ABSTRACT

The present research is a sincere effort towards making private organizations highly effective and meaningful. Since, middle managers have been found playing very significant role in organizational development, particularly in the case of private organizations. Hence, keeping in view the above said notion, the central objective of the present research was to examine the role of Personality Factors, Self-Efficacy and Locus of Control in determining Overall Organizational Effectiveness and its all dimensions among the middle managers of private sectors.

Personality Factors

Personality is an important determinant of how a person thinks, feels, behaves and adjusts in the environment. It refers to a spectrum of individual characteristics that consistently distinguish people from one another in terms of their basic tendencies to think, feel and act in certain ways. Personality is the set of psychological traits and mechanisms within the individual that are organized and relatively enduring and that influence his or her interactions with, and adaptations to the intra-psychic, physical and social environments (Larson and Buss, 2005). Various researchers presented different personality traits. The five factors of personality have been found to contain and subsume all these personality traits. These well-known five personality factors are:

Neuroticism: Neuroticism refers how emotionally stable a person is. It assesses the degree of emotional control and tendency to experience negative emotions such as anxiety, fear, anger, depression and insecurity.

Extraversion: Extraversion refers how sociable a person is. It assesses the degree to which a person is socially outgoing and focuses on other people and external environment.
**Openness to experience:** Openness to experience refers how open-minded a person is. It assesses the tendency to be original and open to a wide range of experience and to take risks.

**Agreeableness:** Agreeableness refers how altruistic and cooperative a person is. It assesses the tendency to get along well with other people.

**Conscientiousness:** Conscientiousness refers to a state of being governed by conscience, which is a moral sense of right and wrong. It assesses the degree to which a person is dutiful, moralistic, organized, strong-willed, preserving and scrupulous.

These five personality factors play a very important role in organizational settings because these personality factors in work settings affect employees’ work related behaviour to varying degrees.

**Self-Efficacy**

Self-efficacy is the belief in one’s capabilities to organize and execute the courses of actions required to manage prospective situations. Bandura (1977) defined self-efficacy as “person’s belief in their capability to successfully perform a particular task.” Wood and Bandura (1989a) stated that “self-efficacy refers to beliefs in one’s capabilities to mobilize the motivation, cognitive resources and courses of action needed to meet given situational demands.” Thus, it determines one’s motivation, thought patterns and actions. According to Baranowski, Perry and Parcel (2002), “self-efficacy is defined as the confidence one feels about performing a particular activity, including confidence in overcoming the barriers to performing that behaviour.” Thus, self-efficacy is one’s perception of effectiveness to attain certain goals and manage situational demands. It is not concerned with the skills and capability people really possess, but with their perceptions or believes of those skills and capability that
what they can do with those skills under a variety of circumstances to attain certain goals and managing the situational demands.

People, who regard themselves as highly efficacious think, feel, motivate themselves and act differently against obstacles to achieve certain goals than who perceive themselves as inefficacious. At workplace, those with high self-efficacy tend to be more confident in managing risks, conflicts, external pressures, demands and any adverse situations.

**Locus of Control**

Locus of control is related to people’s perception of whether they have or do not have control over events in their lives (Rotter, 1954, 1966, 1990). Locus of control means whether people believe that they are in control of events or events control them. Those who have internal locus of control believe that they control and shape the course of events in their lives, those who have external locus of control tend to believe that events occur purely by luck, chance and fate or because of factors beyond their own control. Former category of people seek opportunities for advancement and rely more on their abilities and judgements at work while latter category of people remain mostly inactive and allow the events occur on their own.

**Organizational Effectiveness**

Organizational effectiveness means organizational success or growth. Etzioni (1964) defined organizational effectiveness in terms of “an organization’s ability to acquire and efficiently use available resources to achieve specific goals.” Yuchtman and Seashore (1967) defined it as “the ability of the organization in absolute or relative terms to exploit its environment in the acquisition of scarce and valued resources.” Friedlander and Pickle (1968) proposed a model which stated that an organization will be effective only when it is profitable, has satisfied employees and contributes to
society. Khandwalla (1995) defined organizational effectiveness in terms of “ability of an organization to achieve its objectives and meet the needs of its various stakeholders.”

Different researchers and thinkers defined organizational effectiveness in different framework. Some have defined it in terms of attainment of organizational goals and exploitation of its potentialities in proper direction, while some others have defined organizational effectiveness in terms of organizational health and productivity and still some others have defined organizational effectiveness in terms of societal good.

The personality factors, self-efficacy and locus of control play crucial roles in insisting middle managers to perform their duties and responsibilities perfectly so that organizational effectiveness can be enhanced.

An initial literature review of personality factors, self-efficacy and locus of control identified potential importance in determining their direct or indirect influence on organizational effectiveness among middle managers in particular and other different level of managers and employees in general in private sectors.

**Hypotheses of the Study**

In the light of available research literature related to the present research the following hypotheses have been formulated:

H-1: Neuroticism would be negatively related to overall organizational effectiveness and its all dimensions among the middle managers of private sectors.

H-2: Extraversion would be positively related to overall organizational effectiveness and its all dimensions among the middle managers of private sectors.
H-3: Openness to Experience would be positively related to overall organizational effectiveness and its all dimensions among the middle managers of private sectors.

H-4: Agreeableness would be positively related to overall organizational effectiveness and its all dimensions among the middle managers of private sectors.

H-5: Conscientiousness would be positively related to overall organizational effectiveness and its all dimensions among the middle managers of private sectors.

H-6: Self-efficacy would be positively related to overall organizational effectiveness and its all dimensions among the middle managers of private sectors.

H-7: Locus of control would be negatively related to overall organizational effectiveness and its all dimensions among the middle managers of private sectors.

Sample of the Study

The present study was conducted on (N= 250) middle level managers. The respondents were randomly selected from different private sectors located in Delhi and its NCR (National Capital Region). The sample was confined to only male respondents. The age of the respondents was found to be ranges between 23-64 years.

Tools Used

In the present investigation four important psychological measures namely, NEO Five-Factor Inventory, Personal Efficacy Scale, Internal-External Locus of Control Inventory and Organizational Effectiveness Scale with a Personal Data Sheet were being used systematically. The details of these tools in brief are given below:

NEO Five-Factor Inventory (NEO-FFI): The NEO Five-Factor Inventory was developed by Costa and McCrare (1992). This inventory assesses five dimensions of
personality namely, neuroticism, extraversion, openness to experience, agreeableness and conscientiousness. This inventory consists of 60 items. Each item has to be rated on 5-point scale on the continuum of strongly disagree to strongly agree. The reliability and validity of this scale is well established.

**Personal Efficacy Scale:** The Personal efficacy scale was developed by Singh and Kumari (1990). This scale is used to assess the personal efficacy of the individual. This inventory consists of 28 items. Each item has to be rated on 5-point scale on the continuum of strongly disagree to strongly agree. This scale is highly reliable and valid.

**The Internal-External Locus of Control Inventory:** The Internal-External Locus of Control inventory (I-E Inventory) was developed by Rotter (1966). This inventory measures generalized beliefs in internal versus external control of events. This scale consists of 29 pairs of forced choice items including 6 filler items. One item in each pair being keyed for internal control while the other for external control. This I-E Inventory is scored in the direction of external control. The reliability and validity of this scale is well established.

**Organizational Effectiveness Scale (O.E.S.):** The Organizational effectiveness scale was developed by Srivastava and Banerjee (1997). This scale purported to assess the level of effectiveness of organizations. This scale is comprised of 56 items related to 8 dimensions. All the items are “true-keyed” and have to be rated on 5-point scale namely (absolutely true, almost true, partially true, almost wrong and absolutely wrong). This scale has high reliability and validity.

**Personal Data Sheet:** Personal Data Sheet includes information regarding age, sex, religion, state/city, educational qualification, rural/urban, present position, work experience in the present position, work experience in the present organization, total
work experience, number of promotions earned, marital status, number of dependents and general health of middle managers.

**Statistical Analysis**

Different types of statistical techniques are available which can be used for statistical treatment. In the present endeavour the research is aimed to examine the “role of Personality Factors, Self-Efficacy and Locus of Control on Organizational Effectiveness.” Therefore, Pearson’s Product Moment Correlation, t-test and Step-wise Multiple Regression Analysis methods of statistics were found best suited for analyzing the data and obtaining the appropriate results. All these statistical techniques were applied by using Statistical Packages for Social Sciences (SPSS, 16 version).

**Findings of the Study**

The major findings of the present research are as follows:

- Neuroticism was found to be significantly negatively correlated with overall organizational effectiveness and its all dimensions namely, efficient organizational system, congenial climate, efficiency, dynamism & adaptability, interpersonal harmony, efficient leadership, high morale and job satisfaction & commitment among the middle managers of private sectors.

- Extraversion was found to be significantly positively correlated with overall organizational effectiveness and its all dimensions among the middle managers of private sectors.

- Openness to experience was found to be significantly negatively correlated with three out of eight dimensions of organizational effectiveness namely, efficient organizational system, efficiency and efficient leadership among the middle managers of private sectors.
Agreeableness was found to be significantly negatively correlated with overall organizational effectiveness and its four dimensions namely, efficient organizational system, congenial climate, dynamism & adaptability and job satisfaction & commitment among the middle managers of private sectors.

Conscientiousness was found to be significantly positively correlated with overall organizational effectiveness and its seven dimensions namely, efficient organizational system, efficiency, dynamism & adaptability, interpersonal harmony, efficient leadership, high morale and job satisfaction & commitment among the middle managers of private sectors.

Self-efficacy was found to be significantly positively correlated with overall organizational effectiveness and its all dimensions among the middle managers of private sectors.

Locus of control (external) was found to be significantly negatively correlated with overall organizational effectiveness and its all dimensions among the middle managers of private sectors.

To see the varying influence of all predictor variables in determining organizational effectiveness and its all dimensions we have classified the entire sample into two categories i.e. high and low on the basis of median value on each criterion variable.

Middle managers with high neuroticism were found to be significantly lower as compared to low neuroticism in overall organizational effectiveness and its six dimensions namely, congenial climate, efficiency, dynamism & adaptability, interpersonal harmony, efficient leadership and high morale.

Middle managers with high extraversion were found to be significantly higher as compared to low extraversion in overall organizational effectiveness and its four
dimension namely, efficient organizational system, congenial climate, interpersonal harmony and efficient leadership.

- Middle managers with high and low openness to experience were not found to be significantly differing in overall organizational effectiveness and its all dimensions.
- Middle managers with high agreeableness were found to be significantly lower as compared to low agreeableness in only two organizational effectiveness dimensions namely, efficient organizational system and dynamism & adaptability.
- Middle managers with high conscientiousness were found to be significantly higher as compared to low conscientiousness in overall organizational effectiveness and its six dimensions namely, efficient organizational system, congenial climate, efficiency, interpersonal harmony, efficient leadership and job satisfaction & commitment.
- Middle managers with high self-efficacy were found to be significantly higher as compared to low self-efficacy in overall organizational effectiveness and its all dimensions.
- Middle managers with high locus of control were found to be significantly lower as compared to low locus of control in overall organizational effectiveness and its all dimensions.
- Neuroticism emerged as significant predictor of overall organizational effectiveness and its all dimensions among the middle managers of private sectors.
- Extraversion emerged as significant predictor of three out of eight organizational effectiveness dimensions namely, interpersonal harmony, efficient leadership and high morale among the middle managers of private sectors.
Openness to experience emerged as significant predictor of overall organizational effectiveness and its two dimensions namely, efficient organizational system and efficiency among the middle managers of private sectors.

Agreeableness emerged as significant predictor of overall organizational effectiveness and its all dimensions among the middle managers of private sectors.

Conscientiousness emerged as significant predictor of overall organizational effectiveness and its four dimensions namely, efficient organizational system, congenial climate, efficiency and job satisfaction & commitment among the middle managers of private sectors.

Self-efficacy emerged as the most significant predictor of overall organizational effectiveness and its all dimensions among the middle managers of private sectors.

Locus of control emerged as significant predictor of organizational effectiveness and its six dimensions namely, efficient organizational system, congenial climate, efficiency, dynamism & adaptability, interpersonal harmony and job satisfaction & commitment among the middle managers of private sectors.