

JIMMA UNIVERSITY
FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT

**PARTICIPATORY MANAGEMENT STYLES &
ATTAINMENT OF OBJECTIVES
(THE CASE OF TRADE, INDUSTRY, & TRANSPORT
BUREAU – Awassa)**

BY:

Mulugeta Mamo

Advisors:

Mss. Claire Moxham

And

Ato Dugassa Tesemma

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ABSTRACT

Generally the objective of this research paper is to introduce participatory management styles in to the Trade, Industry, & Transport Bureau (TIT) of the South Nations, Nationalities & Peoples' state at Awassa. Specifically, this objective can be improving job satisfaction in order to reduce employee turn-over & absenteeism; empowering employees so as to make them capable of working with the minimum possible help form their respective supervisors; instilling the idea of 'esprit de corp' in order that employees & mangers may develop the culture of working together in solving problems & looking for opportunities; fostering transparency & accountability between the management & subordinates by adopting sound communication in the organization.

To get the appropriate data form the target population, questionnaires & interviews had been used. As this study is geared towards a single organization, case study on Trade, Industry, & Transport Bureau (TIT), all of the population having a total number of 70, have been communicated either through questionnaires or interviews. Hence, the approach used in this case study is, a census approach which is more accurate & reliable than the sampling technique.

The result part of the study showed that about 34% of the existing management style is semi autocratic, nearly 56% of the employees do not participate in planning & developing goals due to the dominance of the management in planning & developing goals, 46% do not have good attitude (affection) to their department due to lack of motivation & routine activities, 49% have not ever tried better ways of doing their job owing to lack of self preparedness, 48% showed management-subordinate relationship which is not good & hence needs further improvement, 79% support the participatory aspects of management, & 44% indicated that conflicts stem from job overlapping.

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From the above results it is concluded that the existing management style is not participative and this is recognized to be against the willingness of the employees as they support participatory management style. Employees are not involved in planning & developing goals along with their supervisors; departmental affection of workers is not adequate; workers do not try employing better way to do their jobs; management employee relationship is not adequate. Conflicts which can be possible sources of job dissatisfaction, emanate from job overlapping.

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CHAPTER ONE

1. Introduction

1.1. Background of the study:

As organizations grew in size & complexity, managers began stressing the importance of workers and their needs, (W.Rue 1992). As managers studied the workers and developed theories about worker behavior, new styles & methods of managing emerged.

One innovative style of management was that of Heary Danisson (1877-1952). This person believed that the strength of the organization come form its members and the sources of power are the incentives, habits, and traditions that influence people in an organization. Danisson believed an organization has greatest strength if all of its members are strongly motivated; their action loss no effectiveness by frictions, conflicts, or unbalance; and their action move in a single direction, reinforcing each other,(W.Rue 1992).

Many of the emerging styles of management of the 1930s & 40s had distinct differences. But most were based on the human relations trust, especially on participation Wendel L.French (1998). Nowadays, organizations without sound Participation of its employees in decision making along with the managing body, may run a risk of making informed decisions and this may have an impact on the basic concern of organizations i.e. improvement. Some organizations show little or no improvement which is suggestive of the need for high concern. Here, it should be very well noted that management is the crucial factor because management helps such organizations to effectively & efficiently use limited resources. In this respect, peter Drucker has remarked. "there is no under developed nations, as such but under managed ones only." This is of course true of our country, that is basically quite rich in natural resources which are not yet fully utilized. It is also true, according to Drcker, that many organizations may not remain profitable

although huge capital investments have been made to generate satisfactory industrial and economic growth.

It is now an established fact that these organizations lack the advanced management know how. Such management know how & theories as they are known today have evolved largely within a restricted range of countries.

As industrialization spreads, it is becoming necessary to transfer and adapt them in to cultural setting far different from those in which they originated. This is important because economic development, as stated earlier, is indeed a process that entails the concurrent growth of the supervisor technical and managerial skills.

Accordingly, trade, Industry, & Transport Bureau can learn useful lessons from some effective management styles of some developed nations. The years following the second world war, Yugoslavia society under went a transformation whose consequences extend to most spheres of social, political and economic life. In this regard Martin Schreak has observed that demographic trends with rapid urbanization, contributed to marked improvements in the standard of living & shaped the evolution of a distinctive new social structure duly attributing such successes to the countries characteristic style of management that is now popularly known as “workers’ self management & participation. Cognizant of its proven benefits, many contries are using it for their economic gains, (Josip 1978).

The American style management is so vastly & variedly practiced in USA that it is difficult to pin-point a universally recognized American style of management. However for the purpose of this study that has, of necessity confined it self to one specific area – participative management. This is management by objective (MBO) which is participative in nature. It pulls together many better known & proven management practices in to one, (John 1971). And the Japanese style management has at present recognized as the world power exhibiting an astonishing ability to produce quality goods at low prices. During the preceding decades, Japanese trade with other nations expand at a rate about twice the world average resulting in an splendid trade surplus. This style has intense concern for people, group reaction, & for the relationship of the worker to his company, to his supervisors, to his co-workers, & to his work. Unlike the westerners, in Japan the traditional value system was kept intact in the face of every rapid

industrialization. According to the writing of William, A. Long & k.k Seo, western management theory also expects that, as an economy becomes highly industrialized & firms grow in size, the traditional role of entrepreneurship will be replaced by high level professional management & that the corporate structure will evolve in to a highly specialized bureaucracy, but in Japan this has not been the case.

1.2. Statement of the problem

In public enterprises workers may not be as such participative in the move towards goals or objective attainment together with chief executive officers. If this is the case emphasizing on the participative aspect of the aforementioned styles of different developed nations, is very important. For instance, if the self management aspect in particular, is needed in TIT, workers are required to train and sufficiently acquaint with their work so that they will be ready to work independently with less intervention of their supervisors & hence giving them chance to participate in some other activities.

As TIT is an organization with multiple goals & objectives, managers may face a dilemma of conflicting these goals & objectives. Hence, the use of MBO will be very much helpful. It converts organizational goals in to personal goals, thus there will be clear demarcation because goals are identified by persons and each person is accountable for attaining his goal(s).

Long range staff development & consensus decision making are also, of vital importance if used properly in TIT. For example long range staff development may result in low turn-over, increased job commitment and hence higher improvement on the other hand, consensus decision making allows informed judgements in deciding as it involves all staff members from different corners of the organization.

1.3. Significance of the Study

Lack of communication is one very prevalent problem in organizations. Participative management as a system encourages the search for objective truth. There

cannot be adequate participation with out full disclosure of information, and monopolization leads to inequities in power distribution.

Once information is open, full participation necessarily leads closer to truth than would monopolization of that information and subsequent manipulation by any group.

The humanistic nature of participatory management eliminates the tradition & strict management – labor distinction. This is an essential elimination if each participant is to have equal influence on decisions. It restores in the human being involved the sense of being more than just an in put for production to be used for some one else's purpose.

1.4. Objectives of the study

1.4.1. General Objective :

To identify & alleviate (or at least reduce) problems that impede participatory management styles in Trade, Industry, & Transport Bureau.

1.4. 2. Specific Objectives:

- 1.4.2.1. To know the knowledge staff member have on their job, department, & organisation, so that workers may be able to understand the very objectives & goals of their respective department.
- 1.4.2.2. To recommend the idea of “esprit de Corp” – unity is strength, in the organisation in order for workers to be able to act jointly than individually to wards the attainment of organizational objective.
- 1.4.2.3. To suggest ways of making the staff members ready for work by giving them the necessary training and development. This may enable workers to manage themselves with no or little help from their respective supervisors.
- 1.4.2.4. To suggest transparency and accountability between the management & subordinates.

CHAPTER TWO

2. Literature Review

2.1. Management by objective (MBO) is a participatory system of management which managers look a head for improvements, set performance stretch objectives at the beginning of a time period, develop action & supporting plans, & ensure accountability for results at the end of the time period.” Humble, John (1971). How to use management by objective (MBO): MBO process can be presented in various ways. Here are six steps in the general MBO process:

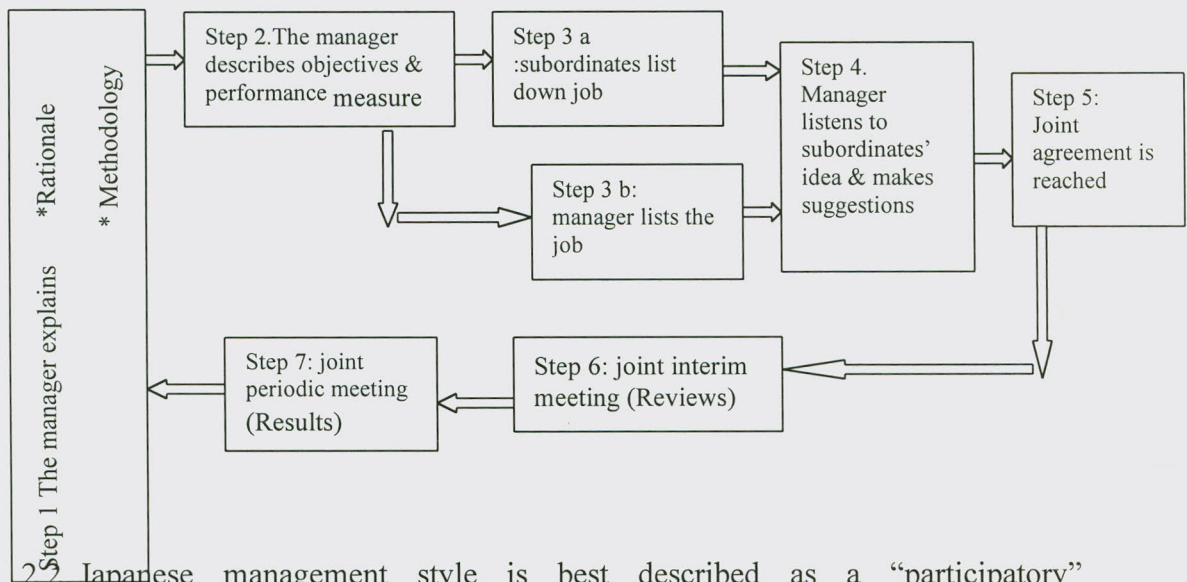
- 2.1.1. Situation analysis:- analysis indicates that the type of events that may occur if past & present trends are diminishing. This step identifies developing issues & problems that need change, correction, or management.
- 2.1.2. Improvement analysis:-Under this step each issue is analysed to determine the consequences of not dealing with improvement, correcting it or managing it. This step forms the rationale of why we must eliminate the problems, grasp the new opportunities, & proceed with improvements.
- 2.1.3. Setting goals & objectives:- expectations, that are to be achieved in the long run & short run, are established. Objectives are the end results of an organization, department or group. They indicate the events that will emerge in making the future.
- 2.1.4. Development of operational plans:- how to meet objectives. Operational Plans are carefully-thought-out specific plans of implementations. They arrange in sequence & priority the activities needed to accomplish an objective. These activities are the tasks & actions best suited & arranged for reaching end-

results. The time requirements for activities indicated in the programming are established. Methods of performing work are agreed & set down. The resources such as many, people space, capacity, inventory, equipment & time need to reach a set of expectations are allocated.

2.1.5. Validation of plans:- the implementation of the plan is analyzed for potential problems. This analysis deliberately searches for where trouble may occur or how barriers may emerge to frustrate the plan. Analysis modifies the plans to circumvent barriers or eliminate trouble spots.

2.1.6. Control & evaluation:- This is to keep activities & efforts on a prescribed course.

The following is illustration of the general MBO processes:



Japanese management style is best described as a “participatory” management style. It emphasizes:

2.2.1. Bottom up process:- refers to information flow & initiative from the lower levels of the organization to the top level. The apparent assumption is that change and initiative should come from those closest to the problem, what ever the organizational level. In support of these assumption, each employee has access to all managerial levels.

- 2.2.2. Senior manager as facilitator: senior managers do not perceive their tasks to be one at setting objectives & issuing orders. Instead they do respond actively to the ideas resulting from the bottom-up process. Such a response requires large amount of time spent in interactions with lower levels within the organization. Typically, the senior manager asks questions, makes suggestions, provide encouragement. Thus the manger performs a teaching function.
- 2.2.3. The middle manager as a molder:- a key role of the middle manager is helping subordinates & colleagues shape a composite plan before presenting it to supervisors. A critical aspect of this role is developing coordination with other departments affected by any problem or solution because the junior managers are expected to be perceivers & identifiers of problems, & are expected to formulate tentative solutions to such problems.
- 2.2.4. Decision by consensus: - it indicates that each individual in the decision making process feels satisfied that his or her point of view has been fairly heard. Consensus also means that each participant is willing to go along with & support the decision. Typically, the consensus process will involve much time & discuss a problem before a decision emerges.
- 2.2.5. Holistic orientation:- employees & managers know more about each other & engage in a wider range of work & no work activities. It emphasizes & fosters an equilateral atmosphere. It stresses the importance of shaping & influencing employees attitudes towards the job.
- 2.2.6. Openness:- There should be a place for honesty & criticism in an atmosphere of trust. This trust is based on the assumption that, in the long run, every one shares fundamentally compatible goals.

2.2.7. Management By Walking Around (MBWA)- Management by walking around involves two aspects :-

- i) Career development managers may be moved laterally or even to apparently lower-level jobs to provide new exposure; &
- ii) A rather informal day-to-day style of managing including moving the desk of the top manager to the center of a problem area & frequent visits by top management to the production line to discuss problems with workers or even to work occasionally on the production line. MBWA is one method by which cooperation & openness are encouraged.

2.3. Self management:- According to the Yugoslav version, the term 'self management' is a key to direct democracy, indicating that decision making is the exclusive prerogative of individuals who have to carry out decisions or are directly affected by them. Accordingly, workers self management pertains to economic organizations.

2.3.1. Structure & functions: The workers councils are the most important decision organ. They are comprised of delegates elected by secret ballot from within the working community & from a list of candidates prepared by the unions.

- a) The workers councils (interlay) perform the following functions:
 1. They accept the organization's plan & financial statements;
 2. They formulate policies on business & the distribution of income;
 3. They elect, discharge, & control the executive & managerial organs.

The normal term of delegates to the workers' council is two years with possibility of re-election.

- b) The executive organs are composed of members elected from among the delegates of the workers' councils. They perform specific actions (functions)

in the domain of the workers councils. The normal term of delegates is as in workers' council.

- c) The management organ can be a single business manager or a managing board of unspecified size. In either case the position has to be publicly advertised & the choice among applicants is jointly made by the commune, & the union organization of the work unit. The regular term of the management is four years with possibility of reappointment.

2.3.2. Management by multiple objective (MBMO): it accommodates formulation, analysis & evaluation of multiple objectives. Participatory management requires the manager and his superior to first agree on:

- 1) the specific results the subordinates will achieve,
- 2) the set – time when
- 3) the amount of authority the subordinate may use,
- 4) the resources the subordinate may use.

The subordinate is then left alone, with minimal but effective control from the supervisor, to manage his own unit.

Source “The management profession”, (Pg. 37-45).

CHAPTER THREE

3. Methodology

3.1. Site of the study

This research study had been conducted in the Trade, Industry, Transport Bureau (TIT) that is located in Awassa town of the South Nations, Nationalities, & peoples' state (SNNP). This organization was found to have some inherent problems. These include stiff or inflexible system of management that means rules & regulations are set by the government bodies some time in the past. As a result of this there is no room for the lower officials at this specific organization level, to adapt these rules & regulations to the prevailing conditions. For example, a merit system is used in which young staff members with creative minds are unable to be motivated by this system because it merely considers the number of years a given person has been working for no matter whether he is contributing to goal attainment or not. In addition to this, there are also other problems like managing system – there is a problem of assigning the right person at the right place. Employees with lower qualification have commonly been seen to assume positions higher than the status they possess; lack of participation form subordinates on some important issues & decisions; absence of motivation from the management, etc. The case study on this organization is geared towards alleviating some of these problems as it suggests participatory aspects of management styles such as, management by objective, self management, consensus decision making, etc.

Being governmental organization, TIT has got multiple goals & objectives & so are its area of intervention. For instance, it interacts with Investment Bureau, Finance Bureau, Ministry of Agriculture, Health centers & others. The fact that it interacts with such organizations may compel it to have multiple goals & objectives. Hence, unless otherwise, effective management technique is used, it would be hardly possible to bring the improvements hence profits that the organization is opting for.

As mentioned above this research paper is aimed at addressing the techniques which are most appropriate to the context of Trade, Industry, & Transport Bureau (TIT). The introductory part contains the background of the study, statement of the problem & significance of the study, & objective of the study – what is going to be done. The subsequent part deals with the review of related literature. The subsequent part deals with the review of related literature. The methodology part deals with site of the study, the target population, data collection method, data collection procedures, & data analysis techniques. This is followed by result, analysis, and discussion part respectively. The last part of this paper would be the, conclusion & recommendation (optional) part.

3.2. Target population:

As mentioned so far the research paper is being done on TIT. It is a case study on this bureau. The number of the subjects of this case study is 70 (seventy). No sampling procedure is used as it is a census study, all the target population have been reached for primary information so that the precision of the data / information will be very high & reliable to draw conclusion from it. More over, the number of the population is manageable to get data / information from each individual, with in the time constraint faced.

3.3. Data collection methods:

While tapping the necessary information / data from the target population, the instruments used are, questionnaires, interviews, & documentary analyses

3.3.1. Questionnaires:- All questionnaires have been prepared in English but only about half of the subjects where able to respond to it by themselves. Being collage diploma or certificate holders, most of the respondents were incapable of understanding the idea of the questionnaire & fill it up confidently – they took it as some thing directed to evaluate their ability to work. However, those who understood it well, filled it up confidently with out hesitation.

3.3.2. Interview- those who faced language problem, have been communicated in a face to face interview. The questionnaires were translated in to Amharic in a way understood by interviewees & they reacted to the interview by responding to the Amharic version of its English equivalent. In this case respondents were free to give personal opinions unlike the case when they fill questionnaires.

When making a comparison of the above two techniques-questionnaires & interviews, the later one is more reliable & valid. This is due to the fact that an interviewee is giving his own feelings by his own words. Unlike the former one-questionnaire, his ideas & personal feelings he develops at the glance of questions or responding, is not affected by the feelings & ideas of others. In other words, the interviewee has no time to share ideas & feelings with others while there are possible discussions with others in the case of questionnaire feeling independently with out the presence of a principal researcher or his assistant.

The necessary data for this research paper has been collected from TIT during the month of February, specifically from about February 12 – 20 in the year 2002.

3.3.3. Data analysis technique: having collected the necessary data or information, analysis of the obtained data has been resumed. To analyse the data what has been employed is tabulating the number of respondents & their respective percentage so as to make it suitable for further analysis. Table form of analysis is also important as it gives quick glance in to the number & percentage of respondents. Simple tabulation of the responses or observations on question-by-question basis provides the most basic form of information for the researcher and in many cases the most useful information, (Zikmund, 1997).

CHAPTER FOUR

4. RESULTS AND DISCUSSION

4.1. Result

1. What is the current management style?

| Type of management style | No of respondents | Percentage |
|--|-------------------|------------|
| 1. Participative (MBO) | 10 | 15% |
| 2. That which allows self Management | 6 | 9% |
| 3. That which allows decision by consensus | 8 | 13% |
| 4. Semi autocratic | 24 | 34% |
| 5. All | 15 | 21% |

Table 1

2. What is your attitude to wards the existing management style?

| Degree of preference | No of respondents | Percentage |
|----------------------|-------------------|------------|
| 1. Fair | 24 | 38 % |
| 2. Good | 23 | 36 % |
| 3. Best | 4 | 6 % |
| 4. I'm indifferent | 7 | 11 % |
| 5. No response | 5 | 9 % |

Table 2

3. You like if the current management style is changed?

| Yes / No | No of respondents | Percentage |
|----------------|-------------------|------------|
| 1. Yes | 19 | 30 % |
| 2. No | 3 | 62 % |
| 3. No response | 5 | 8 % |

Table 3

4. What is your reason if your answer is no ?

| Reason | No of respondents | Percentage |
|--|-------------------|------------|
| 1. Currently the right management style is in place | 27 | 43 % |
| 2. Nothing better can be done | 11 | % |
| 3. Being government owned, proper implementation in such organization would be difficult | 19 | 30 % |
| 4. No response | 6 | 10 % |

Table 4

5. What do you think are the sources of the conflict?

| Source of conflict | No of respondents | Percentage |
|---|-------------------|------------|
| 1. Job overlapping | 28 | 44% |
| 2. Inability to understand one's Objectives/goals | 6 | 9% |
| 3. Colleagues | 7 | 11% |
| 4. Other reasons | 8 | 13% |
| 5. No response | 14 | |

Table 5

6. Have you ever set and develop your goals before starting a job?

| Yes/No | No of respondents | Percentage |
|--------|-------------------|------------|
| 1. Yes | 24 | 34% |
| 2. No | 39 | 56% |

Table 6

7. If Your answer is 'Yes' to table 6, with whom?

| Staff member | No of respondents | Percentage |
|-------------------------|-------------------|------------|
| 1. Peer friends | 6 | 9% |
| 2. Top manager | 3 | 4% |
| 3. Immediate supervisor | 10 | 16% |
| 4. Alone | 2 | 2% |
| 5. Team leader | 3 | 4% |
| 6. No response | 39 | 64% |

Table 7

8. If 'No', why?

| Reason | No of respondents | Percentage |
|--|-------------------|------------|
| 1. The goal is already set | 19 | 27% |
| 2. Group goal setting is not practiced | 10 | 14% |
| 3. Rules & regulations of the organization May not allow | 2 | 3% |
| 4. Participatory management is not yet in place in general | 8 | 11% |
| 5. No response | 24 | 45% |

Table 8

9. How is your attitude to wards your department?

| Attitude | No of respondents | Percentage |
|--------------------|-------------------|------------|
| 1. Positive (good) | 22 | 31% |
| 2. Negative (bad) | 9 | 14% |
| 3. Not good | 32 | 46% |

Table 9

10. If your answer is negative (bad) is fair, why?

| Reason | No of respondents | Percentage |
|--|-------------------|------------|
| 1. Ineffectiveness in meeting goals & objectives | 2 | 3% |
| 2. Routine activities | 2 | 3% |
| 3. No being assigned as per qualifications | 1 | 2% |
| 4. Lack of motivation to improve your job | 2 | 3% |
| 5. All of the above | 34 | 49% |
| 6. No response | 22 | 40% |

Table 10

11. Have you ever tried to introduce better way of achieving your goals in your division or department?

| Trial | No of respondents | Percentage |
|--|-------------------|------------|
| 1. Yes, but there have been oppositions from supervisors | 10 | 16% |
| 2. Yes, & you have been s successful | 19 | 47% |
| 3. No, you haven't made such a trial | 34 | 49% |

Table 11

12. Which do you think describes the management – subordinate relationship?

| Relation ship | No of respondents | Percentage |
|-----------------------|-------------------|------------|
| 1. No relation at all | 4 | 6% |
| 2. No good relation | 30 | 48% |
| 3. Good relationship | 22 | 35% |
| 4. No response | 7 | 11% |

Table 12

13. Which one do you think is important if introduced to your department or organization to help the achievement to goals or objectives?

| Management style | No of Respondents | Percentage |
|--|-------------------|------------|
| 1. Participatory management (MBO) style | 7 | 11% |
| 2. Self management (free-rein style) | 1 | 20% |
| 3. Consensus decision making | 5 | 8% |
| 4. All of the above are best if applied properly | 50 | 79% |

Table 13

14. What do you think about (the number of workers in) your department?

| Department | No of respondents | Percentage |
|-----------------------|-------------------|------------|
| 1. Adequately staffed | 32 | 51% |
| 2. Understaffed | 22 | 35% |
| 3. Overstaffed | 2 | 3% |
| 4. No response | 7 | 11% |

Table 14

15. Suppose the number of workers in your department is less & the top management has agreed to assign additional subordinate, which status or qualification do you recommend?

| Academic status | No of Respondents | Percentage |
|---|-------------------|------------|
| 1. B.A degree | 30 | 48% |
| 2. M.A & above | 10 | 16% |
| 3. Any one with out such qualification but relevant work experience | 23 | 37% |

Table 15

4.2. Analysis & Discussion

In this part of the study paper the main findings will be analyzed in line with the objective of the study supporting the very hypothesis of the topic i.e. management styles against its consequences on goal attainment. These styles include participatory management approaches like management by objectives (MBO), self management (Free rein styles – the one that empowers employees or groups to function on their own, without direct involvement from the managers to whom they report); consensus decision making, group goal setting & development, & others.

According to the data obtained from employees of Trade, Industry, & Transport Bureau, 16% of the total population of these organization have agreed that the styles used in attaining objectives & / goals, are participatory. However, this figure may not be adequate enough to extend conclusion because the majority of the population seem to be in a state of doubt as to whether the proposed styles are being used in the organization. And this is shown by writing other type of readership styles like autocratic style (34% of the population have supported it.)

According to plunkett, manager's styles range from not sharing at all to completely delegating decision making authority. The range of styles can be categorized as autocratic, participatory, & free-rein. Which style a manager chooses should relate to the situation encountered. In the case of autocratic style, a manger makes decisions, announces it, & seeks feedback. But in the case of participatory style a manger makes decision with input from subordinates. The free-rein style is akin to the self management style. It enables subordinates to make decisions subject to limits set by boss.

To use the autocratic styles effectively, mangers must know what needs to be done & they must possess expert power. It is effective when mangers face issues that they are best equipped to solve, create solutions whose implementations does not depend on others, & desire to communicate through orders & instructions.

Mangers who use the participatory style share decision making authority with subordinates. It is some times called the "we" approach, as it involves subordinates & lets them bring their unique view points, talents, & experiences to bear on an issue.

This style is strongly emphasized today because of the trends towards downsizing, employee empowerment, and worker teams, (plunkett, 1994).

In other words, participatory / democratic leadership style is characterized by a high concern for both people & work. It encourages continual flow of information between them selves & their subordinates. Some of the most typical advantages of this style are: (1) decision making is improved because the leader is able to rely up on others for information & assistance before rendering the final judgement; (2) morale goes up because the followers like the openness & freedom of their work environment; (3) high achievement drive is nurtured & developed because the subordinates know what is expected of them & are given the necessary freedom to pressure their objectives, (Hodgetts, 1991).

Concerning their attitude toward the management styles they had chosen in the preceding question, the subjects have revealed different levels in their degree of preference. The majority of the target population showed fair preference to the management styles they had chosen. This fair preference, which is of lower degree when compared to other choices, is in line with the degree of knowledge they have regarding the type of management style. Contrary to this, a significant number of the population have shown that they have good attitudes toward their choice of the management style but only four(4) of them i.e. 6% of them dared to reveal high degree of preference. There are also respondents who said that they are indifferent. This means they are neither in favor nor against the management style in place.

They have also been asked to choose from two alternatives-changing the current management style or keeping it as it is. The majority of the population 62% have chosen keeping the current style whereas 30%, almost half the above respondents, have taken the alternative of changing the existing style of management. It was also desired to get reasons for keeping or changing. Here, unlike the case of identifying the right management style, most of the respondents 43%, have said the organization is embarked on the right truck of managing by using the right participatory management style. This of course, shows their negligence or confusion as they have provided contradicting ideas. They are confirming that the organization is using the right management style which they do not know. A few of them 17% reasoned out that nothing better can be done if

changed. Still others that constitute a significant part of the population 30% have reasoned out that Trade, Industry, & Transport Bureau, being government owned, it would be difficult to properly implement the proposed management styles.

Regarding possible conflicts that can materialize while carrying out day-to-day organizational activities, different alternatives were given to respondents to choose from. Forty-four percent (44%), the largest figure when compared to the figure for other choices, of the population have said that they engaged in conflict with others due to job-overlapping. And this may show problems in assigning employees. The sources of these conflicts according to the respondents, are inability to understand one's objective/goals, & other reasons which frequently occur between the supervisors & subordinates. Conflicts can also erupt over a struggle for limited resources; difference in objective-individual employer's objective may differ from those of the organization. An individual may aim to advance with in an organization over a three year period, where as the organization may have a tradition of seasoning an employee over a long period (Plunkett, 1994).

In the above paragraph respondents have reasoned out that inability to understand one's goals & objectives posed a problem of clash among or between workers. Contrary to this fact, when they are asked whether they clearly know their goals and develop it properly before starting job, thirty four percent (34%) of the population have made a choice of the alternative with 'Yes'. Large number of the workers (population), 56%, dared to say 'no'. Goal setting theory states that people's behaviour is influenced by the goals that are established for them. In essence, goals tell an employee what needs to be done and how much efforts will need to be expended (Robbins, 1991).

According to the theory, managers should set goals for employees & employees and managers should develop goals together. According to the goal setting theory, managers should:

1. Work with employees in setting goal to provide targets for motivation.
2. Make goals specific rather than general. The goal of "do your best" is not as effective as "complete the project by June 15 with no budget overruns"

Linked with the above is a question addressed to the subjects which aimed at getting some more information as with whom they set (develop) goals before they start a project. Here 16% of the total population have chosen the alternative containing immediate supervisor where as other smaller in percent (9%), said that they are supported by their peer friends. And still others with insignificant figures agreed that they carry out such activities alone, with the top manager , & project team leader. On the other hand those who said they do not participate in setting and developing goals before commencing project have reasoned out various factors. These include the following: the goal is already set & developed by the managing body, inability of the organization to adopt the culture of group goal setting, fear of the organization's rules & regulations for it may not allow such a group activity, & absence of participatory aspect of management, in general, to the extent it is vital to the improvement of the organization.

It is also desired to know the attitude of each respondent toward his /her department. According to the data obtained, 31% have positive (good) attitude for their department where as 14% have not been interested in the department they are working in due to various reasons including demotion, absence of challenging jobs, not being assigned as per qualification or academic status etc. Similarly, 46% of them do not have good attitude to their position / department.

One significant factor that sets the foundation for creating a positive work environment is a manager's philosophy of management; or attitude about work and the people who do work. A manager's philosophy of management incorporates & reflects personal beliefs about human nature in the work setting – about worker attitude & characteristics, employee maturity, & the influence of management expectations on employee behaviour. Douglas Mc Gregor (1960), called two sets theory x & theory y. The former shows negative perception of subordinates' potential for work & attitudes toward work. The later one shows positive perception of subordinates' potential for & attitudes toward work. The important point of theory x and theory y, is that a management philosophy influences the type of work climate the managers endeavors to create &, ultimately, how the manager treats people. So, managers of TIT, may increase the interest of employees to their departments by developing positive perception of subordinates' potential to work.

In other words, those who are not interested in their work or department have forwarded many reasons in addition to the above ones like: ineffectiveness in meeting goals, & objectives, routine activities, lack of initiation from the management to improve ways of doing their jobs. To alleviate the aforementioned problems, leaders can adopt a focus on task or a focus on employee. Depending on the managers perspective and situation, these two approaches can be used separately or in combination.

A task focus emphasizes techniques, methods, plans, programs, bead lines, goals and getting the work out. The manager who focuses on workers emphasizes workers' needs. He or she treats workers as valuable assets and respects their views. By focusing on employees, a manager can increase job satisfaction & decrease absenteeism (Likert, 1976) and this can mean positive attitude to one's department. Hence maintaining close relationship with subordinate and motivating them, is of vital importance for attaining goals & objective of the organization.

A manager who believes that people deserve courtesy & personal development, for example, is likely to treat subordinates with respect, show genuine concern for their welfare, & help them succeed and grow, (plunkett, 1994). If employees are treated in such away they are likely to be committed to work. To know the level of commitment to work, of the respondents, respondents have been asked whether they have ever tried to introduce better ways of achieving their goals in their respective department. The minority of the respondents 27% have said they have tried better ways of doing & they have been successful. Others with a significant figure 49% of the total population have responded that they made no trial because condition shave not been conducive to do so and may be for encouragement matters. Still there are other respondents who tried to introduce better ways of doing their jobs but failed owing to the fact that they lack support from their bosses.

Associated with management-subordinate relationship, most of the respondents 48% have said that there is a relationship which is not good between the management & the subordinates, whereas above 35% of the subjects have said that good relationship exists between them & the management. And the rest 6% denied the presence of any relationship between the management & subordinates.

In this context, organizations relationships may result from communication that can be formal or informal. Formal communications act as a connection between members & outsiders & as paths through which official communications flow. There are also horizontal communication channels that are used to set goals; define roles; create, examine, & improve methods; improve working relationship; define, investigate, & solve problems; and gather distribute, & process information (plunkett,1994)

Up ward communication provides the feedback required by the down ward communication. It allows workers to request assistance in solving some problems, & it provides a means for workers to recommend solutions to others. Organizations that are secretive about sharing vital information with employees lack openness; such behaviour says that they do not trust their employee. A lack of openness in organizational communications derives from a lack of trust or from the fear that wrongdoing will be exposed, (Plunkett, 1994). This shows managers need to promote communication in the organization so as to have sound relationship with subordinates.

The target population for this study has also selected what they think is substantial if introduced to their department or organization to help the attainment of goals &/ objectives of their department or organization. Out of those who responded, the majority of the population 79% have chosen all of the alternatives that sum up to participatory management.

Finally, respondents were interviewed about the number of workers in their respective department and the qualification requirements, if any, of the department. Concerning the number of worker currently working in their department, most of them said their department is adequately staffed, where as 35% of the respondents said their department is understaffed but 3% of them said overstaffed. On the other hand, regarding the man power requirement of their department, most of them 48% underlined the importance of B.A degree holders if hired in their department & 37% of the respondents emphasized the importance of any less qualified ones with relevant work experience that fit to their department. When we have a look at the academic qualification of the exiting workers, most of them are less qualified & collage diploma holders. So, staffing highly qualified employees in future may strengthen the ability of workers to work independently.

5. CONCLUSION

- ◆ The existing management style is not participatory as indicated in table 1 of the result part
- ◆ Employees are not in favour of this style which is not participatory. Management needs to adopt techniques of managing that are in line with the interests of the subordinates. These may include participatory styles of management like, management by objective, consensus decision making, self management, management by walking around.
- ◆ Subordinates want the participatory aspect of management to be instilled in their organization. This is because participatory approach involves subordinates & lets them bring their unique view points, talent etc. (table 13).
- ◆ Subordinates are not involved in setting & developing goals by their supervisors, due to various reasons, dominance of their supervisors being the leading one, (table 7).
- ◆ Employees do not have good attitude towards their section / department due to reasons like, ineffectiveness to meet goals, routine tasks, not being assigned as per academic qualification, lack of motivation from supervisors, (table 9).
- ◆ Workers do not try better ways of achieving their departmental goals & this needs to be backed by motivations from managers (table 11). Example, managers should provide workers with material & morale support for good results (causes).
- ◆ Management-subordinate relationship is not to the extent desired. This may be brought to the appropriate level by promoting & improving both formal & informal communications, (table 12).
- ◆ The main source of departmental conflict is job overlapping (table 5). This can be avoided by identifying jobs by person & reducing burden on a given person.

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7. Appendix

7.1. Questionnaires:

The purpose of this questionnaire is to collect data/ information from workers of TIT on what they know with regard to the existing management style. Encircle the letter of any one or more of your choice.

- 1) What is the current management style that is being used in your organization?
 - a) Management by objective (MBO)
 - b) That which allows self management
 - c) That which allows decision by consensus
 - d) all
 - e) If any, please specify _____

- 2) What is your attitude towards your answer of question number 1?
 - a) Faire
 - b) Good
 - c) Best
 - d) I'm indifferent

- 3) Do you like if the current management style is changed?
 - a) Yes
 - b) I don't like

- 4) If your answer to question 3 above is 'b' what is your reason? The reason is that _____.
 - a) The organization is embarked on the right style of managing
 - b) I don't expect any thing better if the current style is changed
 - c) As it is a government organization, it would be difficult to properly implement the proposed management styles.

- 5) Have you ever been in clash (conflict) with your peers (colleagues) due to:-
 - a) Job overlapping
 - b) your inability to clearly know what your objectives (goals) are.
 - c) Inability of your colleague not knowing what his targets are, found guilty of doing your job

- 6) Have you ever properly set and developed your goals before starting a project (job)?
 - a) Yes
 - b) No

- 7) If 'Yes' to question no 6 whom do you do so with ?
- a) peer friends
 - b) To manager
 - c) Immediate supervisor
 - d) alone
 - e) if any please, specify it _____
- 8) If 'no' to the above question no 6, why?
- a) the goal is already set by the higher management
 - b) group goal setting is not allowed
 - c) the regulation of the organization may not allow such a thing
 - d) participatory management is not yet in place.
- 9) How is your attitude towards your departments?
- a) positive (good)
 - b) negative (bad)
 - c) Not good
- 10) If 'negative /bad' to question no 9 Why?
- a) due to ineffectiveness to meet goals as you don't know it clearly
 - b) because the activities involved are merely routine
 - c) because you are not assigned as per your qualification
 - d) because your supervisor don't give you the chance to improve your job
 - e) because you don't participate in making decisions concerning your department.
 - f) all of the above
- 11) Have you ever tried to introduce better way of achieving your goals of your department ?
- a) Yes, but there have been oppositions from supervisors
 - b) Yes, and you have been successful in doing so
 - c) No, you have not made such a trial
12. Which one do you think describes the management-subordinate relationship?
- a) No relation at all
 - b) Good relationship
 - c) No good relationship

- 13) Which one do you think is important if introduced to your department or organization to help the achievement of goals of your department?
- a) Consensus decision making
 - b) Self management that is with minimum possible interventions of the top management & of your immediate supervisor.
 - c) Group goal setting (setting & developing goals with the person concerned).
 - d) All are best if applied properly
- 14) How many of you are working in the same department? _____
- 15) Do you think your answer to question No 13 is _____?
- a) Enough
 - b) Less
 - c) excess
- 16) Suppose the number is less & the top management has agreed to assign additional subordinate, which status of the subordinate do you recommend?
- a) B.A
 - b) M.A & above
 - d) any one with out such qualification but with relevant job experience.

Thank your for your collaboration!

7.2. Dependent and Independent Variables:

7.2.1. Dependent variable: – A variable that depends up on an independent variable for its fulfillment. For this research topic, the effect of management styles on the attainment of objectives, the dependent variable is the attainment of objectives. It depends up on the management style employed.

7.2.2. Independent variable: - A variable which is not dependent up on any other variable. In this case the independent variable is the type of management style to be adhered to.



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