

Discriminating Managerial Styles – A Study With Reference To Women Executives In Corporate At Chennai

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Abstract

The study was conducted with the women executives in the corporate sector to find the discriminating managerial styles. It also investigated the relationship of managerial style with other organizational variables. A comparative analysis was done to identify the discriminating styles in the private and the public sector. 600 women executives belonging to private and public sector was selected to conduct the study. The researcher adopted convenient sampling methodology to select the sample.

Key words: Managerial style, Corporate, Women Executives.

Introduction

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence.

Managing an organization is not an easy job. A solo decision -maker would have to bear far too many dimensions in his/ her mind for continuous success. A wide range of expertise needs to be availed of the management to be able to take even

reasonably good decisions. Inevitably, management becomes a group effort. This generates its own dynamics within the ranks of management, such as differences of opinion, selective perception, struggle for power and communication difficulties. These dynamics along with the objectives of the organization, the operating context and key choices in the past (especially during the formative years of the organization) give rise to a distinctive management culture. This distinctive management culture is the style of management.

Management styles are characteristic ways of making decisions and relating to subordinates. This idea was further developed by Robert Tannenbaum and Warren H. Schmidt (1958, 1973), who argued that the style of leadership is dependent upon the prevailing circumstance; therefore leaders should exercise a range of management styles and should deploy them as appropriate. It varies from company to company, and of course within organizations themselves. Different styles are appropriate for different situations or types of business. Managers like Bill Gates and Warren Buffett have famously developed their own distinctive methods from which others can learn. However, the fact that the two examples are very different shows that there is no single route to success.

Gate's style and management practice at Microsoft was based on control and concerning himself with detail almost to the point of obsession. The onus that Bill Gates placed on the monitoring of staff and figures is demonstrated by the fact that he even used to sign expenses for Steve Ballmer, his right-hand man. Buffett, on the other hand, always stressed a desire for the managers of Berkshire Hathaway to think like owners. He urged them to 'look at the business you run as if it were the only asset of your family, one that must be operated for the next 50 years and can never be sold'.

In today's fast moving and global trade, executives are willing to abandon traditional ways of making business to new and enhanced skills in order to be successful in this competitive world. These challenges create an important role for an executive in their organization. It requires more efficiency of progressing knowledgeable forces to conduct the business in the new way. It is up to them to choose which side they wish to be, the leading edge or the trailing edge. Thus it requires planning, power, and control, organizing capabilities, management guidance...etc which lies in the hands of executive. The executive must select an appropriate style of the management to do the above mentioned activities in a successful manner.

Related Literatures

In Indian context, research studies have shown that Managerial Style is an important determinant of the organization effectiveness. Very Few Research has been conducted when compared to Leadership.

Recent researches reviewed that Management style is a major factor in the successful accomplishment of the many tasks required of an educational administrator. An administrator's managerial style develops in proportion to his adaptation to organizational structure, his personality and value system, his concept of personal success, experiences both in and out of his managerial capacity, and the role

expectations as perceived by others. They also concluded that resulting style, in turn, greatly influences the school and its personnel. Research indicates that administrators must be subordinate-centered and that, given the problem-oriented nature of modern school organizations, they must be adaptive.

Few authors commented that Managerial styles are the leadership abilities of the manager. The author used a style assessment instrument based upon the managerial grid, leadership of managerial styles of the executives of an urban police agency are analysed and discussed. The differences are noted between the overall primary style of the executives and their primary style in separate managerial activities. It is found that there is a tendency among the executives to move from the most desirable grid style (9/9) during the "thinking" (i.e., philosophy of management and planning and goal setting) phases of management to either task-or person-oriented (9/1 or 1/9) approaches during the "acting" phases (i.e., implementation and evaluation).

Rachid Zeffane (1994) examined the relationship between the managerial style for both the private sector and the public sector. Organizational commitment and perceived management styles were examined using survey responses from 1418 employees from both public and private sector organizations, operating in Australia. Comparisons between the two groups of employees revealed higher commitment among private sector employees. These differences were consistent with differences in perceived management styles. Multiple regression analysis revealed that the degree of organizational commitment as well as the extent of loyalty and attachment to the organization was affected positively by factor 1 and negatively by factor 2, in both public and private sectors. Factor 3 seems to have a positive effect on overall commitment, but more so in terms of the degree of attachment to the organization. Tenure and supervision were also found to have some effect on commitment, but more so in terms of feelings of attachment to the organization and in terms of feelings of loyalty/citizenship.

Joyce S. Osland, Monteze M. Snyder, Leslie Hunter (1998), found more women executives in the public sector than in the private sector. There is an important stream of research in the public-administration area analyzing self-reported traits to explore the effect of gender differences and gender stereotyping on the success of women in management

Methodology

The major purpose of this research is to study the discriminating managerial styles in the corporate sector at Chennai. It was conducted for the women executives in the corporate sector at Chennai. The researcher adopted the convenient sampling methodology to the research. Research questionnaire and interview were employed as instruments for data collection. Through a series of questionnaire surveys were done for 600 women executives belonging in six companies.

Analysis and Discussion

In order to study the discriminating managerial style of the women executives in the public and the private sector, Step wise discriminant Analysis is employed.

Table No 1 Step wise Discriminant Analysis between the styles and Type of sectors

Styles	Variable In	Wilks Lambda	Sig	Rao's V	Sig	Change in Value	Sig
Authoritative Style	1	0.9456	0.000	17.1376	0.000	17.1376	0.01
Coaching Style	2	0.9242	0.000	24.4333	0.000	7.29567	0.01
Coercive Style	3	0.9104	0.000	29.3128	0.000	4.87949	0.05
Affiliative Style	4	0.9026	0.000	32.1357	0.000	2.82291	NS
Pacesetting Style	5	0.8960	0.000	34.5845	0.000	2.44881	NS

The above Table shows the result of discriminant functional analysis of styles and the type of the organization. The result of the discriminant functional analysis of styles and the type of the organization indicates that out of six styles, only five styles were entered in the step wise discriminant analysis. The democratic style which did not seem to discriminate significantly were not included in the discriminant function. Among the five styles, only three styles were found to be significantly discriminating between the two groups i.e., private and public sector companies. These are authoritative style, coaching style and coercive style. The discriminant function analysis with respect to the designation of the respondent indicates that only four styles were entered and those were affiliative styles, authoritative styles, coercive styles and democratic style. Only Affiliative and Authoritative style are significantly discriminating the group (executives and junior executives). It is found that only authoritative style are seem to be significant towards the type of the organization and also with the designation of the executives.

Conclusion

Managerial style is the distinct in which the executive in the top management perform their organizational roles. All the managerial styles have significant relationship between the sectors (private and public). Only four styles namely Authoritative, Affiliative, Democratic and Pacesetting are significant between the companies. The Authoritative style which was able to discriminate the type of organization and job nature of the executives is not significant with the corporate sector. The most challenging problem for the women executives in the organization is they are unable

to execute their own style in their company. Similarly the situations in the organization also make the executives to change their style. When they are unable to follow their ideal style, it results in frustration. The organization must provide corporate enrichment programme to overcome these barriers and frustrations.

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