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Mobile Indian Managers—A Profile

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Employee's behaviour in an organisation is motivated by the desire to satisfy unfilled needs. Organisational climate plays significant role in repressing/arousing individual motives. High rate of resignations submitted by employees (turnover) has a bearing on organisational culture and value system practiced by it. Through a survey of 22 public and private sector companies, an attempt has been made to know preference and personality traits of mobile Indian managers. An attempt has been made in this paper to explore whether Indian managers are mobile in their service and what is the frequency of change. Which service sector they would like to serve if given option to choose between Private/Public/Govt. Deptts. ? Are job mobility and job security correlated ? Further, he has made a profile of mobile Indian managers based on personal correlates such as nature of job, age, work experience, educational level, emoluments, other sources of income apart from monthly salary, social background, marital status, number of dependents, distance of hometown from place of service. A Comparison of mobile managers serving public and private companies has also been made to establish if there are significant differences in their preferences and characteristics.

Mc Gregor's principle of integration (Theory Y) states "the members of the organisation can achieve their own goals best by directing their efforts towards the success of the enterprises".¹ Various investigations carried out have revealed that what people are willing to strive for is also dulled or sharpened by the organisational climate in which they operate.² At times, a climate may repress

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motives; at other times it may arouse them.³ Although Maslow's Theory of Need Hierarchy, Herzberg's Hygiene—Motivation Theory and Vroom's Expectancy Model rely on subjective measures like an individual perception about his/her job but objective measures such as grievances, turnover, formation of waste and scrap during operations, accidents and absenteeism are the real indicators of motivation that can be used by the management to infer the motivational state of its employees.⁴

Individual desires and drives are conditioned by physiological needs or culturally induced needs.⁵ These needs vary in intensity with individuals.⁶

Basic assumptions concerning the nature of man indicate that employees' behaviour in organisations is motivated by the desire to satisfy unfilled needs.⁷ In a study conducted to find out probable considerations for leaving job, Indian managers have expressed bleak chances of promotion, inadequate pay, job dissatisfaction, job insecurity, poor status, distant place of service from hometown, hostile colleagues apart from frustration arising due to lack of alternative job etc. as major reasons for resigning from present service⁸. The dissatisfiers lead to mobility among Indian Managers.

The present study attempts to find the extent of job mobility among Indian managers and characteristics of mobile managers thereof.

Methodology

The present study covered public and private sector organisations. 22 undertakings (11 public and 11 private) located in different parts of India were selected for this study. Majority of the organisations surveyed were manufacturing units dealing in consumer durables, non-durables and industrial products. Managers working at lower, middle, top levels of management and serving in different functional areas were selected. Due to uncertainty about the manager's response, no particular sampling technique was followed in the selection of the managers. In order to distribute questionnaires in an organisation a known person working in the managerial cadre of the organisation was approached to work as an investigator on behalf of the researcher. The investigator was instructed not to approach respondents belonging to one state only. Instead, he was asked to get a representation of managers belonging to different states. A minimum of 3 respondents and maximum of 10 respondents were selected from each state. Where the number of respondents fell below 3, the investigator was directed to include them also in the survey.

The questionnaire was pre-tested on 10 managers working at different levels in a Ludhiana based

organisation. Necessary modifications were made on the basis of their comments and suggestions. 490 questionnaires were despatched to the respective investigators along with a letter explaining the purpose of the study and necessary instructions. 144 managers (29.4%) returned completed questionnaires. Out of this number, 85 were from public sector and 59 from the private.

In order to study job mobility among Indian managers, a relevant question was asked which is reproduced below :

"How many organisations you have served till date?....."

The responses so obtained have been calculated in percentages. Those who have served more than one organisation have been considered as mobile managers in this study.

Characteristics of mobile Indian managers have been co-related with their socio-economic background such as nature of job, age, work experience, education, emoluments, other sources of income (i.e. landed property, house rent etc.) social background, marital status, no. of dependents, distance from hometown/village from service station etc. The responses were further subjected to statistical treatment of critical ratio (C.R.):

$$C.R. = \frac{P_1 - P_2}{\sigma_{P_1 - P_2}}$$

Where P_1 and P_2 denotes percentages of two independent groups (both samples having been randomly drawn from the same population).

RESEARCH FINDINGS

a) Mobility in Service

The responses of immobile and mobile Indian managers serving public and private companies are given in Table—I.

TABLE—I
Job mobility (N=137)

Sector	Immobile (%)	Mobile (%)
Public (n=79)	45.57	54.43
Private (n=58)	24.14	75.86
Total (n=137)	36.50	63.50

Table-I shows that 36.50% and 63.50% managers are immobile and mobile respectively. Difference is significant (CR 3.075) at 0.01 level of confidence which indicates that Indian managers are comparatively mobile in service.

45.57%, 54.43% public sector and 24.14%, 75.86% private sector managers are immobile and mobile respectively. Difference is insignificant (CR=1.357) in case of public sector managers. So it can not be established whether public sector managers are immobile during their service period. However, difference is significant (CR=3.52) at 0.01 level of confidence in case of private sector managers showing thereby that private sector managers are comparatively mobile in service.

(b) Frequency of Mobility

The response of mobile managers who have changed one organisation after the other, are given in Table-II.

TABLE—II
Extent of mobility (N=87)

Sector	Change in service (time)			
	First (%)	Second (%)	Third (%)	Fourth (%)
Public (n=43)	69.77	18.60	6.98	4.65
Private (n=44)	40.91	38.64	9.09	11.36
Total (n=87)	55.17	28.74	8.045	8.045

Table-II shows that 55.17% and 28.74% managers have changed their service first and second time respectively. Difference is significant (CR=2.164) at 0.05 level of confidence. Similarly, 28.74% and 8.045% managers have changed their service second and third time respectively but difference is insignificant (CR=1.13). It means Indian managers change their organisation atleast once but frequency of change decreases afterwards.

69.77% and 18.60% public sector managers have changed their service once and twice respectively. Difference is significant (CR=2.61) at 0.01 level of confidence. Similarly, 18.60%, 6.98% and 4.65% public sector managers have changed their organisation twice, thrice and fourth time respectively but there is no significant difference (CR=0.475, 0.091). It means the tendency among public sector managers to change from one organisation to another organisation is atleast once but it reduces thereafter.

40.91%, 38.64%, 9.09% and 11.36% private sector managers have changed their service once, twice, thrice and fourth time respectively but there is no significant difference (CR=0.1379, 1.13, nil). It means that probability of change in service among private sector managers, from one organisation to another, is quite frequent.

(c) Preference for Organisation

The responses of mobile Indian managers preferring service in a particular organisation, if given freedom and choice, are shown in Table-III.

Table-III shows that mobile managers have expressed desire to join private sector (55.42%), public sector (36.15%) and Govt. Deptt. (8.43%) in order of their preference, if given chance to select any one of the three sectors.

Public sector mobile managers have expressed their opinion in favour of public sector (45.24%) followed by private sector (40.48%) and Govt. Deptt. (14.28%) respectively. Similarly, private sector managers have expressed their opinion in favour of private sector (70.73%) as their first

TABLE-III
Preference for private/public/Govt.
Deptt. (N=83)

Sector	Preference for		
	Private sector (%)	Public sector (%)	Govt. Deptt. (%)
Public (n=42)	40.48	45.24	14.28
Private (n=41)	70.73	26.83	2.44
Total (n=83)	55.42	36.15	8.43

choice, followed by public sector (26.83%) and Govt. Deptt. (2.44%) if given option to choose any one of the three sectors.

(d) Mobility and Job Security

The responses of mobile managers and their preference for organisations which provide either very high/high emoluments (no/low job security) or low emoluments (high job security) are given in Table-IV.

TABLE-IV
Preference for job security (N=84)

Sector	Organisation providing	
	Very High/high emoluments (no/low job security) (%)	Low emolument (High job security) (%)
Public (n=41)	58.54	41.46
Private (n=43)	51.16	48.84
Total (n=84)	54.76	45.24

Table-IV shows that 54.76% and 42.24% mobile managers have expressed their willingness to serve organisations which offer very high/high emoluments and low emoluments respectively but difference is significant (CR=0.869).

Similarly, 58.54%, 41.46% public sector and 51.16%, 48.84% private sector managers have expressed their options either in favour of no/low job security and high job security respectively. Since difference is again insignificant (CR=0.947 and 0.152) it means irrespective of the type of sector, mobile managers do not care for job security provided by that organisation.

Personal correlates of mobile managers

Mobile managers have been classified according to their personal correlates such as nature of job, age, work experience, educational level, emoluments, other sources of income apart from monthly salary, social background, material status, number of dependents, distance of hometown from place of service.

(i) Nature of job

TABLE-V
Nature of job (N=85)

Sector	Permanent (%)	Probationers (%)
Public (n=43)	81.40	18.60
Private (n=42)	90.48	9.52
Total (n=85)	85.88	14.12

85.88% and 14.12% mobile managers are permanent and on probation in their jobs respectively. Difference is significant (CR=5.379) at 0.01 level of confidence. Similarly, 81.40%, 18.60% public sector and 90.48%, 9.52% private sector managers are permanent and on probation

respectively. Difference is significant (CR=3.49 and 4.69) at 0.01 level of confidence which means that irrespective of the sector, mobility is more among managers who are permanent in their respective jobs.

(ii) Age

TABLE-VI
Age (N=86)

Sector	Below 40 years (%)	Above 40 years (%)
Public (n=43)	93.02	6.98
Private (n=43)	76.74	23.26
Total (n=86)	84.88	15.12

84.88% and 15.12% mobile managers fall below the age of 40 years and above 40 years respectively. Difference is significant (CR=5.308) at 0.01 level of confidence. Similarly, 93.02%, 6.98% as well as 76.74%, 23.26% Public and Private sector managers fall below the age group of 40 and above respectively. Difference is significant (CR=4.2777, 3.092) at 0.01 level of confidence. It means irrespective of the sector, mobility is more among managers who are below 40 years than above that age.

(iii) Work experience

TABLE-VII
Work Experience (N=87)

Sector	Below 10 years (%)	Above 10 years (%)
Public (n=43)	76.74	23.26
Private (n=44)	59.09	40.91
Total (n=87)	67.81	32.18

67.81% and 32.18% mobile managers possess work experience below 10 years and above respectively. Difference is significant at 0.01 level of confidence (CR=3.132) which means mobility in service is comparatively more among managers who possess less than 10 years work experience.

76.74%, 23.26% public sector and 59.09%, 40.91% private sector managers possess less than 10 years and more than that experience respectively. Difference is significant (CR=3.096) in case of public sector managers who have less than 10 years work experience showing thereby that they are comparatively more mobile in service. On the contrary, as the difference is insignificant, therefore, mobility in service among private sector managers does not bear relationship with length of their service.

(iv) Education

TABLE-VIII
Educational level (N=83)

Sector	Below Graduation (%)	Graduation (%)	Post Graduation and above (%)
Public (n=43)	6.98	76.74	16.28
Private (n=40)	22.50	45.00	32.50
Total (n=83)	14.45	61.45	24.09

14.45%, 61.45% and 24.09% mobile managers are under graduates, graduates and post graduates (and above) respectively. Difference is significant (CR=2.932, 2.83) at 0.01 level of confidence which means that mobility in service is more among graduates than those having below graduation or post graduation (and above) qualifications.

6.98%, 76.74% public sector and 22.50%, 45.00% private sector managers have acquired educational

qualifications below graduation and graduation level respectively. Difference is significant (CR=2.540) in case of public sector managers which reveals that mobility is relatively high among graduates serving this sector. On the contrary, difference being insignificant (CR=1.140) in case of private sector managers, mobility in service has no relationship with their educational qualifications.

Again 76.74%, 16.28% public sector and 45.00%, 32.50% private sector managers are graduates and post graduates respectively. Difference is significant (CR=3.08) at 0.01 level of confidence in case of public sector managers which shows that mobility is considerably reduced among post graduates (or higher level qualifications). On the other hand, difference is insignificant (CR=0.701) in the case of private sector managers which means that mobility does not bear any relationship with educational level who serve private organisations.

(v) Emoluments

TABLE-IX

Emoluments (N=80)

Sector	Below Rs. 1500/- (%)	Above Rs. 1500/- (%)
Public (n=42)	88.10	11.90
Private (n=38)	60.52	39.47
Total (n=80)	75.00	25.00

75.0% and 25.0% mobile managers are drawing emoluments below Rs. 1500/- and above per month respectively. Difference is significant (CR=4.0002) at 0.01 level of confidence. It shows that mobility is comparatively more among those who draw below Rs. 1500/- as monthly salaries than those drawing more than that emoluments per month.

88.10% and 11.90% public sector and 60.52% and 39.47% private sector managers are getting below Rs. 1500/- and above that per month. Difference is significant (CR=3.92) in case of public sector managers whereas it is insignificant (CR=1.27)

in case of private sector managers. It means that managers who draw below Rs. 1500/- p.m. change their service frequently compared to those who draw more than that emoluments. However, same does not hold true in case of private sector managers (CR=1.27). It shows that mobility in service bears no relationship with salary, a mobile manager draws while serving private unit.

(vi) Other sources of income

TABLE-X

Additional sources of income (N=84)

Sector	Having sources (%)	Having no sources (%)
Public (n=42)	7.14	92.86
Private (n=42)	14.29	85.71
Total (n=84)	10.71	89.29

10.71%, 89.29% of the total mobile managers, 7.14%, 92.86% public sector and 14.29%, 85.71% private sector mobile managers possess other sources of income (landed property, house rent etc.) and no additional sources (except their monthly salary) respectively. Difference is significant (CR=5.67, 4.219, 3.78) at 0.01 level of confidence. It means that irrespective of the sector, Indian managers having no additional sources of income are more mobile in service.

(vii) Social Background

TABLE-XI

Social Background (N=74)

Sector	Urban (%)	Rural (%)
Public (n=39)	74.36	25.64
Private (n=35)	77.14	22.86
Total (n=74)	75.68	24.32

75.68%, 24.32% of the total mobile managers, 74.36%, 25.64% public sector and 77.14%, 22.86% private sector managers belong to urban and rural areas respectively. Difference is significant (CR=3.969, 2.740, 2.822) at 0.01 level of confidence. It means irrespective of the sector, Indian managers coming from cosmopolitan background are more mobile in service than those belonging to rural areas.

(viii) Marital Status

TABLE—XII

Martial Status (N=87)

Sector	Single/Unmarried (%)	Married (%)
Public (n=43)	25.58	74.42
Private (n=44)	25.00	75.00
Total (n=87)	25.29	74.71

25.29%, 74.71% of the total mobile managers, 25.58%, 74.42% public sector and 25.00%, 75.0% private sector managers are single/unmarried and married respectively. Difference is significant (CR=4.16, 2.89 and 2.98) at 0.01 level of confidence. It indicates that irrespective of the sector, Indian managers who are married are more mobile in service than those who are single/unmarried.

(ix) Number of Dependents

TABLE—XIII

Number of Dependents (N=67)

Sector	Below 4 (%)	Above 4 (%)
Public (n=32)	75.00	25.00
Private (n=35)	77.14	22.86
Total (n=67)	76.12	23.88

76.12%, 23.88% of the total mobile managers, 75.00%, 25.00% public sector and 77.14%, 22.86% private sector managers have below 4 and more than 4 number of dependents to support at home respectively. Difference is significant (CR=3.79, 2.53 and 2.82) at 0.05 level of confidence. It indicates that irrespective of the sector a manager serves, those supporting below 4 dependents are relatively more mobile than those who have more than that number to support at home.

(x) Distance from Hometown

TABLE—XIV

Distance from Hometown (N=85)

Sector	Less than 500 kms. (%)	More than 500 kms. (%)
Public (n=41)	51.22	48.78
Private (n=44)	70.45	29.54
Total (n=85)	61.18	38.82

61.18% and 38.82% mobile managers are serving organisations at a distance less than 500 kms. and more than that from their respective hometowns. Difference is significant (CR=2.01) at 0.05 level of confidence which shows that mobility in service is comparatively more among those who are stationed nearer to their hometowns.

51.22% and 48.78% public sector and 70.45% and 29.54% private sector managers are serving organisations at a distance less than 500 kms. and more than 500 kms. respectively. Difference is insignificant (CR=0.156) in case of public sector managers whereas it is significant (CR=2.515) at 0.05 level of confidence in case of private sector managers. This shows that mobility has no bearing to the distance from hometown among managers serving public sector units whereas farther the service station from hometown, lesser the mobility among managers serving private sector companies.

Conclusions

The above discussion leads to the conclusion that Indian managers are relatively mobile in service. The frequency of change in service is atleast once but reduces after that. Mobile managers prefer to join private sector followed by public sector and Government departments if given option to choose any one of the three service sectors. Mobile managers do not care for job security provided by the organisation.

Mobile Indian managers are comparatively permanent in their respective jobs, below 40 years of age, possessing less than 10 years work experience, graduates, drawing emoluments below Rs. 1500/- p.m., having no source of income except monthly salaries, cosmopolitan back-ground, married supporting below 4 members as dependents and are stationed nearer to their hometowns.

A comparison of mobile managers serving public and private companies has shown certain differences in their preferences and characteristics.

It could not be established whether public sector managers are mobile in service or not. However, mobile public sector managers change their service organisation atleast once but after that the frequency is less. They prefer to join public sector followed by private sector and Government department if given option to choose any one of them.

Mobile public sector managers are relatively permanent in their jobs, below 40 years of age, possessing less than 10 years work experience, graduates and above, drawing emoluments below Rs. 1500/- p.m., having no additional sources of income except monthly salaries, urban background, married, having less than 4 number of dependents to support at home. However, their mobility does not bear relationship with the distance of the organisation from their respective hometowns/village.

Managers serving private sector companies are comparatively mobile in service, change service frequently, prefer private sector followed by public sector and Government department, if given an option to choose any one of three service sectors.

Mobile private sector managers are relatively permanent in their jobs, below 40 years of age, possessing no additional source of income except monthly salaries, urban background, married, having below 4 number of dependents to support, stationed nearer to their hometowns. Their mobility is independent of length of service, educational qualifications or emoluments they draw per month from their respective organisation.

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