2. THE REVIEW OF RESEARCH LITERATURE ON MANAGERIAL EFFECTIVENESS

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CHAPTER 2

THE REVIEW OF LITERATURE ON
MANAGERIAL EFFECTIVENESS

INTRODUCTION:

It is said that in any enterprise where humans are concerned, the quality of man ultimately counts. In other words, it means that all things remaining more or less the same, the personality of the manager can make a difference in profits/outputs of the company. The examination of literature which deals with the quality of management and economics yields meagre results. As late as 1988, Roy Lewis and Rosemary remarked:

The psychologists have not been concerned with top management.... there is almost nothing said about the lives, origins and inner thoughts of men who control... a factory.... They do not suggest that at the top, a man's own interest could be in conflict with the firm's interest. They do not deal with man as a political animal at all. If they suggest anything to readers, it is that life in business is simply plodding merit.

The same situation has not altered thirty years later when Robert Quinn in 1988 remarks, that it has become a difficult nut to crack, that is, who is an effective manager? He then adds:

because the question itself assumes the possibility of a single, logical answer, by which I mean an internally consistent statement. The question requires an answer that is based on clear assumptions, mutually exclusive categories, and rational argument which such statements are necessary in order to communicate, they
can sometimes be very misleading. They suggest a constancy that does not exist and fail to capture a truth that R.C.H. Siu has described eloquently:

The polished manager———does not complain that people are not following the rules or are changing their minds while the programme is underway. He does not expect the Nature is going to hold the Universe constant. While he goes about making up his plans and pursuing his profections, he recognises that social dilemmas are not like mathematical problems, which can be solved for all times, like 2+2 equals 4. There is no such thing as a "labour problem", for instance, which can be attacked and settled once and for all. There are only labour issues - "never fully defined, gyrating in constant chameleonic flux and defying even semi permanent dispositions".

He then concludes: the world of upper management is indeed "gyrating in constant chameleonic flux". But administrative theory, the prescriptions of consultants, and even the explanations of successful managers fail to reflect this reality. In order to understand managerial effectiveness, we must move beyond the theories of rational management and begin to better understand the dynamic, paradoxical and competing forces that block us from creating high performance systems.2

What is the situation like in the year 1993? For this purpose, Prof. Lee G. Bolman at Harvard Graduate School of Education was approached for advice. He wrote back as follows:

"The issue of managerial effectiveness is considered in such a broad and diffuse literature that it is difficult to know where to start. Some possibilities include: John Kotter's, "The General Managers"
However, the situation is not as bleak as it is made out to be as the exhaustive view will show later on. The purpose of the research review is to consolidate valuable scattered researches at one place and thereby, to draw appropriate conclusions as well as further lines of inquiry. If found necessary, related areas such as quality of management and economic growth may also be considered. For example, it is admitted in literature that there is no widespread acceptance of the term: "managerial effectiveness" by both professional managers and academicians. The reason is that there is no single best way to define as well to measure managerial effectiveness. The following extensive review of the dispersed research efforts is now attempted below.

1. George Katona (1951) pointed out the need to examine economic behaviour in a frame wider than the economic one. He, thereby stressed the importance of studying economic processes emerging from human behaviour. Kenn Roger studied the relationship between personality and performance in the case of those
managers who were manufacturing household goods. The focus of the study, however, remained on the attitudes of managers. In this study, he used techniques such as projective tests, picture frustration cartoons, depth interviews, case studies and first hand observations. The companies selected had pretty long history, similar policies, more or less equally strong economically, and possessing equal competitive edge and servicing facilities etc. Interestingly enough, the top level management was more interested in social superiority than expanding business healthily. Further, he biclассified his selected sample of industries into successful and unsuccessful companies. Whereas his study lacked rigour, it was excellently executed at the action research level. The main findings of this study threw light on the managerial behaviour in successful and unsuccessful companies. His main findings indicated:

(i) Customer is supreme and has to be understood in his entirety: habits, changing fashions and tastes.

(ii) Standing still amounts to losing business. The successful companies, therefore experiment, innovate and develop new products at affordable prices to the customer. They develop expanding vision about their markets from which they exclude only moon and mars.

The unsuccessful companies, on the other hand, have loose network such as in forward planning, product planning, advertising, selling and marketing research. They do not know their customers and try to sell their imperfect products as quickly as possible. If consumers
complain, so their salesman. Further, the latter have no real pride in their companies as well as products. Lastly, they suffer from psychological insecurity.\(^5\)

2. It is a research study by Chris Argyris (1967) on a single leader directed at many practising executives. It has been reported in a non academic style and uses a case study cum conversational approach. It, thereby, attempts to answer the following two questions:

(1) How and why certain kinds of leaders accomplish their jobs?
(2) What are their effects upon their immediate subordinates?

A leader is supposed to remain constantly in touch with his supervisors, sets rational goals and is loyal to the organization in which he works. The present study examines the pattern of leadership instead of leader from two viewpoints, namely, from the subordinates point of view and his own point of view. Two sets of characteristics for the leader thus appear which are as follows. The leader sees himself as firm, bold, hard working, trying to get things done, respect for supervisors, explaining his own behaviour and looking for opportunities to advance in the profession. The subordinates, on the other hand, see him as constantly interacting and commanding, always organizationally centred, handling supervisors individually, emphasis on the present and stating realistic goals. Undesirable behaviour appear when supervisors income leader centred rather than task/organization centred. Examples of such undesirable behaviours are: spending their time competing against each other;
sending only those communications which are liked by the leader, determining his likes and dislikes and prevalence of insecurity in case they fail to predict his behaviour etc. In conclusion, this study minimizes such leadership roles as "push or aggress or direct or mover". Instead, it stresses roles such as helper, supporter, clarifier and encourager.  

3. Lyman W. Porter and Edward G. Lawler (1968) deplored the scarcity of studies on managerial effectiveness. Whatever exists is in the nature of anecdotes and personal experience which is hardly supported by empirical studies. The situation is so dismal as shown by figure below:

Fig 2.1 SHOWING THE SCARCITY OF STUDIES ON JOB ATTITUDES IN RELATION TO PERFORMANCE OF MANAGERS.

<table>
<thead>
<tr>
<th>Job attitudes</th>
<th>Job performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers</td>
<td><img src="image1" alt="Image" /></td>
</tr>
<tr>
<td>Managers</td>
<td><img src="image2" alt="Image" /></td>
</tr>
</tbody>
</table>

It is seen from the figure that whereas there are studies on job attitudes of workers and managers, there is hardly any study as shown by the question mark on job attitudes in relation to performance of managers.
The focus of their study was to determine the relationship between the attitudes of managers towards their jobs; and the effectiveness of their performance in the job. It also considered the relationship between amount of pay and attitudes to work. The results of this exploratory study showed that there is a positive and significant correlation between role perception and role behaviour \((r=.61)\). Secondly, using the improved version of the tool, it is seen that there is positive and significant relationship between attitude, towards jobs and performance. 

4. Edin E. Ghiselli (1971) investigated managerial talent under the title "Explorations in Managerial talent". Over a period of 20 years & so, he intended to pinpoint this factor as a "broad quality". He listed the various activities of managers such as directing, executing and guiding etc. He, thereby, defined manager as one who "executes and administers". His study sample comprised 306 managers whose ages varied from 26 years to 42 years. All of them had middle level management position at the beginning of this study. They were drawn from several diverse firms such as transportation, finance, insurance, manufacturing and communication. He developed a self description inventory which contained 64 facts of items. The main distinguishing characteristic of this questionnaire was that the social desirability factor was reduced to the minimum. Consider the following pairs of items at S.no.1, 32 and 64 of his questionnaire:
At S.no. I : Capable
Discreet
At S.no. 32 : Honest
Generous
At S.no. 64 : Irresponsible
Generous

For each half of the test, the subject is asked to select that item of the pair which mostly describes him as well as the least describes him. Further, different items had different weights.

The inventory gave scores on the following traits such as:

(i) Abilities (supervisory ability; intelligence, initiative)
(ii) Personality traits (maturity, self assurance, decisiveness, masculinity - femininity and work class-affictiy)
(iii) Motivation (Need for occupational status) self-actualization, power over others, high finance reward and job security).

In addition, a few case studies were also concluded:

Fig.2.2 SHOWING THE RATINGS OF 13 TRAITS ON A 100 POINT SCALE

100

- Supervisory ability

76 - Occupational achievement

61-64 - Intelligence, self actualization, self assurance and decisiveness

54 - Initiative

47 - Working class affinity

20 - Lack of need for high financial reward

10 - Need for power over others

5 - Maturity

0 - Masculinity - femininity
It is seen from the figure that supervisory ability occupies a unique position in respect of managerial ability. Surprisingly enough, the factor of "maturity" occupies a position at the bottom of the scale. He then adds that a person having managerial talent is a "special person", who possesses desirable qualities. He is then in a position of contributing both to his organization and the society at large.\footnote{8}

5. It is essential to enhance professional effectiveness. But how? Advisory remarks such as: I am not sure, let me tell you, let me try, let me tell you everything, and I do not know" are hardly helpful. Chris Argyris and A. Schoil related decay in organizations to human element. They developed the theory of intervention and practice by rejecting traditional meeting such as "skills as progress". In other words, they addressed themselves to the development of intellectual forces which reduced ineffectiveness in the management. The examples of ineffectiveness are: wasteful efforts in operations and procedures poor quality of products and deteriorating services. Their study sample comprised 195 men and women who were secondary school principals and university administrators, professionals in arts and humanities, beginning professionals and graduate students. The case study approach was used in this study. Several ideas were tested. Two models, namely, Model I and Model II were developed. The trans...
Concerning variables (define goals and achieve them).

2. Action strategies (be persuasive, appeal to longer goals).

3. Consequences for the behavioural world (action seen as defensive, inconsistent, competition.


5. Effectiveness (decreeded effectiveness).

Model II had the same categories to which another category was also added. They named it as "quality of life".

1. Concerning variable (free and informed choice).

2. Action strategies (Task controlled jointly).

3. Consequences for the behavioural world (minimally) defensive and interpersonal relations).


5. Consequences for quality of life.

6. Effectiveness (increased effectiveness in the long run).

The transitory conditions for moving from inferior model I to superior model II are seen as follows:

(i) Personally caused experiences.

(ii) Expressing and examining dilemmas.

(iii) Values individuality.

(iv) Expression of conflict.

(v) Integrating feelings and ideas.

These conditions need to be mastered. So managerial effectiveness does not exist in a vacuum. When mastered, the manager grows in his profession.
The manager then relates himself to men and things by evaluating his evolving (growing) notions. So managerial effectiveness does not exist in a vacuum. It is as well not a single shot injection. It is gradual, laborious and imaginative for the growing variables can be differently, add.\(^9\)

6. It is said that power corrupts and absolute power corrupts absolutely. John P. Kotter (1977) in "Power Dependence and Effective Management" makes out a case for the exercise of authority by the managers to achieve the ends of their enterprise. If authority is given for a short time, the losing enterprise can be saved. In this context, he attempts to answer the following questions:

(i) Why are the dynamics of power necessarily important part of the management process.
(ii) How do effective managers acquire power?
(iii) How and for what purpose do effective managers use power?

It is a clinical study carried over a diverse group of 26 manufacturing and serving organisations. These organisations were public and private; and large and small. In this study, 250 managers were also interviewed. He established "power in relationship" by employees and perceived dependence by his employees. When granted power/authority, the effective manager is in a position to get additional resources and facilities which his counterparts in comparable circumstances do not get at all. There is an implicit risk for his tough plan of improvement may misfire. Other inhibiting factors are those of security of service and cultural conditions of the country where people hate authority in any form.\(^{10}\)
7. Jay Hall (1979) investigated managerial effectiveness at three levels, namely, good, bad and average. He was very much dissatisfied with the existing literature in this area. He found it "long on inspiration but stingy on fact". It is a continuing study which has been carried on several thousand managers. Several tests were used which related to managerial achievement quotient, work motivation and styles of management. It also utilizes feedback with a view to apply behavioural science for developing successful executives. The main findings of this study are:

(i) The three types of managers deal with people in substantially different ways.

(ii) Good managers find subordinates for getting various jobs done by them. The "play it - safe" also seem to achieve similar objectives. But the latter worry mostly about job security. They fail to challenge their subordinates.

(iii) Motives are good predictors of managerial effectiveness. Good managers are driven by the need for self-actualization.

(iv) Good managers use integrative style of management. They are also invested in both people and production. Thus get balanced are the needs of the people and the goals of production.

One should "act and believe" like a successful manager. How?

This is the crux of the problem.

8. The study of the General Managers (N=15) by John P. Kotter (1982) is a research study with a difference. It concentrates on top most general managers drawn from diverse concerns, say, from
manufacturing through retailing to banking. The yearly turnover ranged from $ one million to $ one billion. They have very little free time which they can call on their own. They do not have a blueprint of what they are supposed to do. If one is available, it stresses on end results rather than the required actions. This study addresses itself to the following three questions which are as follows:

1. What are general-management jobs like? What demands do they make of the incumbent G.M.? How much and in what ways do these demands vary in different kinds of G.M. jobs and in different business and corporate contexts? What creates this variation?

2. What type of people tend to be effective in G.M. jobs? How can such people be identified? Why are these people effective in G.M. jobs? How much and in what ways do the personal characteristics of effective general managers vary in different situations? What causes this variation?

3. What exactly the effective managers do? How do they approach their jobs? What do they do on a daily basis? Why do they behave this way? How much and in what ways does all this vary from situation to situation? What causes these differences? Data were collected from 200 other persons with whom they have had work. The fifteen general managers were observed in their real settings as well as interviewed, total time being 500 hours. Their backgrounds and interests as well as attitudes were also ascertained, using two sets of questionnaires. The main findings of this study indicated.
1. This effectiveness is not at all a short term affair. It rightly begins from childhood onwards.

2. There are individual differences in ways they approach their tasks. They possess a large number of personnel characteristics which fit them jobs.

3. They grow continuously in their intellectual skill, and interpersonal skills. They do not stagnate at all over a significant period of time in their lives.

4. The view that they "create" formal plans, structure their subordinates to carry out the plans, and use formal control and reward systems to get plans executed" is contradicted.

5. The following view of effective managers is supported. Their main characteristics are:

   (i) Knowledgeable about business and organization.
   (ii) Above average in intelligence and analytic ability.
   (iii) Strongly intuitive and emotionally stable.
   (iv) Ambitious, temperamentally optimistic and comfortable with power.
   (v) Achievement oriented and good at developing relations with others.

6. Their behaviour varies widely in different settings because of diverse surrounding circumstances and long choice of implementation of decision when several groups of subordinates, peers, bosses and outsiders are involved.
P.C. Bansal (1982) investigated some correlates of managerial performance. He based his study of Lewin's field theory. This theory states that explicit (overt) behaviour is a function of individual; environment; and the interaction between those two variables. The major objective of this study was to find out the "contribution of some organizational, individual and demographic variables", which accounted for managerial performance as seen by their superiors. This study further aimed at finding out the various personal characteristics of managers in terms of their ability, personality, motivation and personal values. The study sample was drawn from three electric engineering companies. The main findings of this study were as follows:

(i) "The managers wanted smooth communication better coordination, more, say, in decision making, responsibility complied with authority and feedback from the appraisal system.

(ii) It was concluded from the interview data that successful job performance demanded job knowledge, decision making, good human relations, coordination, leadership, cooperation, communication and patience.

(iii) Output, professional knowledge, proficiency in work, punctuality, human relations, initiative, innovation and creativity are the factors which ought to be kept in mind while judging performance.

It appears that managerial effectiveness is a tough nut to crack when he says,
The term has to be studied in depth. There may be other variables that affect managerial performance such as logistic aspect, environmental factors: social, political and economic outside the organization, training and prior experience of managers; and changing technology to new a few.

So there is a great deal of scope of conceptualizing other possible organizational and managerial determinants of performance.

It is necessary to examine the anatomy of the Japanese management system in the field of automobile industry. Japan arose like a phoenix after the second world war. It is widely known that before the war, her goods were cheap as well as of low quality. Now her products are admired all over the world. Her philosophy of management is now embodied in the following stanza:

People are castle
People are the walls and
People are the moat.

In this research study by Kazuo Sato and Ya Suo Hoshino (1984), the automobile industries of USA and Japan are examined. These two countries have two distinct management systems, namely mechanistic and organic respectively. It is a larger study which included technical surveys as well. It addressed itself to the following main requirements for the senior executives of the two countries. These were: capability, value commitment, inter-personal skills, orientation towards innovation and risk taking, training and leadership skills and record of performance. The study sample comprised 1000 senior managers each drawn from 318 industrial companies in all (U.S.=227, Japan=291). A five point rating scale was used which ranged from indispensable through desirable to unindispensable. The main findings of this study indicated,
The American firms laid, heavier emphasis on value commitment, innovation, risk taking and record of performance. The Japanese firms, on the other hand, favoured capability as a generalist, credibility and popularity.

U.S.A. firms favoured drastic changes rather than piece meal ones/gradual ones as in Japan.

"What we can learn from Japan" is a wrong question to ask? Japan at home has her own problems too such as car, quotas, industrial policies and tariff policies of import and export. The basic question is: "How Japan sees the world she sees it". How their institutional arrangements fit their strategies. We have not r think of Japanese market but of the global market in general. Takashi Ishihara has aptly remarked when he says:

"What percentage of global market we can get than what percentage of the Japanese market we may or may not have."

Neelam Rattan (1986) investigated executive effectiveness among the executives of superior services (N=200) in relation to their personality, self perception, achievement and values. It is an interesting study which ought to be carried out at the All India level throughout the country. The following seventeen variables were included in the study, the first variable, namely executive effectiveness, being the criterian variable. Other variables were:

(a) Extraversion (b) Neutroism (c) Psychoticism
(d) Lie Social desirability scale (e) Aggressiveness
(f) Sociality (g) Emotional control (h) Social adaptability
The two main findings of interest of this investigation were as follows:

(i) Using regression analysis, it is seen that low scores on neuroticism, social values and religious value, favour higher executive effectiveness. Secondly, high scores on social adaptability and achievement motivation, on the other hand, favour higher executive effectiveness. Thirdly, social desirability also contributes to higher executive effectiveness.

(ii) Let us now have a look at results obtained by factor analysis and determine the status of the criteria variable, namely executive effectiveness. The rotated factor matrix of this investigation is reproduced in table 2.1.
<table>
<thead>
<tr>
<th>Sr. Variables</th>
<th>Factor I</th>
<th>Factor II</th>
<th>Factor III</th>
<th>Factor IV</th>
<th>Factor V</th>
<th>Factor VI</th>
<th>Factor VII</th>
<th>h2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Executive Effectiveness</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>.87</td>
<td>.78</td>
</tr>
<tr>
<td>2. Extraversion</td>
<td>-</td>
<td>-</td>
<td>- .69</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>.59</td>
</tr>
<tr>
<td>3. Neuroticism</td>
<td>-</td>
<td>.63</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>.52</td>
</tr>
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<td>4. Psychoticism</td>
<td>-</td>
<td>.74</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>.60</td>
</tr>
<tr>
<td>5. Lie (social Desirability) Scale</td>
<td>- -.65</td>
<td>.32</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- -.31</td>
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<td>6. Aggressiveness (V1)</td>
<td>.56</td>
<td>- -.39</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>7. Sociability (V2)</td>
<td>.55</td>
<td>- -.58</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>.68</td>
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<td>8. Emotional control (V3)</td>
<td>.86</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>.76</td>
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<tr>
<td>9. Social Adaptability (V4)</td>
<td>.87</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>.84</td>
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<tr>
<td>10. Social Intelligence (V5)</td>
<td>.90</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>.90</td>
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<tr>
<td>11. Theoretical values</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>- .91</td>
<td>-</td>
<td>.88</td>
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<td>12. Economics values</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>- .85</td>
<td>-</td>
<td>.82</td>
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<td>13. Aesthetic values</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- .91</td>
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<td>14. Social values</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- -.64</td>
<td>-</td>
<td>.68</td>
</tr>
<tr>
<td>15. Political values</td>
<td>-</td>
<td>- -.42</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- -.62</td>
<td>-</td>
<td>.67</td>
</tr>
<tr>
<td>16. Religious values</td>
<td>-</td>
<td>-</td>
<td>- -.86</td>
<td>-</td>
<td>-</td>
<td>- -.31</td>
<td>-</td>
<td>.86</td>
</tr>
<tr>
<td>17. Achievement Motivation</td>
<td>- -.62</td>
<td>-.32</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>.54</td>
</tr>
</tbody>
</table>

**Contribution**

|                  | 17.80 | 12.25 | 9.94  | 9.49  | 8.00  | 7.47  | 6.94  |

**Cumulative % Contribution**

|                  | 17.80 | 30.05 | 39.99 | 49.48 | 57.48 | 64.95 | 71.89 |

**Eigen value**

|                  | 3.77  | 1.92  | 1.79  | 1.31  | 1.26  | 1.14  | 1.03  |

**NOTE:** Loadings between ± .30 are not shown.
It is seen from the table 2.1 that the criterian variable, namely executive effectiveness, has simply disappeared. It has a loading of .87 on the seventh factor. If "Scree test" by Raymond Cattel is applied, it is found that only first four factors are significant. It supports our above mentioned observation. It also does not appear as a clear cut factor when sub samples of I.A.S., I.P.S., I.R.S. and Defence Executives (N=50 each) are considered upon their individual factor matrices.

S.L. Gupta, (1986) investigated managerial effectiveness of branch managers working in commercial banks of Punjab (N=150). Other outside variables included in this study were: extraversion, neuroticism, psychoticism, adjustment patterns and job satisfaction. He developed his own tool for the investigation for measuring managerial effectiveness. Its reliability and validity co-efficients were: .82, .79; and .90 and .71 respectively. The study aimed at finding out relationships between this construct and the above mentioned variables. To reduce subjectivity, the average score of managerial effectiveness was the average of three scores given by his superior and junior as well. Further the managers were classified into three groups namely, highly effective, moderately effective and ineffective on the three quartiles. The main findings of this study indicated:

(i) There is significant relationship between the scores on managerial effectiveness and extraversion as well as social adjustments.
There is no significant relationship between the scores on managerial effectiveness and psychoticism.

There is a significant relationship between the scores on managerial effectiveness and the scores on job satisfaction for the entire group (N=150) and the classified top group. However, in the case of moderately effective group and less effective group, the same significant relationship ceases to be insignificant.

It is an exploratory study in the area of managerial effectiveness. Its main weakness is that it has been concluded on a select group which on the very face of it appears to be effective as judged by the investigation at the end of the investigation. Secondly, he could have formed two extreme groups, easily by taking the top 27 per cent and the bottom 27 per cent group for maximum dispersion. Managerial Effectiveness still remains as elusive concept but a way has been shown to examine it in the light of personality variables.

"Assessing managerial skills with the managerial effectiveness profile system" by Robert A. Cocke (1989) is an interesting study for ascertaining and improving the various managerial behaviours. The assessment tool provides data on fifteen different skills which have been classified into three groups such as task skills, people skills and personal factors (see table 2.2). The inventory/tool contains 90 items:
<table>
<thead>
<tr>
<th>Sr. no.</th>
<th>Group of skills</th>
<th>Individual skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Task skills</td>
<td>1. Setting goals &amp; Objectives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Identifying problems.</td>
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<td></td>
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<td>3. Planning effectively</td>
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<td></td>
<td></td>
<td>4. Organizing</td>
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<td></td>
<td></td>
<td>5. Making decisions</td>
</tr>
<tr>
<td>2.</td>
<td>People skills</td>
<td>6. Delegating</td>
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<tr>
<td></td>
<td></td>
<td>7. Building teams</td>
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<tr>
<td></td>
<td></td>
<td>8. Evaluating performance</td>
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<tr>
<td></td>
<td></td>
<td>9. Developing subordinates</td>
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<td></td>
<td></td>
<td>10. Managing conflict</td>
</tr>
<tr>
<td>3.</td>
<td>Personal factors</td>
<td>11. Time effectiveness</td>
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<tr>
<td></td>
<td></td>
<td>12. Stress reactions</td>
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<td></td>
<td></td>
<td>13. Commitment level</td>
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<td></td>
<td>14. Trust level</td>
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<td></td>
<td></td>
<td>15. Result orientation and asset control</td>
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It is hypothesized that these skills are related to the overall performance of managers. It is to be noted that it is a tool with a difference. It is based upon responses recorded in interviews to a general question: "What kind of things or situations did you handle as effective manager, which led to trouble, later on?"
Secondly, he is required to select one of the distractors of a multiple choice item which nearly describes him at the end points, for example, "almost exactly like "a" or much more like "a" than "b" or almost exactly like "b". Each category has six items which are dispersed throughout the inventory. Such an approach avoids the creation of response set. Thirdly, ratings are also obtained from subjects' superiors and subordinates including the general manager. Fourthly, the last category namely, the result orientation and asset control is handled separately. Thus one gets two profiles for each of the respondents on the same inventory. Lastly, the tool provides substantial feedback for improving managerial performance.

The study sample comprised four hundred four managers selected out of a large sample. The main findings of this study were as follows:

1. It is desirable for managers to focus both on the scale and the item level. It is further advised that this should be sensitive to discrepancies between the self reports and description of the same by others.

2. Average raw scores across each category tend to be on the high side. Hence the value of the feedback might not be as high as the raw scores indicate.

3. The factorial structure of the tool showed the existence of the factors which were hypothesized for this study. There were: task skills, people skills, and personal factors. Secondly, only half of the test items loaded heavily on the three factors. Lastly, the three factors altogether carried 46.6 per cent of the total variance.
Frank Shipper (1991) investigated Mastery and Frequency of Managerial Behaviours among managers working in several sub-units of a large government hospital. They distinguished between mastery and frequency of managerial behaviours. Data were collected on 11 scales such as:

(i) Making goals clear and important.
(ii) Upward communication and participation.
(iii) Orderly work planning.
(iv) Expertise.
(v) Facilitation work of others.
(vi) Providing feedback.
(vii) Time emphasis.
(viii) Control of details.
(ix) Goal pressure.
(x) Delegation (permissiveness).
(xi) Recognition for good performance.

Responses on managers by the subordinates were recorded on a seven point scale running from "true to an extremely high to an extremely low extent". The frequency of behaviour was measured on anine point behaviourally anchored scales. The behavioural anchors were: never, infrequent, yearly, semi-annually, quarterly, monthly, weekly, daily and more than once a day. The overall response rate was 51.7 percent (N=632). The main results of this study were as follows:

1. Mastery of behaviour rather than specific frequency of behaviour (increasing the amount of contact) has positive impact on employees performance. It is the "key" to management effectiveness.
2. Effective management appears from this study to be a set of skills which need to be mastered. Such skills, it is suggested, are learnable.

3. Mastery of managerial behaviours is different in high and low performing and/or moral sub-units.

4. It partially confirms the maxim: "You treat your workers well and they will treat you well". It further supports the proposition that managers who have developed a high mastery of managerial behaviours can have sub-units which are both high on performance and morale.18

15. Lee G. Bolman and Terrence E. Deal (1991) investigated leadership effectiveness and management effectiveness among 90 senior managers from multinational corporations drawn from 15 different nations, 145 high educational administrators as well as 140 school principals, from U.S.A; and 229 administrators in education (mostly principals) from the republic of Singapore. They also attempted to distinguish between leadership effectiveness and management effectiveness by administering the same questionnaires on leaders and their peers, the number of ratings being 1331 in USA and 1238 in Singapore. Their questionnaire had four frames. Frame is imagined as scheme, schemata, map, image, paradigm, picture and organized theories. Each frame possesses two dimensions. Let us describe these four frames below in brief:
(a) **STRUCTURAL FRAME:**

The first of those perspectives, the structural frame, emphasizes goals and efficiency. It posits that effective organizations define clear goals, differentiate people into specific roles, and coordinate diverse activities through policies, rules and chain of command. Structural leaders value analysis and data, keep their eye on the bottom line, set clear directions, hold people accountable for results, and try to solve organisational problems with new policies and rules or through restructuring. Its two dimensions are:

(a) Analytic - thinks clearly and logically; approaches problems with facts and attends to detail.

(b) Organized - develops clear goals and policies; hold people accountable for results.

(b) **HUMAN RESOURCE:**

The human resource frame focuses attention on human needs and assumes that organizations that meet basic human needs will work better than those that do not. Human resource leaders value relationships and feelings; they seek to lead through facilitation and empowerment. They tend to define problems in individual or interpersonal terms and look for ways to adjust the organization to fit people - or to adjust the people to fit the organization (for example, through training and workshops. Its two dimensions are:

(a) Supportive - concerned about the feelings of others: supportive and responsive.
(b) Participative - fosters participation and involvement, listens and is open to new ideas.

(c) POLITICAL FRAME:

The political frame views organizations as arenas of continuing conflict and competition among different interests for scarce resources. Political leaders are advocates and negotiators who value realism and pragmatism. They spend much of their time networking, creating coalitions, building a power base, and negotiating compromises. Its two dimensions are:

(a) Powerful - persuasive, high level of ability to mobilize people and resources; effective at building alliances and support,

(b) Adroit - politically sensitive and skillful; a skillful negotiator in face of conflict and opposition.

(d) SYMBOLIC

The symbolic frame sees a chaotic world in which meaning and predictability are social creations, and facts are interpretative rather than objective. Organisations develop cultural symbols that shape human behaviour unobtrusively and provide a shared sense of mission and identity. Symbolic leaders instill a sense of enthusiasm and commitment through charisma and drama. They pay diligent attention to myth, ritual, ceremony, stories and other symbolic forms. Its two dimensions are:
(a) Inspirational - inspires others to loyalty and enthusiasm; communicates a strong sense of vision.

(b) Charismatic - imaginative, emphasizes culture and values; is highly charismatic.

It is the view of these authors that those leaders or managers who think in one frame or so really impede their effectiveness.

The main findings of this study are:

1. Leadership effectiveness is distinguished from management effectiveness and that too, psychometrically. It is a positive achievement.

2. The mathematical structure of the test instrument showed the existence of four frames as originally envisaged. It shows that the test instrument is well designed from the psychometric viewpoint. It does show that the "respondents saw the items for each frame as both linked to one another and distinct from the items in other frame". Factor loadings on individual items for the four frames for the two samples are shown below in table 2.3.
<table>
<thead>
<tr>
<th>Frames</th>
<th>Items</th>
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<tbody>
<tr>
<td>Structural</td>
<td>Strong emphasizes careful planning, clear timelines</td>
<td>.79</td>
<td>.74</td>
</tr>
<tr>
<td></td>
<td>Had extraordinary attention to detail</td>
<td>.75</td>
<td>.67</td>
</tr>
<tr>
<td></td>
<td>Develops and implements clear, logical policies</td>
<td>.75</td>
<td>.72</td>
</tr>
<tr>
<td></td>
<td>Approaches problems with facts and logic</td>
<td>.73</td>
<td>.68</td>
</tr>
<tr>
<td></td>
<td>Uses logical analysis and careful thinking</td>
<td>.72</td>
<td>.70</td>
</tr>
<tr>
<td></td>
<td>Strongly believes in clear chain of command</td>
<td>.67</td>
<td>.60</td>
</tr>
<tr>
<td>Human resources</td>
<td>Shows high sensitivity and concern for others' needs</td>
<td>.85</td>
<td>.74</td>
</tr>
<tr>
<td></td>
<td>Show high support and concern for others,</td>
<td>.84</td>
<td>.74</td>
</tr>
<tr>
<td></td>
<td>Is consistently helpful and responsive to others</td>
<td>.83</td>
<td>.76</td>
</tr>
<tr>
<td></td>
<td>Builds trust through open, collaborative relationships</td>
<td>.77</td>
<td>.71</td>
</tr>
<tr>
<td></td>
<td>Listens well and is unusually receptive to others input</td>
<td>.71</td>
<td>.72</td>
</tr>
<tr>
<td></td>
<td>Gives personal recognition for work well done</td>
<td>.64</td>
<td>.56</td>
</tr>
<tr>
<td>Political</td>
<td>Is politically very sensitive and skillful</td>
<td>.78</td>
<td>.67</td>
</tr>
<tr>
<td></td>
<td>Gets support from people with influence and power</td>
<td>.73</td>
<td>.72</td>
</tr>
<tr>
<td></td>
<td>Is a very skillful and shrewd negotiator</td>
<td>.74</td>
<td>.68</td>
</tr>
</tbody>
</table>
3. Leaders and managers usually resort to make more than two frames while analysing critical incidents. Here, choice of the critical incident may be the limiting factor.

4. The use of human resource frames and political frame varied substantially across the different populations. American school administrators, for example, see more politics because they are more politically oriented. Alternatively, the world around them is more political in comparison to their counterparts in Singapore.

5. Managerial effectiveness is related to emphasis on rationality and organizational structure. Leadership effectiveness, on the other hand, is linked to symbols and culture.
There are no significant differences between men and women in regard to their effectiveness as leaders and managers.

Seeta Gupta (1991) investigated managerial effectiveness in relation to communication styles, credibility and role efficacy. The main purpose of this research was to develop and report the "psychometric properties of an empirically derived scale" for measuring managerial effectiveness. The distinguishing feature of her tool, E.Q. (Effective Questionnaire) is to relate itself to behavioural indices rather than output variables and that too in terms of performance. Her test covered a very wide range of activities which were selected from research literature as well as consultations with scholars of management. Effectiveness in this study meant the "ability of a manager to carry out the activities required of his position while achieving the results both current and in terms of developing further potential". A sample of 100 personnel was selected from the management cadre of Vayudoot Ltd. The study did not show any significant relationship between effectiveness and communication style. Using regression analysis, role efficacy significantly differentiated between the three groups classified on effectiveness. Biographical variables, on the other hand (age, education, total years of employment, number of years in present company etc.) are generally weak or infrequent predictors of managerial effectiveness. This is, however, not true of factors like credibility and being trustworthy which significantly differentiate between the three groups and predict the various outcomes of performance (effectiveness). Lastly, surprisingly enough, the factor of dynamism is seen to be a negative predictor in the highly effective group.
A NATIONAL STUDY ON EFFECTIVE MANAGEMENT.

It is of interest to refer in passing to a national study on effective management. It is more of a study in organizational behaviour than a study in managerial effectiveness. Still it is of interest for it is a country-wide study involving as many as 198 organizational and 523 professionals in the age group 40-50 years. The professionals comprised the following sub-groups:

- Public managers - 162
- Private sector managers - 195
- Other professionals including trade unionists and journalists - 166 N=523

The subjects were asked to rate several indicators of effective management. They were also asked to rate and evaluate processes which led to the end results as reflected by indicators. The responses were aggregated for the sub-sample as well as for the entire sample. The responses were analysed statistically using rank order analysis and factor analysis. Lastly, the following factors appeared which were as follows:

1. Consideration (industrial relations, human relations & welfare programmes for the employees.)
2. Coping mechanism (Technology, market forces and sociological changes, financial management, allocation of job responsibility, planning & creativity and innovation).

3. Leadership (leadership, participative management & initiative and enterprise).

4. Central discipline, community, development).

Lastly, it was seen that the following processes hindered effective management. These processes when ranked were as follows:

(i) Poor personnel management.
(ii) Inadequate co-ordination.
(iii) Low identification if employees with management goals.
(iv) Imbalance between responsibility and authority.
(v) Inadequate resources.
(vi) Bureaucracy.
(vii) Union power.
(viii) Inadequate attention to research.

TWO INTERNATIONAL STUDIES ON MANAGERIAL EFFECTIVENESS:

"What is effective management? receives different answers. After the second world war, especially in the 60's, the nature of management has altered radically. It is, in fact, much more than accounts keeping setting up assembly lines and earning profits. It, on the other hand, requires conceptual, imaginative modes of production as well as marketing strategies and sustained market
reputations. It is the job of the professional manager to apply knowledge and skills and act decisively in times of crisis. It is the creative art, may, "Art of Arts" Why? It is the organization of talent and tools for making useful things of quality at cheap rates for consumption by the society. Thus, the quality of man on the job, comes explicitly into the picture. Henry Levinson (1981) has aptly remarked when he says that the main function of the manager is to "hold together a handful of sand" by changing it into concrete for further use. In other words, "surgeon is more important than scalpel". This dominant view is effective management. Let us, therefore, refer to two international studies carried on a large scale.

(a) It is hammering at the obvious when one says that the study of managerial behaviour is an important area of work. In one way or another, the manager works with people for getting the work done from them several questions then arise.

(i) How is his behaviour determined?
(ii) How is his behaviour culturally determined?
(iii) What are his attitudes and value systems?
(iv) What is he like at the time of recruitment?

How does he develops effectively or ineffectively over the years.

(v) What are such behaviours like in different countries?

In this study, George W. England, O.P. Dhuingra and Naresh C. Aggarwal (1974) addressed themselves to such problems and issues. They formulated their problems more sharply as follows:
(i) What are the value patterns of Indian managers?

(ii) How similar and/or different are Indian managers in value patterns from those managers working in other countries such as U.S., Japan, Korea, Australia.

(iii) Is there any relationship between the personal values of Indian managers and their success as managers.

(iv) In what ways are the value systems of Indian managers related to their behaviours?

(v) What differences exist in their personal value patterns among different sub groups of Indian managers based on personal history and organizational data groupings?

Sample size for the Indian study comprised 628 managers drawn from public and private undertakings. It also reported findings of studies conducted in U.S.A., Japan, Korea, India and Australia. They reported their findings as follows:

(i) Indian managers (like Australian managers) are more moralistic oriented and less pragmatic oriented than their counterparts in U.S., Japan and Korea.

(ii) Individual differences in value systems exist from country to country and from group to group within the country. However, the value system is stable within the group.

(iii) The value system held by the manager influences his behaviour. It, in turn, is linked to his awareness and goals.
There are similarities and differences in managerial behaviour from country to country (see fig 2.3).

**Fig 2.3** SHOWING SIMILARITIES AND DIFFERENCES IN MANAGERIAL BEHAVIOUR FROM COUNTRY TO COUNTRY

(a) **U.S. Managers:**
- Large element of pragmatism
- Low importance of political and social values,
- Emphasize traditional organizational goals such as profit, maximization, organizational efficiency and high productivity.

(b) **Japanese Managers:**
- Very high element of pragmatism
- Value magnitude very high
- Place low value on conflict and its open expression
- Motivation for workman from outside rather than inside the organization.

(c) **Korean Managers:**
- Large element of pragmatism
- Place low value on most employee group
- Low importance of political and social value,
- Low value placed on organizational goals.

(d) **Indian Managers:**
- High degree of moralistic orientation
- High relevance placed on political values
- Value stable organization
Value personalistic goals and status orientation.

-- Value blend of organizational compliance and organizational competence.

-- Place low value on most employee group.

-- Major regional differences in values of managers.

(e) **Australian Managers:**

-- High degree of moralistic orientation.

-- High emphasis on social & political values

-- Place low value on such concepts as achievement success.

-- Competition and risk.

-- Major regional differences in values of managers.23

Lastly, the questions to the answers raised by them are very important. Extensive and intensive studies are urgently required not only within the individual countries but also across the countries. It is only then the managers will be in a position to reorient their behaviour. Such studies are a must in the case of those countries which are involved in exports. At the moment, little is known about how the value system develops and changes over the years.

(b) Let us report another international study by Bernard M. Bass et al on "Assessment of Managers" in 12 different countries. It was supported by Ford Foundation. The main distinguishing feature of this study is that B.M. Bass tried his fifteen especially
prepared exercises on this large sample. These exercises involved simulated situations with focus on organization's problems and issues. This study aimed at linking attitudes to actual managerial behaviour. The total study sample comprised 8586 managers drawn from 12 different countries such as:

1. U.S.A. (N=823)  
2. Great Britain (N=2536)  
3. Belgium (N=840)  
4. The Netherlands (N=637)  
5. Germany/Australia (N=650)  
6. Scandinavia (N=551)  
7. France (N=354)  
8. Italy (N=690)  
9. Iberia (N=595)  
10. Latin America (N=404)  
11. India (N=402)  

It is noticed from above that the size of sub-samples in this study varied from 104 managers in Japan through 840 managers in Belgium to 2536 managers in Great Britain.

The main findings of this world-wide study were as follows:

(i) National differences in attitudes, beliefs, values and behaviours exist among nations which, statistically speaking, are significant.

(ii) Personal assessments of managers are tied to the differential rate of advancement both within the individual countries, but also across the countries when grouped.

(iii) Managers everywhere are proactive and are desirious of using less and less authority in getting their work done.

(iv) Managers who have had higher rates of advancement see themselves as higher in effective intelligence.
(v) The well known, "Peters Principle" did not receive any support in any one of the countries.

(vi) This study throws light on "What managers are alike" from country to country. Interestingly enough, there are marked uniformities and differences among managers from country to country. Within the country, regional differences in managers (managerial behaviours) exist which are important, (see Fig. 2.4).24

Fig 2.4 SHOWING MARKET UNIFORMITIES AND DIFFERENCES IN MANAGERS:

1. American Managers:

(i) Slower in rate of advancement.

(ii) Older in age.

(iii) Individualistic equalitarian and pragmatic (historical values confirmed).

(iv) Seek self realization, leadership and wealth.

(v) Willing to spend money on the improvement of product.

(vi) Socially sensitive & willing to spend money say on anti pollution measures.

(vii) Tolerance for risk.

(viii) Stress on honesty rather than generosity.

(ix) Tolerant of conflict.

(x) Group participation in decision making.

(xi) Effective look in one way as well as two way negotiations.

(xii) Resourceful rather than sharp witted.

(xiii) Put more emphasis on maturity, logic and adaptability.

(xiv) Compensation for merit.
2. **The Great Britain**

(i) Slower in rate of advancement.
(ii) Somewhat young in age.
(iii) Possess strong social bias (class).
(iv) Insistance on academic degrees (not necessarily in management).
(v) More competitive in integroup- or group feelings.
(vi) Socially not very sensitive, would favour spending money on say, anti-pollution measures.
(vii) Put premium on logic, resourcefulness and adaptability.

3. **Netherlands**

(i) Place more emphasis on expertness and duty.
(ii) Less concerned about self realization and leadership.
(iii) Concern for safety.
(iv) Concern for quality products.
(v) Favour generosity rather than honesty.
(vi) Cooperative rather than competitive peer relations.
(vii) More human centres rather than risk centred.
(viii) Committed to group plans.
(ix) More tolerance rather than sociability.
(x) Reject uninvolved subordinates.
(xi) More satisfied with short term rather than long term goals.
(xii) Favour sharp wittedness and down grace adaptability.
(xiii) Put premium on responsibility and reliability rather than maturity.
(xiv) Give more weight to intuition.
(xv) Reactive rather than practive.
4. Belgium

(i) Put more emphasis on duty as life goal.
(ii) Low tolerance for risk.
(iii) Willing to spend more money on quality of products and safety.
(iv) Differential salary in different situations.
(v) Low in acceptance of warmth & affection.
(vi) Least initiative and hence can think for themselves.
(vii) Do not believe in tolerant management.
(viii) Sharp witted rather than thoughtful.

5. Germany/Australia

(i) Slower rate of advancement.
(ii) Low tolerance for risk.
(iii) Willing to spend money for the quality of products.
(iv) Accept warmth & acceptance.
(v) Low in feelings for others.
(vi) Low concern for understanding and relation to others.
(vii) A sort of coolness.
(viii) Exhibit keen competitiveness while evaluating performance.

6. Scandinavia

(i) Slower in rate of advancement.
(ii) Higher age for top managers.
(iii) Low risk taking.
(iv) Security more important than prestige.
(v) Safety conscious.
(vi) Loyalty to the company.
(vii) Strictness (no generosity) at the lower levels of management.
(viii) Depend on others.
(ix) Prefer sociability and tolerance rather than being thoughtful.
(x) Fast in one way/two way communication.
(xi) Lay emphasis on steadiness and maturity rather than modesty.

7. France

(i) Lay emphasis on strength of individual opinion, importance of logic, rationality.
(ii) More stress on moral & willing to spend on it rather than quality of product and, say, anti-pollution measures.
(iii) Large premium on meritorious service.
(iv) Place more emphasis on generosity.
(v) Most competitive.
(vi) Tolerant of conflict.
(vii) Prepared to discuss feelings with others.
(viii) High risk tolerance.
(ix) Less concerned with leadership.

8. Italy

(i) Younger age.
(ii) Stress on self realization, independence and effective.
(iii) Less importance for expertness, wealth & service.
(iv) Low in risk tolerance.
(v) Willing to budget funds for safety, anti-pollution measures and enhancement of morale.
(vi) More generous.
(vii) Willing to accept affection and warmth.
(viii) Prepared not to imitate.
(ix) Believe more in individual and group decision.
(x) Competitive.
(xi) Believe in short term planning.
(xii) Sharp wittedness at the top management level.
(xiii) Participative management.

9. **Iberia**

(i) (Spanish & Portuguese) have higher rate of advancement.
(ii) More emphasis on self realization.
(iii) Importance of individual reputation, dignity, honour, service & duty.
(iv) Willing to spend on morale.
(v) Purpose more compensation on non-merit reasons rather than merit.
(vi) Lower risk tolerance.
(vii) More aware of the feelings of others.
(viii) Steadiness more important than maturity sincerity.
(ix) Prefer to use less authority in getting things done.

10. **Latin America**

(i) Had the highest rate of advancement.
(ii) Younger age.
(iii) High risk tolerance.
(iv) Willing to budget more money for morale.
(v) Put relatively great weight on sharp wittedness rather than thoughtful.
(vi) Stress on more prestige, self realization, less investigated in independence, security and pleasures.
(vii) More careful in one way and two way communication.
(viii) Dislike for managers who are tolerant, adaptable, mature, patient, sincere, steady and considerable.

11. India

(i) Actual mean rate of advancement higher.
(ii) Attach more importance to life goals of prestige and expertness.
(iii) Give low weightage to independence, security, pleasures.
(iv) Usually gave idealistic responses to all the budgetary responses.
(v) See more compensation as potential motivator of improved performance.
(vi) Concern for rules and dependence on higher authority.
(vii) Least co-operative with their colleagues/peers.
(viii) Willing to discuss feelings with others.
(ix) More intuitive than objective.
(x) Modest rather than sharp witted.
(xi) Logical, calm and self controlled.
(xii) Tolerant of conflict.

12. Japan

(i) Down grade prestige, service, security and pleasure.
(ii) High in empathy and risk taking.
(iii) Willing to spend more money on quality of product.
(iv) Willing to pay differential meritorious work.
(v) High in accepting warmths, affectation and comments.
(vi) Work better when criticised.
(vii) More cooperative with peers.
(viii) Low in sociability.
(ix) Equally effective on one way/two way communication.
(x) More objective, more persistent and practice.
(xi) Take long term view of things.
(xii) Place emphasis on reliability and strict internal control.
(xiii) Logic, maturity and sincerity are rated low.

...
He says that by the very nature of his work/duties, the manager is compelled per force of circumstances to have a close look at himself and "CHANGE", He suggested as many as fifty qualities for the ideal tough minded manager (executive). According to him, the manager plays the following six roles such as: an actor, catalyst, guardian, friend, owner and technician. Lastly he concludes by saying that the manager is a skilled craftman well versed in keeping the organisational engine in tune and efficient. Managerial effectiveness is significantly influenced by one's insight into ones' own work. In other words, the introspective managers are likely to be more effective than those who don't introspect.
Using Minnesotta Multiphasic Personality Inventory, it is seen that the scores on performance correlate significantly with some of the variables of MMPI: Psychopathic deviate, depression, hypochondriasis, masculinity, femininity and Schizophrenia (uncorrected).
Secondly, the two multiple correlations between MMPI variables and performance measures; and MMPI predictors and performance measures are significant (.556 & .581). Lastly 31 per cent to 34 per cent. Variance in performance is predictable from the variance in the weighted combination of independent MMPI variables.  
He examines the management system in U.S.A. and Japan. He attempts to answer the questions. Why is USA, the leader of automobile industry is losing ground to Japan? He suggests the following lessons to be learnt from the Japanese industry for his country. These lessons are
based upon the analysis of his experience and published materials:

(a) Human factor is very important in Japanese firms where managers and workers act in union.

(b) Stress on perfection is legendary. The Japanese go on reducing and reducing the defect rates of their products.

(c) They provide high quality goods at affordable prices to the customer.

(d) They keep in mind the long term rather than short term goals. In other words, they plan accordingly.

(e) They enhance to maximise employee talents and capabilities through appropriate means of training methods.

(f) Lastly, they do take occasionally a bottom line tour. It means they do care to take a tour to the future.
The purpose of a great society (organisation) is to make great persons. At the top management level, the potential is situational.

In its assessment, the following six factors are important:

(a) Performance.
(b) Intelligence and adaptability.
(c) Availability and projection of tenure.
(d) Intuition and desire.
(e) Supply and Demand.
(f) Biographical history.²⁹

It uses loevinger's stage test of ego development. It is seen that managers at higher stages of development are more likely to use effective approaches than managers at lower stages of development while managing uncertain situations.³⁰
The informational and decision roles become important as the manager goes up the ladder. Whereas the negotiating role is more important at middle level of management, the disturbance handling role is more important at every level of management. Technology also affects the roles of managers. There is also positive impact of social skills, transformational leadership and other roles of managerial effectiveness. According to him, different roles are related to different kinds of effectiveness. For example informational role for organising and coordinating. Lastly, decision roles are positive predictors of strategic problem solving, managing the environment and information handling.

It aimed at determining the relationship between effectiveness and efficiency, their comparison in public and private sector and assessment of
individual factors on effectiveness. The study sample comprised 384 employees (managers (N=24) assistant managers (N=124) and workers (N=240). Fine sets of questionnaires were administered which related to personal information, assumptions about people at work (theory x and theory y), managerial skill, organisational climate (existing and ideal) and finally job satisfaction. The main findings are:

a) Effectiveness variables explained nine per cent of the variance in efficiency at an aggregated level.

b) Age is seen to have no effect on both the variables of effectiveness and efficiency.\(^{32}\)

The present day management is characterized by "confrontation of change, ambiguity and contradiction". Reframing is required to achieve a different kind of comprehension. Hence, a new view emerges as great obstacles are overcome by
Fig 2.5 Showing the transformational cycle developed by Robert Quinn.
In his critical paper, Donald C. Hambrick in 1988, reviewed the research literature on the values over a considerable period of time. He critically reconsidered the works of earlier workers such as Edward Spanger, G.W. Allport and England etc. He then came to the conclusion that our knowledge is too little. He has suggested a transformation (fig 2.5). Secondly, one-dimensional bromides such as "work hard" are half truths. The effective managers are:

(i) Conceptual producers: highly trained, production-oriented, work with ideas.

(ii) Aggressive achievers: extensive technical knowledge, work beyond limits of their physical limits, prefer others to work like them, insensitive, strong coordinative skills.

(iii) Peaceful team builders.

(iv) Open adaptives (open, reasonable and easy going).

In his critical paper, Donald C. Hambrick in 1988, reviewed the research literature on the values over a considerable period of time. He critically reconsidered the works of earlier workers such as Edward Spanger, G.W. Allport and England etc. He then came...
It aimed at exploring the perceptions of women middle managers working in public and private sectors of education towards the job dimensions of their positions. For the collection of data, the managerial professional job function inventory (MP-JFI) was used. Interestingly enough, 13 out of 16 job dimensions had more or less the same ratings in both sectors. Those rated significant and more important in public sector were:

(a) Coping with difficulties and emergencies.
(b) Promoting safety attitudes and practices.
12. Barry Bozeman and Jeffrey D. Straussman

| 1990 | Public management strategy: Guide lines for managerial effectiveness |

The significant rating, considered to be important by the private sector were job dimension of financial planning and review. He stresses both the process and product of strategic planning. Viable strategies for the practising managers are also suggested. In the last chapter, they list characteristics of effective managers. These characteristics, it is hoped, will serve as "Prescriptions for managerial action" as well as personnel development. On close perusal, it seems that these characteristics are too general and hopefully, relevant for all times: past, present and future.

13. K.C. Gupta


It examined managerial effectiveness in terms of certain behavioural attitudes of managers, within the context of their roles in organisations. The aspects of managerial effectiveness considered were such as: creativity, proactivity, problem facing, Central integration and growth orientation etc.
The study sample was confined to fourteen sugar mills which operated in private public and cooperative sectors in northern India. The subjects of the study were 195 middle level managers of the industries (Public sector (N=40), cooperative sector (N=50), private sector (N=75). The main findings of the study showed positive and significant relationship between managerial effectiveness and organisational effectiveness. Scores on managerial effectiveness favoured managers of private sector rather than public and cooperate sector.37

He examined thirty nine (39) senior executives drawn from twelve (12) different organisations. He examined the character of their work and the type of impact it made on their subordinates. He used the biographical approach. He identified both the extreme and moderate versions of their characteristics. These were:
There should be a match between the quality of the individual and the environment (job) he works for. It has not been measured so far. The model did fit the supervisors ratings of various characteristics of managerial effectiveness. However, conceptual CLARIFICATION IS NEEDED REGARDING THE INTEGRATION of the individual and his job.

It is an interesting study which investigates sterotypical beliefs held about women in the field: nurturant, submissiveness and lack of masculinity.
and self-reliance. Fifty nine (59) males and fifty one (51) females managers drawn from six different organisations constituted the sample. Whereas, men and women differ, behaviourally speaking managerial effectiveness on the job did not differ statistically by sex or sex role.
KEY STATEMENTS TO RESEARCH:

[a] Automobile industry is a gigantic industry in the West. It is a prestigious industry in our country which is picking up fast in our country. So the concept of a manager who goes to work in the morning and returns home in the evening has lost much of its relevance. Currently, there is a lot of talk about managerial abilities and skills. But we know very little about these multiple abilities and skills. Take the case of a manager or an executive who faces challenges of all sorts related to his enterprise (company), customer and his own commitment. Let us go a still further and consider the case of Japan which recently challenged America successfully in her share of the international market. Japan, unlike India, has no physical resources to fall upon for her survival. So per force of circumstances, she has to export for her survival. There took place managerial revolution recently. She borrowed, improved, innovated and added her own techniques and practices such as time study motion, stepped up production control, office work analysis and improvement, cost management, managerial accounting, cutting piles, zero defect movements, quality circles and area marketing. There the manager has the power of will when he is on the job. Unlike the American worker, he can stop the assembly line if he defects some defect in the product (Hyushio). Lastly, workers are men. They seek purpose, meaning and satisfaction in their lives. In the wake of automation; they may not consider themselves as "coins put into slots".40
The concept of managerial effectiveness has to tackle all such related issues. It, therefore, needs to be studied from several perspectives. At the moment, it is an open research frontier.

[b] Is it not surprising that despite the importance of this industry to the national economy of any country of significance, we do not know anything substantial about those who run automobile industries.

[c] Our record of research in this country is worth a couple of researches. It appears as if the automobile industry is not interested in knowing even the potentialities of its managers. The situation elsewhere is equally dismal. This sorry and dissatisfying state of affairs can be summed up as follows. This term needs to be distinguished from terms such as:

1. leadership;
2. efficiency;
3. organizational behaviour/effectiveness
4. environment
5. style and success.

[d] As a starting point, it is seen in terms such as:

(i) Human potential (intelligence, creativity, personality traits and skills
(ii) Mastery rather than frequency of managerial behaviours such as problem solving, conflict handling, resource management and establishing rapport with superiors and subordinates.
It is also seen in terms of dimensions such as integration, growth, confrontation and proactivity etc. This approach becomes promising or meaningful when items under each dimension or category are selected psychometrically. One is then able to reduce the number of dimensions through factor analysis. However, the first effort in this direction has not yielded results as expected (see Seeta Gupta and Neelam Rattan too). It is suggested such studies be conducted on a large scale for their findings have implications for the training and development of future managers.

It is believed that the future of automobile industry depend upon the cultivation of science and technology among people on a gigantic scale in any country. However, inquiries tell us that even this is inadequate, because there are other variables which need to be looked into as deeply as possible. Such variables for the purpose of illustration are mentioned below:

(i) Socio-cultural environment.
(ii) Organizational environment.
(iii) Govt. business environment.
(iv) Fostering, maintaining and publicizing the competitive edge.
(v) Invention of needs through clean technology.
(vi) Varied social concerns.
(vii) Identification, training and professional growth of managerial cadre.
(viii) Network distributionship etc.
Here, the basic problem is to supply the right product at reasonable price at the right time at the required place.

It is difficult to summarize researches in this area because of some inherent difficulties. First, there are several levels of management. So findings of studies at one level may lose their relevance for other levels of management. Secondly, studies are undertaken with different objectives, populations and tests and tools in mind. So mutual comparison of findings is difficult. Thirdly, some studies are of action research variety and hence have limited validity. Lastly, it is pretty difficult to carry out research in industry under controlled conditions, using scientific methodology. The reasons for this is that managers are very busy people and regard research as luxury. Still it is safe to make the following broad statements which reflect the status of research in this area.

(i) Persons with diverse backgrounds have entered the field of management and are entering the field of management in large numbers. The men of vision as well as business leaders etc. have listed the desirable qualities/characteristics of managers. These are intelligence, creativity, handling subordinates, with tact and foresight, motivation, maximizer of profit, belief in self and promoting innovation as well as safety in industry etc. This list is too long, and hence needs to be shortened empirically.

(ii) There is seen a significant correlation between values and action. There is as well seen a significant correlation between role perception and role behaviour. Regarding the
value system, it is observed that it acts as a practical guide in influencing managerial decisions, relevant solutions to the problems, inter-personal relations and range of ethical behaviour within the context of executive effect, it is suggested that the following six values be investigated intensively as well as extensively among personnel across the industries. These values are:

(i) Collectivism
(ii) Duty
(iii) Rationality
(iv) Novelty
(v) Materialism
(vi) Power.

(iii) Managerial effectiveness is seen as a game which is stage based. It comprises learning phase, attitudinal phase, performance phase, and finally, winning the game. It is to be further noted that only a few win the game. Secondly, there is a generation gap between the managers and their subordinates including the workers. A shift in orientation on the part of the managers is, therefore, required. This shift is from objective to subjective. It, in other words, means that effective managers are those who think on their actions or behaviours. So they are of introspective type.

(iv) Leadership effectiveness is distinguished from management effectiveness. In a rare study, it is distinguished psychometrically. Such a study needs to be replicated. Accordingly, the effective manager is one who is able to see the same situation in more than one frame. These frames are:
1. Structural
2. Human resource.
3. Political.
4. Symbolic.

(v) Issuance of instructions and rendering of too much advice is of limited value. In some cases, it is really counter productive. The effective manager then shares the following five characteristics. These are as follows:

2. Aggressive achievers.
3. Peaceful team builders.
4. Open adaptives.
5. Masters (super managers).

It is not widely known that the manager in his new position is stuck up as he goes up the ladder either by transfer or on promotion. He may also go elsewhere. If so, Robert Quinn has suggested a transformation cycle. It is then a case of modelling behaviour which is learnable at the top too. It thus enables the manager to adjust his enterprise to change uncertainty and ambiguity because of synthesis of two opposites.

(vi) It is seen that the industry is not making the right use of their first level managers. It is also observed that they develop negative attitudes on the job. Secondly the industry is also losing in attrition costs. So studies are also needed in this area.

(vii) It is observed that variations in standards of management influence significantly the rate of growth of a given enterprise. In certain cases, the exercise of formal
authority goes a long way in enhancing managerial effectiveness. In other words, it saves the enterprise from disaster. Otherwise, managers try to get work done successfully from workers with less and 'ess authority.

(viii) Leader/leadership has been defined/described in diverse ways. It possesses surplus baggage of "extraordinary amount of dogmatically stated non-sense" (Chester Bernard, 1948). Joseph C. Rost shares the same opinion in 1991. The latter distinguished between management and leadership as follows:

1. Manager exercises authority relationship. Leader, on the other hand, influences relationship.

2. Manager has subordinates and leader on the other hand, has followers.

3. Manager produces and sells goods and services. Leader on the other hand attempts to achieve intended changes.

4. Good services arise from co-ordinated activities. Mutual purposes are reflected in the latter's case.

This definition does not distinguish between effective and ineffective management.

(ix) It is seen, when international comparisons are made, that national differences exist in attitudes, beliefs, values and behaviours from country to country. These differences are found to be statistically significant. There are as well noticed some uniformities on the above mentioned variables from country to country. Also noticed are regional
differences not only within the individual countries but also across the individual countries when appropriately grouped.

(x) There is a distinct difference between the text book view or popular view and the real view about what the manager actually does on the job. The popular view that, "managers create formal plans" and structure their subordinates accordingly to achieve the objectives of their enterprises is contradicted. On the other hand, the following characteristics of effective managers are supported:

2. Above average in intelligence and analytic ability.
3. Strongly intuitive and emotionally stable.
4. Achievement oriented and good at developing relations with others.

[h] It is suggested that dimensions of managerial effectiveness be determined mathematically. The "management effectiveness profile system" is an attempt in the right direction, Such an approach showed the existence of the following components which turned out to be:

(i) Task skills
(ii) People skills
(iii) Personal factors.

It is worth mentioning here that the hypothesized construct of managerial effectiveness/executive effectiveness did not appear as distinct, dominant and meaningful factor in Indian studies. It needs further scrutiny.
There is seen a close relationship between managerial effectiveness/executive effectiveness of managers and personality variables such as intelligence, creativity, adaptiveness, ego development, neuroticism, psychologicism, adjustment patterns and job satisfaction patterns, knowledge of such relationships is highly desirable for selection and training of human resources. However, our knowledge of such relationship at the top level of management is meagre. Lastly, much is at stake when managers at top level are faced with confrontation of change, ambiguity, contradiction. Here our information is the scanty.

Lastly, we now do have some vague idea about the form and content of managerial effectiveness. Moreover, how it develops over the years at different levels of management is not known. It is a promising area of research. It will be then possible both for researchers and practitioners to talk about this basic concept in precise terms.

DIFFERENCE BETWEEN THE PRESENT STUDY AND PAST STUDIES

The present study is different from the past studies as reviewed in this chapter in the following respects:

(i) It attempts to clarify the concept of managerial effectiveness by surveying the available relevant literature. It is distinguished from other allied terms such as leadership, efficiency, organizational effectiveness, style and success.

(ii) It consolidates scarce research available in this case at one place; and that too, in an evolving framework.
(iii) It investigates the elusive concept of managerial effectiveness among managers working in automobile industry of Haryana. This industry is a highly prestigious industry in our country which contributes to national as well as international economy. It is agreed that the export potential of this industry is just picking up despite collaborative arrangements with countries like Japan and U.K. etc.

(iv) It makes use of a managerial effectiveness test whose items (N=45) have been psychometrically determined. It reflects as many as 16 different aspects of managerial effectiveness. Other nine items were further added to this test which related to problem solving, inadequacy, cohesiveness and morale.

(v) This composite test is then examined in relation to eight managerial styles as propounded by Prof. Bill Reddin. His test has been little investigated from the statistical point of view as far as the knowledge of this investigator goes.

(vi) There is a close relationship between the hypothesized construct, "managerial effectiveness and personality variables". The 16 PF test by R.B. Cattell was used in this study. It provides scores on 16 measures of personality which are factorially known. Such an approach enables one to see and pinpoint the construct of managerial effectiveness more meaningfully than is otherwise the case.
It subjects two correlation matrixes to factor analysis, using Hotelling method. In the first correlation matrix, there are eleven variables which include managerial effectiveness (test score), age, experience and eight managerial styles. In the second correlation matrix, there are 27 variables which include the above mentioned 11 variables and test scores on 16 personality measures \((N=11+16=27)\). This approach, therefore, throws light on the construct of managerial effectiveness from the viewpoint of managerial styles and personality.

(viii) It also determines, apart from conventional statistics, characteristic differences between the two groups of effective and ineffective managers classified on median in respect of the remaining 26 variables.

**FORMULATION OF THE PROBLEM:**

In the light of what has been said, the following problem is formulated for further investigation. It is as follows:

**MANAGERIAL EFFECTIVENESS IN AUTOMOBILE INDUSTRY OF HARYANA**

**JUSTIFICATION OF THE PROBLEM:**

It is said that all forms of ignorance are dangerous. Osho Rajneesh is more relevant here when he says that, "Ignorance is a womb. It contains the quest for truth ... and if you do not fall victim to knowledgeability, ignorance is the true beginning".

42
How true is it of managerial effectiveness? The investigation of this problem is justified on the following grounds.

(i) The review of research literature shows that little work has been done on managerial effectiveness not only in this country but also abroad.

(ii) Managerial effectiveness is here studied in relation to managerial styles and personality traits (16 PF). It has not been studied in this manner in earlier studies.

(iii) The setting for this study is in automobile industry which is of immense economic concern to the country. As far as the knowledge of this investigation goes, no such study has been conducted, on managers of this industry so far.

(iv) Lastly it is an exploratory study in this area. It is hoped that other studies will follow soon which may build up a solid body of knowledge on managers in general and automobile industries in particular.