DISCUSSIONS

In any empirical research, discussion has been given utmost importance. Discussion is the part where result is discussed under guideline of the objectives of the research in the light of previous empirical findings. In the present research, many new areas along with the old had been explored. So, in the present investigation the researcher will discuss the results with support of previous empirical findings and in the case of relational and comparative results hardly any guidelines has been followed just because of the absence of empirical evidence in this regard.

In the present research, the results have been divided into three sections on the basis of different statistical techniques i.e. correlation, t-test and step-wise multiple regression analysis. This result has been shown through nineteen different tables.

The first objective of the present research was to examine the role of neuroticism in determining overall organizational effectiveness and its all dimensions among the middle managers of private sectors. The obtained results partially fulfilled the said objective. Neuroticism is one of the important dimensions of personality factors which refers how emotionally stable a person is.

The tables of correlation revealed that neuroticism was found to be significantly and negatively correlated with overall organizational effectiveness and its all dimensions (efficient organizational system, congenial climate, efficiency, dynamism & adaptability, interpersonal harmony, efficient leadership, high morale and job satisfaction & commitment). It suggests that low neurotic middle managers enhance organizational effectiveness more efficiently as compared to high neurotic middle managers. The tables of t-test showed that the mean value for low neuroticism was found to be significantly higher as compared to high neuroticism in overall organizational effectiveness. Out of eight dimensions of organizational effectiveness
only in six dimensions (i.e., congenial climate, efficiency, dynamism & adaptability, interpersonal harmony, efficient leadership and high morale) the mean values for low neuroticism were found to be significantly higher as compared to high neuroticism. It indicates that middle managers of private sectors with low neuroticism contribute more in influencing organizational effectiveness as compared to middle managers with high neuroticism. The third section of regression analysis revealed that neuroticism emerged as significant predictor of overall organizational effectiveness and its all dimensions. It highlights that neuroticism plays an important role in determining organizational effectiveness. These results might be attributed that individual with high neuroticism tend to be more anxious, angry, moody, insecure, susceptible to stress, hypertensive, irritable and lacking in self-confidence, critical of oneself and others (Costa and McCrae, 1992; Matthews and Deary, 1998; George and Jones, 1999). So, because of these negative characteristics, a neurotic middle manager probably does not have positive attitudes toward work, may have lack of confidence and optimism, distracted from negative work situations and react negatively to unexpected work situation which might resulted in less ambition, less focus on career goals, ploughing through large pieces of work rather than breaking it up into more manageable pieces, worrying a lot about starting work, being afraid of poor results, not assigned priorities of their work, hate failing and being very anxious after failing. This neurotic tendency negatively influences their work efficiency, interpersonal harmony, performance, leadership effectiveness, job satisfaction, commitment and organizational system etc. which lead decline in organizational effectiveness. Different studies conducted earlier have given direct or indirect support to the findings of present research such as in a meta-analytic review Tett, Jackson and Rothstein (1991) reported a negative correlation between neuroticism and job performance for managers. This influences negatively to
effectiveness of organization. In another study Matzler and Renzl (2007) found that neuroticism is negatively related to employee satisfaction, which has a strong impact on affective commitment. In a meta-analysis Bruk-Lee et al. (2009) summarized results of 187 studies and reported cross-sectional and longitudinal relationships between job satisfaction and personality. They found that neuroticism is related most strongly and negatively to job satisfaction, which has a negative impact on organizational effectiveness.

The second objective of the present research was to examine the role of extraversion in determining overall organizational effectiveness and its all dimensions among the middle managers of private sectors. The results obtained by the present research partially fulfilled the said objective. Extraversion is another important dimension of personality factors.

The results of correlation showed that extraversion was found to be significantly and positively correlated with overall organizational effectiveness and its all dimensions. It indicates that extrovert middle managers boost up effectiveness of an organization effectively as compared to introvert middle managers. The results of t-test revealed that the mean value for high extraversion was found to be significantly higher as compared to low extraversion in overall organizational effectiveness. In the dimensions of organizational effectiveness, the mean values for high extraversion were found to be significantly higher as compared to low extraversion in its four dimensions (i.e., efficient organizational system, congenial climate, interpersonal harmony and efficient leadership). It suggests that extrovert middle managers contribute more in determining organizational effectiveness as compared to introvert middle managers. The results of regression analysis highlighted that extraversion emerged as significant predictor of three out of eight organizational effectiveness dimensions. These
dimensions were interpersonal harmony, efficient leadership and high morale. It indicates that middle managers who scored high on extraversion play a pivotal role in influencing organizational effectiveness. The plausible explanation for the above findings is that extrovert individuals are generally described as optimistic, assertive, talkative, energetic, ambitious, gregarious, fun loving, outgoing, sociable, affectionate, friendly, action-oriented and self-preoccupied (Watson and Clark, 1997; Cooper, 2003; Barrick and Mount, 2006). In the organization, such middle managers tend to enjoy socializing with their co-workers, inquire about anything that they do not understand, perform their responsibilities with enthusiasm, expand more efforts during their working hours, make better use of their competencies, satisfied with their job, actively influencing and negotiating others at workplace, capable to cope with failure and effective in leading others. All these characteristics will lead to efficient organizational system, increased performance, congenial organizational climate, good interpersonal harmony, efficient leadership, high morale and job satisfaction etc. which in turn lead efficient organizational effectiveness. Researches conducted by Guha (1965), Furnham and Zacherl (1986), Judge, Heller and Mount (2002) provided empirical support to the present findings and revealed the positive relationship between extraversion and job satisfaction that lead increased organizational effectiveness. In a study Erdheim et al. (2006) indicated significant relationship between extraversion and organizational commitment which positively influence organizational effectiveness. In another study Barrick and Mount (2006) found extraversion as valid predictor of job performance for two occupational groups such as managers and sales that enhance the effectiveness of organization.

The third objective of the present research was to examine the role of openness to experience in determining overall organizational effectiveness and its all dimensions
among the middle managers of private sectors. The obtained results are contrary to the said objective.

The findings obtained by correlation revealed that openness to experience was significantly and negatively correlated with only three out of eight organizational effectiveness dimensions (i.e., efficient organizational system, efficiency and efficient leadership). It shows that middle managers with high openness to experience reduce organizational effectiveness. The findings of t-test showed that the difference between high and low openness to experience in overall organizational effectiveness and in its all dimensions was not found significant. It represents that middle managers with high and low openness to experience do not have any effective differential effect on organizational effectiveness. The findings obtained by regression analysis revealed that openness to experience emerged as significant predictor of overall organizational effectiveness and its two dimensions namely, efficient organizational system and efficiency. It suggests that openness to experience somewhat plays an essential role in influencing organizational effectiveness. These results are contrary to the mostly previous researches. It might be explained that individuals with high openness to experience tend to be imaginative, unconventional, creative, curious, broadminded, cultured, innovative, intellectual, flexible and sensitive (Clarke and Robertson, 2005; Barrick and Mount, 2006). Such middle managers are likely to try new ideas, new methods and take more risks which may influence negatively to organizational system, organizational efficiency, production and profit etc. that will hinder organizational effectiveness.

The fourth objective of the present research was to examine the role of agreeableness in determining overall organizational effectiveness and its all dimensions
among the middle managers of private sectors. The obtained results are contrary to the said objective.

The tables of correlation showed that agreeableness was found to be significantly and negatively correlated with overall organizational effectiveness and its four dimensions out of eight (i.e., efficient organizational system, congenial climate, dynamism & adaptability and job satisfaction & commitment). It reveals that middle managers of private sectors with high agreeableness have negative influence on organizational effectiveness. The tables of t-test highlighted that the mean values for low agreeableness were found to be significantly higher as compared to high agreeableness in only two organizational effectiveness dimensions namely, efficient organizational system and dynamism & adaptability. It shows that middle managers with high agreeableness diminish effectiveness of an organization to some extent. The tables of regression analysis revealed that agreeableness emerged as significant predictor of overall organizational effectiveness and its all dimensions. It represents that agreeableness plays a role in influencing organizational effectiveness. These results are contrary to the mostly previous research findings. The reason for the above findings might be discussed that agreeableness individuals are generally concerned as generous, helpful, gullible, straightforward, flexible, friendly, empathetic, trusting, good-natured, cooperative, tolerant, caring, forgiving and soft-hearted (Cooper, 2003; Costa and McCrae, 1992). It seems from these qualities that agreeableness plays an important role in enhancing organizational effectiveness but such middle managers are so modest that they may not be strict with others in organizational matters. Such managers may sacrifice their self interests to please others. So, middle managers with high agreeableness may negatively influence organizational efficiency, leadership
effectiveness, organizational climate and system etc. As a result organizational effectiveness will be influenced inversely.

The fifth objective of the present research was to examine the role of conscientiousness in determining overall organizational effectiveness and its all dimensions among the middle managers of private sectors. The obtained results partially fulfilled the said objective.

The results of correlation highlighted that conscientiousness was found to be significantly and positively correlated with overall organizational effectiveness. Out of eight organizational effectiveness dimensions, conscientiousness was found to be significantly and positively correlated with seven dimensions (i.e., efficient organizational system, efficiency, dynamism & adaptability, interpersonal harmony, efficient leadership, high morale and job satisfaction & commitment). It shows that middle managers with high conscientiousness improve well the effectiveness of an organization as compared to middle managers with low conscientiousness. The results of t-test revealed that the mean values for high conscientiousness were found to be significantly higher as compared to low conscientiousness in overall organizational effectiveness and in its six dimensions (i.e., efficient organizational system, congenial climate, efficiency, interpersonal harmony, efficient leadership and job satisfaction & commitment). It clearly represents that middle managers with high conscientiousness contribute more in determining organizational effectiveness as compared to middle managers with low conscientiousness. The results of regression analysis showed that conscientiousness emerged as significant predictor of overall organizational effectiveness. Out of eight dimensions conscientiousness emerged as predicting only in its four dimensions (i.e., efficient organizational system, congenial climate, efficiency and job satisfaction & commitment). It highlights that conscientiousness is one of the
important personality dimension that effectively determine organizational effectiveness. These results might be attributed that individuals with high conscientiousness are likely to be ambitious, hardworking, dependable, organized, punctual, persevering, responsible, prudent, strong-willed, achievement-oriented, persistent, self-disciplined (Costa and McCrae, 1992; Spangler et al., 2004). Thus, conscientious middle managers tend to be more motivated, more committed, have higher performance expectations, set higher goals and work hard to achieve them, expends energetic, long-suffering and untiring efforts to perform work responsibilities, respond well to job enrichment and empowerment strategies. Such managers would be proved good leader, their performance, job satisfaction and commitment would be higher. They will improve organizational system, climate efficiency that will form an effective organization. Studies in this context deal with the relationship of conscientiousness with performance (Tett et al., 1991; Stewart and Carson, 1995; Salgado, 1997; Barrick, Mount and Judge, 2001, Barrick and Mount, 2006; Ones et al., 2007), work motivation (Judge and Ilies, 2002), career satisfaction and job satisfaction (Lounsbury et al., 2003) which positively influence organizational effectiveness.

The sixth objective of the present research was to examine the role of self-efficacy in determining overall organizational effectiveness and its all dimensions among the middle managers of private sectors. The obtained results fully supported the said objective.

The findings obtained by correlation showed that self-efficacy was found to be significantly and positively correlated with overall organizational effectiveness and its all dimensions (efficient organizational system, congenial climate, efficiency, dynamism & adaptability, interpersonal harmony, efficient leadership, high morale and job satisfaction & commitment). It indicates that middle managers with high
self-efficacy enhance organizational effectiveness in a better way as compared to middle managers with low self-efficacy. The findings obtained by t-test revealed that the mean values for high self-efficacy group were found to be significantly higher as compared to low self-efficacy group in overall organizational effectiveness and also in its all dimensions. It clearly suggested that middle managers with high self-efficacy play an important role in increasing organizational effectiveness as compared to middle managers with low self-efficacy. The findings obtained by regression analysis highlighted that self-efficacy emerged as significant predictor of overall organizational effectiveness and its all dimensions. It also reveals that self-efficacy is the most important predictor variable of organizational effectiveness. The obtained results might be explained that middle managers with high self-efficacy tend to be confident in managing risks, conflicts, external pressures and demands and any demanding situation. They are likely to have high self-expectations so that they may invest a lot of time and efforts in their activities. They tend to be effective decision makers (Maddux & Lewis, 1995). Therefore, this high self-efficacy would be resulted in increased performance, organizational efficiency, dynamism & adaptability, efficient organizational system, high morale, effective leadership, congenial climate in organization and high job satisfaction & commitment etc. which refer to effective organization. Researches have also shown the positive influence of self-efficacy in job satisfaction (O’Neill and Mone, 1998; Jex and Bliese, 1999; Fang, 2009), performance (Stajkovic and Luthans, 1998; Wunlapa, 1999; Karatepe et al., 2007; Ladebo and Awotunde, 2007; Salleh and Kamaruddin, 2011), organizational commitment (Jex and Bliese, 1999; Sinha et al., 2002; Vuuren et al., 2008; Fang, 2009) and job involvement (Shih et al., 2009), which in turn lead enormous growth in organizational effectiveness.
The seventh objective of the present research was to examine the role of locus of control in determining overall organizational effectiveness and its all dimensions among the middle managers of private sectors. The obtained results also fulfilled the said objective. In the present research locus of control is measured in terms of external locus of control.

The results of correlation revealed that locus of control was found to be significantly and negatively correlated with overall organizational effectiveness and its all dimensions. It highlights that middle managers with external locus of control play pivotal role in decreasing organizational effectiveness. The results of t-test showed that the mean values for high locus of control (external) were found to be significantly lower as compared to low locus of control (internal) in overall organizational effectiveness and its all dimensions. It indicates that middle managers with high external locus of control diminish effectiveness of an organization. The results of regression analysis highlighted that locus of control emerged as significant predictor of overall organizational effectiveness. In its all dimensions, locus of control was found to be significantly predicting only six dimensions namely, efficient organizational system, congenial climate, efficiency, dynamism & adaptability, interpersonal harmony and job satisfaction & commitment. It clearly implies that locus of control is also an important crucial predictor variable which prove its existence in influencing organizational effectiveness. The plausible explanation for the above findings is that individual with external locus of control believe that their own actions do not influence future outcomes. This creates motivational, emotional and cognitive deficits and makes them less likely to work to reach their full potential. Middle managers with external locus of control are likely to perceive more sources of stress, exert less coping efforts, low adjusted, conservative, low persistence and have negative attitude toward their work.
than internals. Internally controlled are better at assigning, distributing and planning at workplace than externally controlled. Thus, external locus of control influence negatively to performance, job satisfaction & commitment, leadership effectiveness, interpersonal harmony, organizational efficiency, adaptability, organizational climate and organizational system etc. which lead negatively to organizational effectiveness. These findings have been positively supported by various researchers who clearly found that those with external locus of control showed more significant negative relationship with job satisfaction (Dailey, 1980; Kulcarni, 1983; Lu et al., 1999; Salazar et al., 2002, Zong, 2004; Afolabi, 2005; Lin, 2006), leadership effectiveness (Anderson and Schneier, 1978), organizational commitment (Lin, 2006; Popoola, 2009), performance (Chen and Silverthorne, 2008; Zhang and Bruning, 2011) and job involvement (Reitz and Jewell, 1979; Dailey, 1980; Happali and Mallappa, 1987) as compared to those with internal locus of control. This prevailing trend resulted in great downfall in organizational effectiveness.