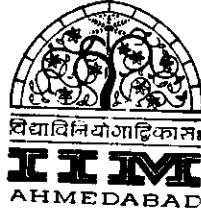
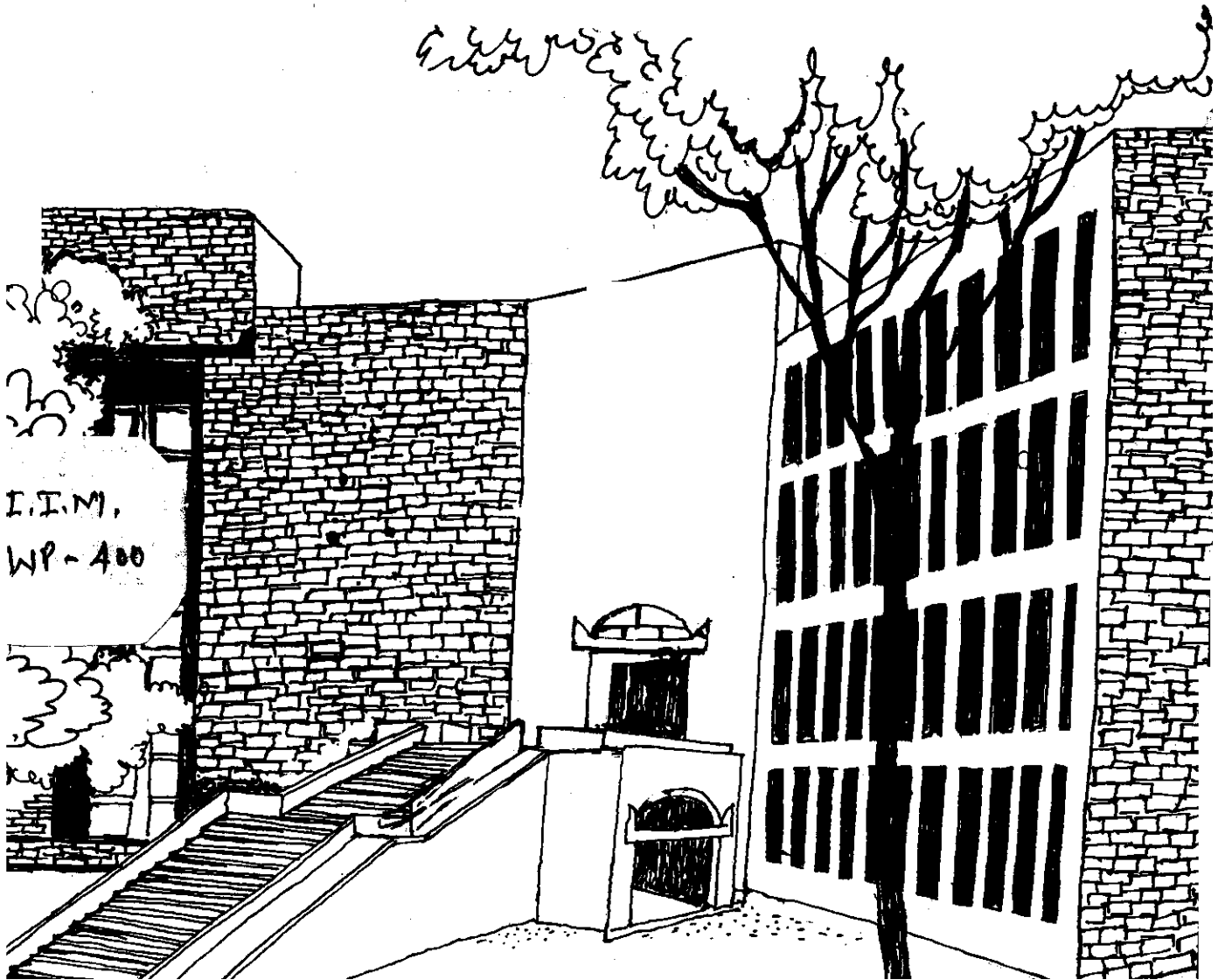


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Working Paper



INDIAN MANAGERS
PERCEPTION OF SELF AND OTHERS

By

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Ahmedabad

Indira J. Parikh

INDIAN MANAGER'S
PERCEPTION OF SELF AND OTHERS

Introduction

Managers in large and complex organizations carry out tasks, goals and objectives of the organizations. The perception of the managers of their own roles and of others' roles, viz., superiors, colleagues and subordinates tend to influence the achievement of their jobs, accomplishment of tasks, goals, and objectives of the organizations. The perception of their roles and those of others also tend to influence the structure and behavioural dynamics of the organization.

Systematic study of the organizational structures and managerial behaviour are a recent phenomenon in India. Over the last two to three decades the organizational reality has changed with the introduction of new and emergent tasks, complex technology, and launching of large organizations. However, the managerial processes and structures have not evolved sufficiently to effectively respond to the demands of the large and complex organizations.

According to Bhattacharyya (1971 a,b) large and complex organizations demand congruent control systems, redefinition of tasks and goals, boundaries of authority and responsibility,

and mechanisms of scanning and control. According to Pathak (1970), increase in size demands redesign in structure and understanding of the changes in the nature of the tasks and the emergent new role of the managers. Increase in the volume brings about changes in the level of hierarchy and according to Garg (1979) it requires redesigning of tasks, team work, evaluation and processes of reward and punishment; and according to Agrawal (1974) processes of communication. Research by Dayal (1973) suggests that though the assumptions about bureaucratic structure in large organizations is impersonality in tasks situations and hierarchy in organization roles, the Indian bureaucrats maintain the hierarchy but not the impersonality in tasks, thereby vitiating the structure. The result being, according to Dayal (1974), fragmentation of authority and responsibility. The responsibility remains with the subordinate role, and the authority remains in the hands of the superior. Study by Chowdhary and Kapkar (1971) suggests that Indian organizations and managers adopt structures, tasks, and technology of complex and large organization but respond with behavioural processes which are congruent with the joint family systems including the role attitudes of traditional Indian social systems.

In the recent times there is an increasing awareness of the need to move towards professionalization of managers and processes of management. Organizations have started to

introduce training programmes for designing structures for new technology, congruent roles and attitudes for emerging tasks, and functional training in specialized areas.

The current research has emerged from two Management Development Programmes offered by the Indian Institute of Management, Ahmedabad, on Organization Development. Data was provided by the participant managers in the programme.

Objectives of the Research

This research is based on the stories written by 57 senior managers and middle managers of several organizations. The objectives of the study were:

- 1) To examine the managers' perception of their role and the role of their superiors, colleagues and subordinates;
- 2) To examine the nature of the role relationship and its contributing factors to organization tasks and the nature of linkages with other roles;
- 3) To examine the managers' perception of the situation and nature of its resolution;
- 4) To examine the perception of themselves.

Sample

The sample consisted of 36 senior managers and 21 middle managers. These managers belonged to organizations ranging from public sector, private sector both small and large, banks, other service organizations, and family owned traditional technology based organizations. The designations of the managers and number in each group are given below:

Heads of departments	12
Project manager	12
Managing director	3
Assistant Superintendent	15
Regional manager	4
General manager	4
Proprietor	1
Deputy general manager	3
Branch manager	3
	<hr/>
	57
	<hr/>

Methodology

All the participants (57) were shown six slides of Thematic Apperception Test (TAT). The slides were projected on the screen for half a minute and five minutes were given for writing the story. Following are the description of the slides.

1. A man at the drafting board.
2. Two men talking in a well-furnished office.
3. A man relaxing on the plane.
4. Group of young men seated and one man standing away from the group.
5. A man standing and a young boy sitting on a fence with a rural backdrop.
6. The price of success: Man working at the office desk at night.

The slides number, 2,4 and 6 depicted single person situations, while slide numbers 1,3, and 5 depicted multi-person situations. The instructions to be followed were written on the front page and read aloud to the participants by the author*. The participants were requested to write an imaginative story on each of the slides presented to them. The stories were collected immediately after the sixth slide.

About the Test

TAT was introduced in 1935 for investigating unrecognized fantasy. The test is based on well recognized fact that when a person interprets an ambiguous social situation he is apt to expose his own personality as much as the situation he is witnessing. It is assumed that a person will interpret an ambiguous situation according to his own learned habits of perception of roles, needs, and attitudes. His responses

* See Appendix I

to the stimulus may be parallel to his reactions to a similar real life situation. Thus the unique style of perception seems to be the key factor in bringing out the inner dynamic of the individual. Since the stimuli remains same for all subjects, the varieties of responses can be attributed to the mediating sources, e.g., motives, fear, anxiety, and unique personality traits of the participants. Similarly, it could also be attributed to the social and cultural factors which determine the nature of his primary socialization in the family, and structure and processes of organization which form the secondary socialization.

Based on the above rationale a further assumption was made that participants in their response to the slides of both one person and multi-person situations would evoke images and perceptions of their roles and those of others. Their interpretation of the situation would depict the nature of their lifespaces, the roles they were taking in the situation, and also depict the nature of resolution about situations and relationships both at work and life settings.

Focus of the Research

The data was divided into two parts:

1. One person situation
2. Multi-person situation

1) The focus of analysis on one person situation (Slides 2,4 and 6) was two-fold:

- (i) Perception of the role and situation by the managers
- (ii) Nature of resolution of the situation

2) The focus of the analysis of the multi-person situation (Slides 2,4, and 6) was two fold;

- (i) Perception of the nature of relationship in the situation
- (ii) The nature of resolution of relationship.

No attempt was made in this research to study and differentiate the impact of socio-economic and socio-occupational backgrounds. Several extensive studies have been done by Jain (1971), Subrahmanian (1971), Dhingra and Pathak (1973), M.L. Sharma (1973), Sheth and Shah (1975), Sharma (1976), Doktor and Bose (1974), and Saiyadain and Monappa (1977). Most of these studies have not highlighted any central and critical differences of managerial ability from various segments of the population. According to the findings of Garg and Parikh (1976), the processes of Indian culture have a common and lasting influence on the members of the society. Their findings suggest that caste, socio-economic, and socio-educational background and differences play no major and significant role in their processes of internalization of the overall Indian culture. Further findings of Parikh (1978) on managers confirm the findings by Garg and Parikh (1976) that the role coordinates internalized by the Indian managers from

their primary systems resist the influences of organization processes and socialization. The only adaptation from the organization culture is in the manner of performing the role behaviour.

The analysis of the data (stories written by the managers) was qualitative. The assumption of the author was that the analysis of the content of the stories written by the managers would provide a rich data into how they experience themselves, their role, and the organization. Limited and simple statistics was used for differentiation and quantifying the responses in categories of situation, the nature of resolution of situations, and role relationships.

Section I: Analysis of One Person Situation

A. Perception of the Situation

The perception of 57 managers can be divided as:

- a) Task
- b) Affiliative
- c) Unspecified or discriptive

Table 1

One Person Situation

TAT Slides	Total Responses	Task	Affiliation	Unspecified
		(Percentage Distribution)		
2,4 and 6	171	91.81	6.44	1.75

Table 1 indicates that out of 171 responses 91.81 per cent situations were perceived as task situations, 6.44 per cent as affiliative situations, and 1.75 per cent were unspecified, i.e., only the physical qualities of the setting and objects were highlighted.

Table 2 gives the distribution of responses of situation of slides 2,4 and 6.

Table 2

Distribution of Responses on Slides 2,4 and 6

TAT Slides	Total responses	Task	Affiliation (Percentage distribution)	Unspecified
2	57	96.50	3.50	0
4	57	82.50	12.20	5.30
6	57	96.50	3.50	0

Table 2 indicates that on all three slides the situation was dominantly perceived as task situation. Slide 4 had 12.20 per cent affiliative responses and also the unspecified and descriptive responses.

B. Nature of Resolution

Further look at the data suggests the following categories as to how the managers resolved the situation.

- a) The situation resolved in success
- b) The situation resolved in anticipation of success
- c) The situation ended in failure
- d) The situation remained unresolved

The table 3 gives the distribution of the nature of resolution of one person situation.

Table 3
Nature of Resolution

TAT Slides	Total responses	Success	Anticipating success (Percentage distribution)	Failure	Unresolved
2,4 & 6	171	24.56	18.14	17.54	39.76

Table 3 indicates that out of 171 responses 24.56 per cent situations resolved successfully while in 18.14 per cent, there was anticipatory successful resolution. 17.54 per cent responses ended in failure, and 39.76 per cent remained unresolved. Taken together the failure and unresolved responses were 57.30 per cent. Similarly, taken together the anticipating success and successful resolution it was 43.70 percent.* A large number of situations reflected negative resolution.

In the analysis of the data henceforth, success and anticipating success responses will be taken together and failure and unresolved responses to situation will be taken together. Where ever significant differences occur, differentiation will be highlighted.

Table 4 further differentiates the nature of resolution by the managers on individual slides.

Table 4
Nature of Resolution Slides 2,4 and 6

TAT Slides	Total responses	Success	Anticipating success (Percentage Distribution)	Failure	Unresolved
2	57	15.78	19.89	24.56	40.35
4	57	36.84	22.80	12.28	28.08
6	57	21.05	12.28	15.78	50.89

Table 4 suggests that failure responses on slide 2 were 64.91 per cent and successful responses were 35.09 per cent. This data reflected the middle and senior managers responses to the achievements of the younger level of managers. This slide depicted a young man at the draft board. On slide 4, were 59.64 per cent showed successful responses while 40.36 per cent depicted failure. The stories in response to the slide "a man relaxing on the plane" reflected successful resolution. It implied that the plane was perceived as socially desirable rewards and hence synonymous with achievement. This was the only slide which evoked overwhelming positive response. Slide 6 dominantly reflected (66.67 per cent) failure and unresolved responses while success responses were only 33.33 per cent. The slide depicting "man working at the office" aroused feelings of overwork and

burdened with jobs which were perceived as routine.

The content analysis of the stories of the managers suggested that they anticipated some direct feedback on their performance by the superiors. The non-resolution responses occurred when the situation was perceived as lacking affirmation or validation from the superiors. Similarly absence of any articulated expectation either from the organization or the superior evoked failure responses.

Table 5 gives below the differential responses by senior managers (SM) and middle managers (MM) on one person situation.

Table 5
One Person Situation

Slides	Total Responses	Task	Affiliation	Unspecified
2,4 & 6	SM 108	90.70	6.50	2.80
	MM 63	93.65	6.35	0

Table 5 suggests that 90.70 per cent situations were perceived as task situations, 6.50 per cent as affiliative, and 2.80 per cent as unspecified or descriptive by senior managers. Similarly 93.65 per cent situation were perceived as task situations and 6.35 per cent as affiliative by the middle managers.

Table 6 below gives the distribution of responses on individual slides by senior managers and middle managers.

Table 6
Distribution of Situation on Slides 2,4 and 6 - Senior & Middle Managers

Slides	Managers	Total Responses	Task	Affiliative (Percentage Distribution)	Unspecified
2	SM	36	97.22	2.78	0
	MM	21	95.23	4.76	0
4	SM	36	80.55	8.33	11.11
	MM	21	85.70	14.30	0
6	SM	36	94.44	5.55	0
	MM	21	100.00	0	0

Table 6 indicates that slide number 2 and 6 were perceived exclusively as task situations by both senior and middle managers. On slide 4, 8.33 per cent senior managers perceived it as situation affiliative situation and 11.11 per cent found it as unspecified. Slide number 6 was perceived by all middle managers as task situation. This reflected the pre-occupation of middle level managers with task and their roles in organizations.

Table 7 gives below the nature of resolution by the senior managers and middle managers in terms of success, anticipating success, failure, or the situation remaining unresolved.

Table 7

One Person Situation - Nature of Resolution
Senior & Middle Managers

Slides	Managers	Total Responses	Success	Expected success	Failures	Unresolved
2,4 and 6	SM	108	22.02	12.14	22.2	43.5
	MM	63	28.05	28.05	9.5	33.4

Table 7 indicates that senior managers found successful resolution of the task situation in 34.16 per cent, while 65.70 per cent situations were seen resulting in failure or remained unresolved. The stories written by the managers suggested that the senior managers experienced high degree of frustration and blocks in carrying out their tasks. At this level, they perceived no source which directly affirmed their effort. The stories reflect the impingement of the external environment on the managers' role, task, and organization.

As compared to the senior managers 57.0 per cent middle managers resolved the situation successfully. The stories written by the middle managers suggested that they anticipated positive affirmation of their effort. They also had confidence in their capabilities and felt their contribution added to the successful completion of the task. They also aspired to climb one more step in the hierarchy by their own effort. However, 41.8 per cent situations remained unresolved as perceived by the middle managers.

Table 8 gives below the slide-wise distribution of the nature of resolution by both senior and middle managers.

Table 8
Nature of Resolution-One person situation
Senior and Middle managers

Slide	Managers	Total responses	Success	Expected success	Failures	Unresolved
(Percentage Distribution)						
2	SM	36	13.8	8.30	27.7	50.0
	MM	21	19.0	38.00	19.0	24.0
4	SM	36	36.22	13.80	16.66	33.32
	MM	21	38.00	38.00	5.00	19.00
6	SM	36	15.66	13.80	22.22	47.22
	MM	21 [*] <i>x wrong adds to more than 100%</i>	28.2	19.52	5.00	57.14

Table 8 indicates that slide 2 drew largest failure and unresolved responses - 77.70 per cent of the senior managers. Slide 4 drew the largest success i.e., 76.00 per cent of the middle managers. While slide 6 evoked largest number of unresolved or failure responses both by senior managers (59.44 percent) and middle managers (62.14 per cent).

The data of both the senior and middle managers reflected responses based on the level of management. For example slide 2 which depicted a young man generated more negative responses from senior managers (77.70 per cent) while relatively less from middle managers (33.00 per cent). Slide 4 which depicted a middle aged man on the plane evoked 76 per cent successful responses from ~~middle~~ managers and 40.02 per cent successful responses from senior managers. Slide 6, which showed a relatively senior level person working late, evoked mixed responses while 57.00 per cent of middle managers gave success responses, 69.44 per cent senior managers reflected failure or unresolved responses. This data may lead one to ask the question as to the image of the junior levels of management by the senior level of management. The middle managers gave a mixed response of both success and failure of the junior level of managers.

The following section will analyse the managers' perception of task, role, other's roles, and their implications on the organization.

SECTION IIANALYSIS OF DATA AND FINDINGSA. Slide 2 Perception of Task

Slide 2 was perceived dominantly as task situation by both middle managers and senior managers. Task was linked with the superior. Though the slide depicted one person situation, the reference to the superior was overwhelming by the senior managers. The task was perceived as a source of recognition, significance, visibility and a source of reward. The presence of the invisible but significant superior was an underlying theme in the responses of the senior managers.

Task was perceived by both senior and middle managers as routine, which had to be done in isolation, was not significant in the total system, i.e., of minor importance, sometimes not necessary, often timeconsuming and not a relevant input to the total organization. The responses and the nature of relationship with the superior played a significant role in the successful fulfilment and achievement of the job. The source of motivation in the job was the anticipated linkage with the significant superiors in the system. In such a situation the managers' own commitment to the task and organization played a secondary role.

The data of senior managers suggested that the reinforcement and involvement to continue with the job emerged from recalling and reliving the past experiences of success. This

tended to reinforce a sense of security of repeating the success. The involvement in the job was also linked with the approval from the superior. In the anxiety that the work may not bring affirmation the job was perceived as a chore and a duty. This suggested that techniques of success are more important rather than the individual's capabilities and competence.

B. Perception of Role

The middle managers perceived the individual as technically skillful, capable, and competent, but also experiencing inadequacy in managerial skills. The individual was described as happy, satisfied, determined, relieved, thinking, and worried. The role was perceived as that of the junior level management like engineer, draughtsman, secretary etc. Where the role was perceived as that of a professional, the individual was described as hardworking, planning, enthusiastic, optimistic confident, creative, and capable.

The senior managers perceived the individual as dedicated, sincere, anxious and worried, and in some stories as dissatisfied, tied-up, imprisoned, and inadequate for the task. The individual was perceived as not mobilizing himself for the task.

Nature of Resolution and Perception of Task and Role

The senior managers who resolved the situation in failure perceived the task as difficult, monotonous, and

uninteresting. The task was perceived as a demand from the superiors. The environment was perceived as hostile. The relationship with the superior was perceived as negative and fraught with conflict and tension. It was perceived as vague and undefined which led to negative attitudes towards the task. The apprehension of experiencing denial and disapproval from the superior was overwhelming. The task was perceived as unclear, yet there was hesitation to seek clarification. The nature of communication and interaction with the superiors and possible feedback generated apprehension of denials and deprivation.

The middle managers who resolved the task situation in failure reflected the individual as tired, disappointed, aspiring, intelligent, talented, hardworking and revolutionary. There was positive assessment of the abilities and competence, but at the feeling level there was dissatisfaction. There seemed to be dissatisfaction with the managerial role and profession. There were expression of loneliness, sadness, and disappointment which accompanied the failure.

The middle managers who successfully resolved the situation perceived the role as that of a senior manager or professional (chairman, researcher, architect and engineer). The individuals in the task situation were perceived as thoughtful, solving a problem, engrossed, and planning. The description was of an ongoing process. As compared to the senior managers there

was no mention of the superior. Though there was no resolution, the roles were identified and the person was perceived as involved in carrying out a task.

Both senior and middle managers identified one situation as affiliative, depicting the dilemma and conflict between the family and work role. Family was perceived as a handicap in making autonomous choices and decisions. For both, the situation remained unresolved.

The data suggested an overwhelming preoccupation with superior-subordinate relationship. This was more so in the responses by the senior managers. The stories reflected a propensity in the senior managers to exercise power and authority over subordinates. They saw the subordinates as extensions of themselves and ignored the task realities of the junior level of the management. The stories reflected the sincerity and hard work of the junior managers but the success or failure was largely dependent on the affirmation and validation by the superiors and not achievement of the tasks. The data also indicated the senior managers' distance from the subordinates, a lacuna in communication, a sense of isolation and burden of working within the constraints of the environment with little or no support.

The stories of the middle managers showed acceptance of the professional and technical role competence of the individuals. They were sensitive to the reality of the junior

management. The middle managers could empathise with the junior managers' role as they themselves had experienced the anxieties and tensions. The appraisal of the others' role was based on the skill and competence in task situations rather than on the goodwill of the superiors.

D. Slide 4 Nature of Resolution & Perception of Task & Role

The senior managers who resolved the situation successfully perceived the individual as happy, rich, successful, joyful, powerful and confident. The affiliative situation was perceived as a family holiday - a reward from the organization. The roles were perceived as significant and having status and power. The task was critical to the organization. The relationship between the superior and the executive on duty was that of trust in the competence of the individual. The superior was perceived as extending the infrastructural support to achieve the critical task which had long range financial implications to the organization.

Once the task was complete the individual expected reward, recognition, and an acknowledgement of the task well done. This acknowledgement became significant as the task was perceived as tough and complex. There was some anxiety from peer competition, but the security of being a senior executive and confidence in the individual's skills generated assurance to succeed.

It seemed that the availability of socially desirable reward like the air journey, generated in the managers a sense of significance of their role and the task being critical. The assignment was perceived as communicating trust from the superior about the individual's competence, and skill.

The middle managers who resolved the task successfully perceived the individual as a significant executive who was in command of the task and situation. The individual was perceived as happy, punctual, exhausted but satisfied, achieving, successful, ambitious, and hard working. The feelings reflected successful achievement of task with hard work.

Stories where failure was depicted by the senior managers, the individual was perceived as a victim of the organization. The only alternative for the individual was to feel helpless. The environment was seen as corrupt and immoral where hardworking and ambitious individuals were doomed.

The middle managers who resolved the situation in failure perceived the individual as dull, inefficient, lacking in confidence, doubtful, and uncertain of his abilities. The role was that of a superior who was weak but wanted to generate acceptance by the subordinates.

It seemed that the middle managers accepted the responsibility of the failure due to inadequacy with the individual. The individual was seen as contributing either to achievement, success, or failure. The senior managers perceived individuals as controlled by superiors, organizations, and environment where the individual could only feel helpless and be a victim.

Both the senior managers and middle managers reflecting non-resolution perceived the individual as capable, confident, responsible, and task oriented. Both set of managers perceived the task as demanding, of being complex, and requiring the capabilities of the individuals. With the senior managers there was some concern reflecting the peers and their competition while the middle managers seemed to be taking stock and assessing the situation before an action could be taken.

E. Slide 4 Perception of Role

The middle managers perceived the role as that of top management. The task was perceived as critical and significant for career. The individual was perceived as hard working and ambitious. The successful completion of the task would enhance the career and failure would retard the career. Collaboration was expected from both superiors and subordinates as the task was of critical nature and was significant to the organization.

As compared to the senior managers who perceived the situation dominantly in relation with the superior providing the reward and recognition, the middle managers stories suggested joint responsibility. Their stories were not pre-occupied with the theme of superiors. The contribution of the subordinates was perceived as an essential factor to achieve successful completion of the task. The concern of the middle managers was that of career growth in the organization which was dependent upon their own resources to carry out the critical task successfully.

On the whole, both senior and middle managers' responses on slide 4 reflected the roles as significant, commanding status, and exercising power. The individuals carried the burden of achieving crucial and critical tasks of the organization. The individuals were entrusted with the task. They could be relied upon, and the organization could depend upon them. The hope of the accompanying social rewards and the availability of the organization infrastructure generated a sense of well being for the individual and heightened the feeling of occupying significant position. There was an underlying assumption of experiencing a jet-set role. The family was perceived as sharing the reward achieved from the organization but there was also an accompanying feeling of guilt of over involvement in work.

F. Slide 6 Nature of Resolution Perception of Role and Task

Senior managers who resolved the situation successfully perceived the individual as courageous, hard working, enthusiastic, efficient, and full of new ideas. He was also

perceived as competent and self-reliant with a need to prove to the superior their adequacy and capability to come through in the crisis. The stories reflected a desperation to succeed and come through as dependable individuals in the organization. The role given to the individual was that of middle managers. The individual was experiencing pressures from the superiors and was feeling constrained. Senior managers perceived the organization in crisis and the task was crucial to be successfully completed.

Senior managers who resolved the task situation in failure perceived the organization and the nature of task as contributing factor to the failure. The task was perceived as routine. Relationship with the superior was dissatisfying and there were constant demands and pressures. The individual was perceived as having put in years of work without experiencing a sense of appreciation and reward either from the superior or the organization. The outcome was indifference both in the task situation and to the organization.

Middle managers who resolved the situation successfully perceived the individual as ambitious, hard working and bound to succeed. Those middle managers who resolved the situation in failure perceived the individual as tired, weary and nervous and the organization task as meaningless.

Both the senior and middle managers perceived the task as routine and not significant. The individual was perceived by both as lethargic, tense, anxious, restless, inefficient,

careless, clumsy, hardworking, prudent, and over worked. The senior managers perceived the individual as occupying middle level management position while the middle managers perceived the individual occupying senior level position.

On the whole, this slide generated responses of pre-occupation with work, which was relentless, routine, and not demanding any real effort. What came through was drudgery and a sense of futility.

SUMMARY

The data suggested that the senior managers carried the burden of expectations from the top management. They perceived themselves as doing Herculean tasks with very little experience of psychological reward. Their motivation to work seemed to lie in being affirmed by the superior and being considered as indispensable to the system. The sense of achievement and success was overwhelmingly linked with recognition, reward, and appreciation from the superiors. In the process of individual's own choices, his commitment to the task and the organization acquired a secondary role. This suggested that the senior managers occupying significant role positions have not internalized the success which they generated over the years. It did not give them a sense of affirmation and well being unless it was accompanied by what was perceived as visible social rewards. They became captive of those techniques and processes which once were successful. Now they continued to respond with those techniques of previous roles without taking cognisance

of the emerging reality. A change in role definition of their emergent roles in the organization had not taken roots.

The middle manager though seeking affirmation seemed not so preoccupied with the superiors. Their stories reflected sense of professionalism and inherent merit in achieving the task.

Overall, the organization was perceived as generating constraints rather than opportunities. Only when the task was crucial and critical to the organization, due to its financial significance, infrastructural support from the organization was available. Both levels of managers experienced isolation and loneliness. This was most poignantly reflected in slide 6 when both senior and middle managers perceived the situation as futile, individuals as over worked, exhausted, and over burdened with routine tasks.

The affiliative situations were perceived as source of stress. The managers at both levels were experiencing the demands, pushes, and pulls from both the family and work setting. This generated stress, guilt, and anxiety. There seemed to be very little time and space for the managers to pause, reflect, and ponder as to what role they would wish to create for themselves. The burden of task and the stresses of other roles had to be carried by the individual alone.

The nature of superior-subordinate relationship was a critical factor in work setting. A nurturant, concerned,

recognizing and affirming superior generated loyalty and commitment, while an impersonal, demanding, and capable superior generated feelings of being not valued and rejection. In both situation the task and the organizations acquired secondary focus and the individuals continued to foster and generate 'dependence-control' dynamics of superior-subordinate relationships.

Indian managers working in various Indian organizations perceived their roles as mere extensions of the superior. Their creativity and innovativeness got channelized into productivity for the business variables of the organization. The data also suggested that growth into senior roles was synonymous with increased work load. The role change from an active worker to an advisor was difficult and painful. Years of experience was not perceived as an asset and resource for affirmation of growth. It was also not perceived as a means of contribution to the growth of subordinates and organization. What was left the individual to live and retire with was that he had done his duty. The organization had left him behind. This generated feelings of helplessness and philosophy of non-involvement and detachment.

SECTION IIIA. Analysis of Multi-Person Situation

This section deals with the analysis of the data on slides 1,3 and 5. These slides represented multi-person situations. focus of analysis is the following:

- 1) Perception of the nature of relationship in the situation
- 2) The nature of resolution of relationship

B. Analysis of Multi-Person Situation

The data from both the senior and middle managers (57) on the nature of relationship can be categorized in the following sets:

- 1) Father-son
- 2) Friends
- 3) Superior-subordinate
- 4) Collegiate and Task Relationship
- 5) Strangers

Table 9

Nature of Relationship & ResolutionSlides 1,3 and 6

Slides	Total Resp- ponses	Father- Son	Friends	Sup-Sub	Collegia- te	Stran- gers
Nature of Resolution	(Percentage Distribution)					
1,3 & 5	171	32.16	5.26	28.07	27.49	7.02

Table 9 indicates that 32.16 per cent managers perceived the relationship as father-son, 5.26 as friends, 28.07 as superior-subordinates, 27.19 as collegiate and task relationship, and 7.02 as strangers. The nature of resolution of the relationship suggests the following:

Table 10*

Nature of Relationship & Resolution

Nature of Relations	Total Resp.	Father-Son	Friends	Sup-Sub	Collegiate Task Rel.	Strangers
Success	30	43.33	10	23.33	23.33	0
Anticipatory success	17	17.65	0	41.18	41.17	0
Failure & Unresolved	124	31.45	4.84	27.42	26.61	9.67
Total	171	32.16	5.26	28.07	27.49	7.02

The data in Table 10 suggests that out of 171 responses by senior and middle managers, 27.48 per cent resolved the situation successfully while 72.52 per cent ended in failure. Largest failure responses were with the father-son relationship followed by superior-subordinates and collegiate relationship. Strangers generated no positive resolution.

* Table 11 to 21 give the distribution of responses by both senior and middle managers on the individual slides viz., 1,3 and 5. These tables are given in the Appendix II

Given below/ is the thematic analysis of the stories written by both senior and middle managers on slides 1,3 and 5.

Perception of Father-Son Relationship

The theme of father-son relationship was a dominant theme. The situation was that of a conflict. The father was perceived as persuading, dissatisfied, demanding, disapproving, angry, and shocked. The son was defiant, adamant, helpless and impulsive. The source of conflict was the son's behaviour which did not fit with the family tradition or the girl he wanted to marry was not approved by them. She was from different religious, cultural or socioeconomic background. By and large the sons conceded. The outcome was that of either conformity or rebellion. There was only one situation where the father and son arrived at a joint decision.

Another dominant theme (slide 4 where the picture was of an elderly well dressed man talking to a young boy in a rural setting) was that of a father concerned about son's achievement. Father here was perceived as mature, tolerant, affectionate, and concerned about son's welfare. There was an underlying expectation from the son to achieve and go beyond the rural scene. Here the son was perceived as young and carefree adolescent who was being advised that education and achievement were the only ways to enhance social status. Here there seemed to be some openness for both to explore.

However, in both the themes the focus was on differences in values and attitudes between two generations. The theme depicted the pulls and pushes of past life styles which were traditional in nature and future aspirations of newer and emerging life styles. The accompanying feelings associated with the themes were guilt which ultimately led to conformity.

Similarly, the themes of the middle managers reflected parallel responses. The father was perceived in the role of the adviser setting himself as the model and attempting to convince the son that he should follow the father's footsteps. The son on the other hand had his own views on the life style he wanted to evolve for himself and the choice of the girl he wanted to marry. He either rebelled or was adamant. It was only when the father was nurturant, encouraging, appreciative supportive, and tolerant that the successful resolution and understanding took place.

The data suggested that when the father was nurturant and affectionate it led to conformity. In most situations the individual surrendered thus ^{leaving} most relationships entrenched and unresolved. In situations where the father was demanding conformity and obedience, it led to rebellious feelings and further entrenchment. A negotiative approach and understanding of differences in values of each other rarely emerged.

Perception of Superior-Subordinate Relationship

The senior managers who identified the nature of relationship as superior and subordinate, perceived the superior as angry, short tempered persuading the subordinate to his point of view, impatient, and by and large demanding explanation from the subordinate. The subordinate was perceived in a humiliating position, in disagreement with the superior, skeptical, restless, impatient to leave, and passively defiant. The situation was a task situation where the superior demanded conformity to his ways of doing things. The end result was argument and entrenchment.

Situations where successful resolution took place, the superior was seen as kind, understanding, nurturant, affectionate, patient, and considerate. The subordinate was perceived as responding to this mode of behaviour by the superior and accepting the advice and help from the superior.

The middle managers also perceived the superior as questioning demanding explanation, inquiring the status of the task and seeking justifications from the subordinate for his actions. The subordinate was perceived by the middle managers as disinterested working under compulsion, unhappy, restless, and wanting to leave the situation. The situation remained unresolved or ended in further entrenchment.

Situations where positive resolution had taken place, the superior encouraged the dynamic young man who wanted to do

new things and break away from traditional modes of working in organizations.

Both the themes of the senior and middlemanagers follow the theme of father-son relationship. The communication was a one way process- downward. The individuals in senior positions father or superior - controlled the situation. The role of the son or the employee was to obey and conform. The only other alternative was rebellion. The nature of both relationships, viz., father-son, and superior subordinate was caught in either-or dynamics of conformity, or rebellion. Where successful resolutions emerged, the relationship was nurturance - control and dependent relationship.

The father or the superior was seen as authoritative, demanding only conformity. Confrontation led to entrenchment and relationships remained unresolved. What really got articulated was the norms, values, and beliefs of traditional roles and their accompanying attitudes. The similarity of stances and modes of meeting either family or work situations implied that Indian managers continued to remain undifferentiated in their roles both at home and work setting. Transportation of familial modes to work organizations were being perpetuated. Differentiation between task based functional relationships and personalized affiliative relationships did not emerge.

The role of the father and the superior was quite similar. However, the responses from the son and subordinate differed

in the content. In the father-son relationship the son was adamant, and unyielding but in the work situation the subordinate displayed helplessness. This suggested that the son sure of his security in the family setting and involuntary relationship could continue to remain entrenched, defiant, and occasionally rebel, but in the task relationships in work situation the subordinate had to conform.

However, there were only few situations where some joint effort emerged. When the organization was in crisis both the superior and subordinates jointly worked for a resolution. In other situations, constant discussions and meetings continued. This suggested that there was fear of risk taking and accepting the consequences of decisions and choices. There was avoidance of responsibility and decision making where accountability was high. It suggested that Indian managers continued to remain caught with familial roles and familial patterns of expectations from each other. Modification of behaviour and role relationships to suit the tasks and organization reality did not emerge. More specifically the nature of relationships with the superior did not modify to develop task-based functional relationships.

Perception of Collegiate and Task Relationship

The remaining four categories of friends, collegiate relationship, functional roles and strangers could be taken together. The one underlying similarity in all the four categories was the voluntary nature of the relationship. As

compared to father-son and superior-subordinate relationship where the relationship existed by virtue of birth or organizational roles, the individual had to take initiative to build relationships. The data suggested that the themes of both senior and middle managers had very little variance in this regard.

The situation was perceived as a work situation where crisis had arisen or a problem had to be solved. Dominantly the situation remained unresolved. Tremendous effort, discussions, pros and cons of each decisions got discussed accompanied by heated discussions, anger, and helplessness. No action or decision emerged in the work situation. Underlying, there was fear of accountability of the decisions taken, reward in terms of recognition, and to whom would the success belong? It seemed that in the absence of clear cut definition of roles, ambiguity of the task and task allocation by the authority to individuals, there were processes of procrastination, non-involvement, apathy, and indifference.

Summary

The data suggested that Indian managers' concept of managerial role and its processes were still nebulous. At the cognitive level they were aware of the demands of the managerial role in terms of tasks, functional linkages, and the demands of technology. Yet emotionally they got caught with the processes of role hierarchy. The managers by and large continued to demand

from roles in the hierarchy and authority an understanding, support, concern and tolerance, and at the same time ignore the constraints of the superiors. The managers preoccupied with their unresolved issues of their relationships both in the family system and work system continued to re-enact for themselves the role of an individual who could not take initiative was very cautious, had fear of failure and respected those techniques which at one point of time gave him experience of success.

The issues underlying the above dynamics ^{seemed to be} three fold:

1. Processes of Role Change

The experience of working with Indian managers in various organizations suggested that having entered the organizations individuals went through designation change and climbed the organization hierarchy. However, the attitude change based on the demands of the new role, newer tasks, and perhaps new technology did not take place. Very few organizations also considered it as relevant to provide for training opportunity for effective role change.

As the nature of organization changed from small homogeneous systems to large, complex and heterogeneous systems, role change acquired anxiety a critical significance. The managers experienced anxiety, stress, demands of the new role, and failed to respond with congruent orientation and attitudes.

Thus, they continued to work with the role processes which once gave successful results. This leaves the managers as well as the organizations to non-growth and repeating the techniques for success which were once viable for a given role. This leads to long term dysfunctional processes in the organization. Over time these dysfunctions acquire overwhelming proportions. During such crises organizations responded by allocating blame and providing functional training but continued to ignore the deeply buried managerial processes critical to the organization.

2. Concept of Managerial Role

Indian Managers' role concept was that of traditional small organizations. In the minds of the managers very often the concept of job, task, role and performance became synonymous. The data of the 57 senior and middle managers and the experience of the author with other managers suggested that a large number of managers saw their role as a performer and performance of the job which was allocated and assigned by the superior. Any initiative to take responsibility of the system was perceived as breaking boundaries and impinging on other's role. Hence most managers worked with the expectation that if they did their jobs and others did theirs, the organization's task was done. They did not perceive it as legitimate part of their role responsibility to activate link responsibility. This resulted in delays in completion of tasks and feeling of non-support from others. This led to frustration, experience of constraints and lack

of resources availability. Many managers ended up feeling that they were carrying a large burden and experienced themselves as Hercules and Atlas of the system.

3. Narrow Horizons of the Role

The Indian managers work with a very narrow concept of their role. They do not experience a sense of belonging in the system, and gradually work toward acquiring power and becoming indispensable to the system. However, their vision remains enclosed within their narrow role space which they perceive is exclusively theirs. Similarly organizations fail to explore and provide processes of creativity and dynamicity in these system. The managers continue to experience constraints, anxiety, and doubts about what is possible and acceptable in the organization. They deny themselves the innovativeness and withhold creativity. Over time the strengths of the organization get masked which can absorb innovativeness and occasional failure. Hence both the organization and the individuals are deprived of the vast potentials which inhibits the growth of both. Managers and organizations tend to work with processes and role attitudes of small systems and carry them over to large organizations. They tend to perpetuate the processes of delay, inefficiency, and incur invisible waste of time resources and energy. They get caught in minute details and constantly work under rulebound attitudes.

It is true that Indian organizations are increasingly becoming complex, technology oriented, and mammoth in size. Several generations of employees work together. A shift

from exclusive and overwhelming focus on role hierarchy and authority to task authority and interdependence is essential. Similarly, processes of role change at different levels accompanied by attitude modifications is an essential factor. Similarly if Indian organizations have to effectively survive they need to leave a healthy legacy for the next incumbents in the organization. In order to do this, organizations and managers have to review their strategy of growth, the managerial role attitudes and processes, and widen the horizons of their roles. They need to incorporate a sense of belonging and commitment in the organization and institutionalize effective processes of mobilizing people for tasks of the organization. The critical aspect is that organizations have to learn to help manage individual's stress and anxiety of role stagnation.

Appendix 1

PICTURE INTERPRETATIONS: INSTRUCTIONS

"You are going to see a series of pictures, and your task is to tell the story which each picture suggest. Try to imagine what is going on in each picture and then tell what the situation is, what led up to the situation, what the people are thinking and feeling, and what they will do".

"In other words, write as complete a story as you can - a story with plot and characters".

"You will have 20 seconds to look at a picture and then 4 minutes to write your story. Write your first impressions and work rapidly. I will keep time and tell you when to finish and get ready for the next picture".

"There are no right or wrong stories so you may feel free to write that what is suggested to you when you look at a picture. Spelling, punctuation, and grammar are not important. What is important is to write it out as fully and as quickly as possible the story that comes to your mind as you view the picture".

"Notice that there is one page for writing each story. If you need more space, use the reverse side of the paper."

On each sheet four questions are printed with space for writing. Following are the questions:

1. What is happening? Who are the persons?
2. What has led to this situation? What has happened in the past?
3. What is being thought? What is wanted? By whom?
4. What will happen? What will be done?

Appendix 2

Table 11

Slide 1: Nature of Relationship and Resolution

Nature of Relations / Nature of Resolution	Total	Father-Son (Percentage)	Friends (Percentage)	Sup-Sub + Colleagues + Task Rel. + Strangers (Distribution)		
				Sup-Sub	Colleagues + Task Rel.	Strangers
Success	11	54.55	0	45.45	0	0
Anticipatory Success	5	20	0	80	0	0
Failures & Unresolved	41	34.14	0	56.10	2.44	7.32
Total	57	37.5	0	55.36	1.78	5.36

Table 11 indicates that 55.36 per cent relationships are identified as superior-subordinate of which 46.00 per cent end in failure, 37.50 per cent are identified as father-son of which 34.10 per cent end in failure. Total successful resolution of relationships are 26.78 per cent.

Table 12

Slide 3: Nature of Relationship and Resolution

Nature of Relations / Nature of Resolution	Total	Father-son (Percentage)	Friends (Percentage)	Sup-sub + Colleagues + Task Rel. + Strangers (distribution)		
				Sup-sub	Colleagues + Task Rel.	Strangers
Success	9	11.11	22.22	11.11	55.55	0
Anticipatory success	7	0	0	28.57	71.43	0
Failure or Unresolved	41	14.63	2.44	12.29	58.53	12.20
Total	57	12.28	5.26	14.04	59.65	8.77

Non-resolution or failure at peer level relation is the dominant theme.

Table 13

Slide 5: Nature of Relationship and Resolution

Nature of Relations / Nature of Resolution	Total	Father Son	Friends	Sup-sub	Colleagues + Task rel.	Strangers
	(Percentage distribution)					
Resolved	10	60	10	10	20	0
Anticipatory Success	6	33.33	0	33.33	33.33	0
Failure & Unresolved	41	43.90	12.20	14.63	19.51	9.76
Total	57	45.61	10.53	15.79	21.05	7.02

Table 13 suggests that 45.61 per cent managers perceived the dominant nature of relationship as father-son followed by task relationships and superior-sub. Majority, i.e., 71.93 per cent of the relationships remained unresolved.

Further examination of the differences in the natures of responses between senior and middle managers is given below. Table 14 and 15 give the following picture.

Table 14

Slides 1,3 & 5
Senior ManagersNature of Relationship & Resolution

Nature of Relations / Nature of Resolution	Total	Father son	Friends	Sup-sub	Colleagues + Task Rel.	Strangers
	(Percentage distribution)					
Success	23	39.13	13.04	30.44	17.39	0
Anticipatory Success	0	0	0	50	100	0
Failures & Unresolved	77	32.47	6.49	25.98	25.97	9.09
Total	108	31.48	7.41	28.7	25.93	6.48

Slides 1,3 & 5
Middle Managers

Table 15
Nature of Relationship & Resolution

Nature of Relations / Nature of Resolution	Total	Nature of Relationship & Resolution				
		Father Son	Friends	Sup-Sub	Colleagues + Tasl. Rel.	Strangers
(Percentage distribution)						
Success	8	57.14	0	0	42.86	0
Anticipatory Success	46	33.33	0	33.33	33.33	0
Failures & Unresolved	9	28.26	2.17	30.44	28.26	10.87
Total	63	33.33	1.59	26.98	30.16	7.94

Table 14 & 15 suggest both senior and middle managers dominantly perceived the relationship as that of father-son or superior-subordinate. The relationship overwhelmingly remained unresolved.. Below Tables 16 and 17 give differential analysis of responses on slide 1 by senior (Table 16) and middle managers (Table 17), Table 18 and 19 give differential analysis of responses on slide 3 and Tables 20 and 21 on slide 5.

Table 16

Slide 1
Sr. Managers

Nature of Relationship and Resolution

Nature of Relations / Nature of Resolutions	Total	Nature of Relationship and Resolution				
		Father Son	Friends	Sup-sub	Colleagues + Tasl Rel.	Stran- gers
(Percentage distribution)						
Success	10	50	0	50	0	0
Anticipatory Success	25	0	0	100	0	0
Failures & Unresolved	1	28	0	64	0	8
Total	36	33.33	0	61.11	0	5.56

Table 17

Slide 1
Middle ManagersNature of Relationship & Resolution

Nature of Relations / Nature of Resolution	Total	(Percentage distribution)					Strangers
		Father Son	Friends	Sup-sub	Colleagues + Task Rel.		
Success	2	100	0	0	0	0	
Anticipatory success	16	33.33	0	66.67	0	0	
Failures & Unresolved	3	43.75	0	43.75	6.25	6.25	
Total	21	47.62	0	42.86	4.76	4.76	

Table 18

Slide 3
Sr. ManagersNature of Relations and Resolution

Nature of Relations / Nature of Resolution	Total	(Percentage distribution)					Strangers
		Father son	Friends	Sup-sub	Colleagues + Task Rel.		
Success	6	16.67	33.33	16.67	16.67	16.67	0
Anticipatory Success	3	0	0	33.33	66.67	0	0
Failures & Unresolved	27	22.22	3.70	3.70	48.15	7.41	14.82
Total	36	19.45	8.33	8.33	44.44	8.33	11.11

Table 19

Slide 3
Middle ManagersNature of Relationship & Resolution

Nature of Relations / Nature of Resolution	Total	Father Son	(Percentage Distribution)			
			Friends	Sup-sub	Colleagues + Task Rel.	Strangers
Success	3	0	0	0	100.00	0
Anticipatory Success	4	0	0	25	75.00	0
Failures & Unresolved	14	0	0	28.57	64.29	7.14
Total	21	0	0	23.81	71.43	4.76

Table 20

Slide 5
Middle ManagersNature of Relationship & Resolution

Nature of Relations / Nature of Resolution	Total	Father Son	(Percentage distribution)			
			Friends	Sup-sub	Colleagues +Task Rel.	Stran- gers
Success	3	100	0	0	0	0
Anticipatory success	2	100	0	0	0	0
Failures & Unresolved	16	37.5	6.25	18.75	18.75	18.75
Total	21	52.38	9.76	14.29	14.29	14.29

Table 21

Slide 5
Sr. Managers

Nature of Relationship & Resolution

Nature of Relations	Total	Father son	Friends	Sup-sub	Colleagues +task Rel.	Strangers
Nature of Resolutions	(Percentage Distribution)					
Success	7	42.86	14.29	14.29	128.57	0
Anticipatory Success	4	0	0	50.00	50.00	0
Failures & Unresolved	25	48	16	12	20	4
Total	36	41.64	13.89	16.67	25.00	2.78

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