol to Wilfred Brown
2. Structural theorists from Weber to Burns & Stalker
3. Group theorists from Mayo and Levine to Likert and the Michigan group
4. Individual theorists from the Industrial Fatigue Research Board to Present day occupational Psychologists
5. Technology theorists - a much more heterogeneous approach than the others - encompassing the development from F.W.Taylor to modern ergonomics at the individual level, Trist and the Tavistock work and Scott and Liverpool work at the Group level and Woodward, at the structural level.
6. Economic theorists for the development of "behavioural" theories of the firm - Cyert and March unit.

Each one has strengths and own limitations. No one factor can, and does, have such an overriding influence on organisational behaviour that it can be studied in isolation from other possible factors. Important contributions continue to flow in from all these six streams into OB.

In contrast to the international scene, there are no such strong theoretical developments that guide the work in OB in India. If one examines the writings, at best, individual theorists and group theorists from abroad, have influenced their counterparts in India and shaped the field. Even here the psychologists have dominated the field. This view is shared by Sinha (in press)²⁰⁸ in his review. However, he also adds that there is no longer an unquestioning acceptance of Western theories, techniques and

208 Sinha J B P (in press) Organizational Dynamics in Survey of Research in Psychology Vol.II

approaches. Signs of emergence of an integrated field are evident more so when one looks at the attempts made in the area of organisational change and development. Sinha (in press)²⁰⁹ argues that for the healthy growth of the field, sustained and involved research of problem-centred rather than concept centred nature is called for. Elsewhere, in this survey, this has been repeatedly advocated. This is both appropriate and necessary, but, has to be understood in the historical context of development of the field as well as some of the implications that Pugh (1979)²¹⁰ points out, especially, that OB as a field of study is a theoretical research-oriented activity. Six implications are worth noting, viz.,

1. There is a need to choose scientific problems for study and not only managerial ones.
2. There is a need for comparative studies to encompass both the clinical-processual and the statistical-factorial approaches
3. There is a need for reduced ideological commitment to any specific managerial philosophies
4. There is a need for choosing a wide range of themes and settings than has previously been done.
5. There is a need for development of wider range of analytical concepts due to interaction of disciplines
6. There is a need for studying organisations as environments of group behaviour, groups as environments for individual behaviour and so on.

The above implications are valid for development of OB in the west in the context of development of strong theories in each of the disciplines that have affected the field. In India, the same

209 Sinha J B P (in press) Organisational Dynamic in Survey of Research in Psychology Vol. II

210 Pugh D S (1979) What is organisational Behaviour and What is it for? (Unpublished manuscript)

cannot be said to be the case. Strong theoretical moorings are not available in psychology, social psychology and sociology of the kind that were available in the west when OB began to emerge as a unifying field. Therefore, in order for OB to develop as a unifying field and not await disciplinary development, managerial problems as focii can act as both a "push" for development of the field as well as a "pull" for maturing of the disciplines.

Figure 1 depicts the contrasting paths of development of OB in the West and in India.

Insert Figure 1 about here

The hypothesized path of development posits that there is a need for developing management and economic theories concurrently both to. It should be added that OB theories or organisation theories are still in the making in the West and it would be premature to expect such theories to emerge in India in the near future. The argument advanced here is that there is a need for such theories to guide action and development of such theories can be facilitated by channelising research along a chosen path of development of the OB field, in particular, and social sciences, in general.

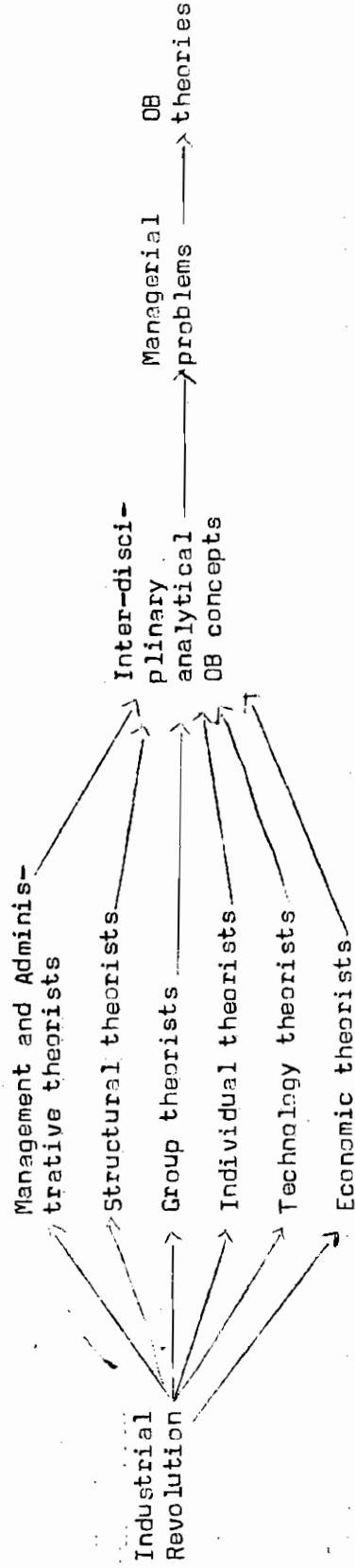
To complete the picture of placing OB research in India in an international perspective, Pugh (1972)²¹¹ notes that four interdisciplinary themes emerged in the West viz.,

²¹¹ Pugh D S (1972) op.cit

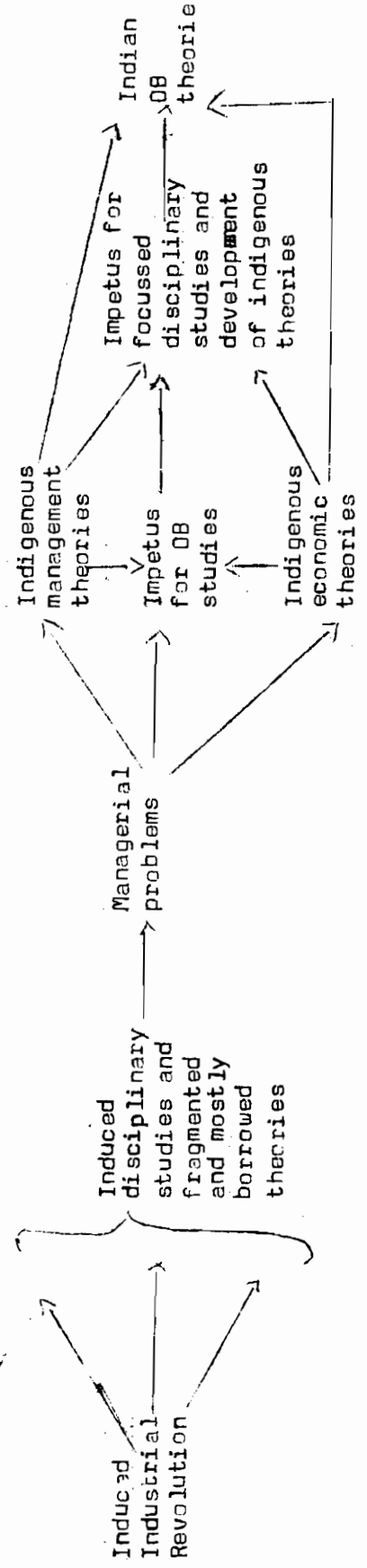
Figure 1

Contrasting Paths of Development of OB as a Field in the West and in India

In the West (Historical)



In India (Hypothesized)



1. Organisational design concerned with the structural aspects, power relationships, distribution of authority and flexibility in procedures and their inter-relationships for effective organisational performance
2. Organisational leadership concerned with the appropriate leadership style in its context.
3. Organisational Motivation concerned with the relation of the individual and his task in the organisation; the satisfaction it gives him and, therefore, the motivation which it draws out.
4. Organisational decision-making concerned with factors which affect decision-making.

All the four integrating themes appear relevant to the Indian scene and OD interventions have addressed themselves to these aspects, among others. In surveying the scene, towards the end of the decade, Pugh notes four trends in addition to the growing volume of literature on the above themes. There are:

1. Increasing concern with power and political processes both in the USA and Europe. The explicit concern in the USA is of a more recent origin.
2. More realism in OD interventions in coming to grips with facts of organisational life such as its structure and distributed power
3. Increasing concern with the study of relationships among organisations in a given environment
4. Increasing subjectivisation of organisational behaviour with growing emphasis on the individual as an "actor"

Again, it would be needless to say that all these emerging themes could become central concerns for researchers concerned with managerial action: they are one would hazard already central for managers in a variety of organisational settings. Support for this argument comes from a recent critique of "organisational

development and change" by Faucheux, Amado and Laurent (1981)⁷².

It is worthwhile reproducing some of their concluding thoughts:

It is therefore essential at this point to recollect that OD has emerged within a booming post-war economy where rapid growth required to be eased with the development of more participative attitudes among the middle management of organisations. Concerned primarily with process, OD consultants happily left to scientific management specialists all problems of structure and task. This non belligerent state of mutual ignorance across mutually agreed dividing lines between OD men and scientific management could not be maintained very long given the mounting necessity to redesign working conditions in many industries.

The field of planned change, which has been commensurate with OD in the US for nearly twenty years, is now undergoing a very significant transformation. It may not be exaggerated to see in the socio-technical system approach a new paradigm, and in QWL a significant social movement.

The crucial paradigmatic change lies in the central importance of the notion of boundary. It can be said that OD conceptions are the reflection of a split universe: Split between the technical and the human, split between Scientific Management and Human Relations, split between atomistic parts whose organic ties are not seen, split between managers and managed, split between the organisations and their environment.

On the contrary, the gist of the socio-technical approach is to insist always that both sides of the picture be looked at and dealt with jointly if one is to gain mastery of our social reality. It refuses the above schizophrenia and seeks negotiation and trade-offs between conflicting demands. Whenever a piece of reality is singled out, the context from which it is carved is never lost from view.

More research of a new kind (for instance an action research closer to field experiments) is needed before a more substantial knowledge about social change becomes available. Nonetheless, the collaborative and open nature of these new efforts is crucial in order to face the problems confronting all nations today. Beyond the necessary mastery of organisational life, it is urgent to cope with the interorganisational domains (Trist, 1979) and with the intercultural dimension of collaboration between nations (Emery and Emery 1976; Trist in Clark 1976).

72. Faucheux C; Amado G and Laurent A (1981) "Organisational Development and Change" Annual Review of Psychology (in press)

They conclude that the field of organisational change can only develop if it ventures more into its context. This is, one feels, based on the reviews, a must for the development of OB as a field in India. Researchers have to venture into the Indian context and divorce themselves from concepts that have no relevance nor roots in the country. This is, of course, no argument for wholesale rejection of ideas and concepts from elsewhere. What is called for is an eclectic approach. In the next part, some pointers are given for researchers to accelerate the development of the field in India in respect of settings, themes and methodologies.

NEW DIRECTIONS

NEW DIRECTIONS

Many gaps have been identified at various points in the review. Suffice it to say, then, that the field of OB is a near-virgin one at this stage in India if one accents that it is concerned with "problems of how to organise" (Pugh, 1979)²¹³. First and foremost, one would have to breakdown categories as have been suggested for and used in this review and move towards integrating categories such as the one proposed by Pugh (1972)²¹⁴ or use categories such as Person themes, process themes and action themes. Running through these categories is a concern for individual and organisational effectiveness, however defined. Such a concern is singularly lacking, by and large, in the researches reviewed. It would be most appropriate to use this as a touchstone for evaluating research proposals and contributions.

Again, unless this is placed as a central value to guide the development of the field, no large research programmes involving teams of researchers over a period of time, will come about. The Aston studies and the Michigan studies are two models from which lessons can be drawn. Most of the studies are fragmented, narrow in conception and cross-sectional. Most studies degenerate into pedestrian platitudes when, if at all, they address the "why" of relationships that have been found. Correlation is the order of the day. Path analysis, time-series analysis and sophisticated qualitative analysis are, to name a few, untapped. Cumulative

213. Pugh D S (1979) Op cit.

214. Pugh D S (1972) Op cit.

Work is rare. Researchers do not seem to draw upon each others' writings. The reference points remain anchored abroad. Theorizing is the exception, rather than the rule. All these point to the fact that research is not a valued activity.

One can get some new directions from the emerging demands on the academics in the field. Public enterprises and governmental organisations are major potential users of OB knowledge. There are signs of increasing demands from these two large sectors away from the traditional private sector manufacturing organisations. Increasing demands are also placed on OB from work in the areas of information and control systems and marketing. In the institutes of management, inter-functional teams working on an assignment are becoming common. Non enterprise systems like voluntary agencies have also begun to place heavy demands on OB. Problems of organisational stagnation, decline and transitions have emerged as national concerns in family businesses, public sector, specific industrial sectors like textiles, jute, mining, heavy engineering and so on. Researchers can learn from as well as contribute a lot to the solution of the diverse problems, that encounter such organisations. Inter-organisational networks as important determinants of the success of national level development programmes, call for systematic efforts at understanding. All these and many others that may be added to the list are issues which specifically call for an OB focus and a movement away from the disciplines. Perhaps, institutional mechanisms may aid the development of the field, e.g., creation of research centres in OB within the existing

University matrix of discipline based departments.

If the hypothesized path of development of the field of OB (Figure 1) is valid, quick studies of a variety of organisational settings to generate propositions should top the list of priorities. A second concurrent development to facilitate development of the field would be expositions of theories which leading OB consultants, researchers and teachers use for insights into Indian organisations. Very little is, or would be, available readymade. Drawing from a wide circle of people working on different aspects of OB one could perhaps generate and explore these theories through a workshop so that these become available to provide impetus to the development of the field. It might be essential, at this stage, to bring in leading managers (including administrators) to develop insights on both the nature of Indian organisations of different kinds as well as theories of action they use. Insofar as economic theories are concerned, there is no dearth and hence, the linkage need only be strengthened.

To conclude, OB as a field in India has to invent for itself a future and work toward it rather than be left looking backward and outward at developments abroad to guide its path. The choices are, therefore, strategic for those who are now in the field and to those who are planning to enter it.

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The articles and books have been arranged in alphabetical order of the author. The references have been grouped under the different themes for convenience. In most cases, the major focus of the article has been the guide line for such a classification. However, some articles have found their way into more than one sub heading.

The articles which do not focus on any specific theme, but have a bearing on the OB field in general have been placed under the title "General".

The themes and the sub-headings under which the articles have been classified are:

Person Themes : 1.Values

2.Role Behaviour

3.Leadership

4.Motivation

Process Themes: 5.Decision-Making

6.Organisational Communication

7.Intergroup Relationships

8.Organisational Structure and Functioning

Action Themes 9.Entrepreneur Studies and Creation of Organisations

10.Organisational Change and Development

General

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