Chapter -5

Personality:

Human beings are our most precious part of organization and their development is an important responsibility through effective leadership. Without leadership, an organization is but a muddle of men and machines.233

Leadership is the ability to persuade others to seek defined objective enthusiastically. It is the human factor which binds a group together and motivate it toward goals. Management activities such as planning, organizing and decision making are dormant until the leader/effective manager triggers the power of motivation in people and guides them towards goal. Leadership transforms potential into reality. It is the ultimate act which brings to success all of the potential that is in an organization and its people.234

Leadership235 is a part of management, but not all of it. An organizational leader always serves more than his followers. He integrates the needs of his followers with the larger needs of his organization and the society in which it exists. A Leader has some special traits which make him effective. They are

1. Intelligence
2. Social maturity and breadth
3. Inner motivation and achievement drives
4. Human relations attitudes.236

In an organizational setting, leader means a manager who develop better employees, and the two together develop better products.237 But to

234 George Strauss, "Discussion", in Gerald G. Somer (ed.), Proceeding of the Eighteenth Annual Winter Meeting, Madison, Wis Industrial Relations Research Association 1966, p. 84.
develop better employees, a manager needs to be effective. An effective manager is one who gets the right things done.²³⁸

According to Peter, F. Drucker, "effectiveness does not come by itself. Having intelligent, imaginative and knowledgeable manager is no guarantee that the management will be effective."

According to Drucker, "Brilliant men are often strikingly ineffectual; they fail to realize that the brilliant insight is not by itself achievement. They never have learned that insights become effective only through hard systematic work."²³⁹

Today, as the size of organizations has increased enormously and their working has become too complex. The workers too are getting enlightened day by day. They have become over conscious of their rights and privileges, little realizing their duties and responsibilities. Above all there have been fast changes and they are likely to be still faster in the future in the economic technological and socio-political environment of the country. The ever changing scenario at the global level too has its own implications. All such factors make the need of "effective management obvious.²⁴⁰

A Manager always has to administer, manage and improve upon what is already known and existing. He has to redirect resources from areas of low or diminishing returns to areas of high or increasing returns. His administrative job is to optimize the yield from the individual employees, equipment, facility and other potent instrument and resource. Managers need also to be concerned with the values of society which

express the essential spirit of an age. Besides these, he must have an effective personality. 

Personality is a very vast term which sometimes is used to include the entire cognitive, affective and cognitive aspects of human behaviour. It is not determined by or acquired from biological brevity. It is moulded by social and cultural milieu. According to Kolas a (1970) personality embraces all the unique traits and patterns of adjustment of the individual in his relationship with other and his environment.

All attempts to understand why people behave the way do in organizations involve some assumptions about the nature of human beings.

Dwivedi (1970) in his research finds that the personality difficulties of managers are often the cause of undesirable tensions and worries in an organization. He also finds that these tensions and worries are enormous from the point of view of employee-employer relationship poor relationship, supervisor-subordinate relationship and cause strikes etc.

He further finds that two factor perhaps contribute most to the standard of performance of manager, the environment in which he is placed and his own personality traits in a given organizational climate. It is essential to select managers with essential traits suitable to achieve expected results.

Mohan (1985) administered Eysenck's personality inventory to twenty administrators, twenty senior police officers, forty sex bank officers, twenty six MBA’s and five hundred university students. The attempt was to

compare the executives in different positions on Extraversion, Neuroticism and self and ideal perception. 245

Theory of Personality

(i) **Theory of Values**: Values as stable, standardized and hierarchical goals in human living rise from life maintenance and enhancement through social integration to self-transcendence. The bonds of social relationships or group participation improve as we rise from one group category to another.

(ii) **Situational leadership theories**: Leadership is the ‘process of influencing the activities of an individual or a group in efforts towards goal achievement in a given situation. Both directive, task-oriented leaders and non-directive, human relations oriented leaders are successful under some conditions.

(iii) **Organizational Climate Theory**: Organizational climate represents the perceptions which individual has of the kind of organization he is working in, and his "feel" for the organization, in terms of such dimensions as autonomy, structure, rewards, consideration, warmth and support and openness.

(iv) **Maslow and need**: This theory suggests that people are dominated by their unsatisfied needs. The in satisfied needs shape behaviour. As one need is satisfied, the next emerges, Maslow called the last one "growth need." The other "deficiency needs".

(v) **Mc Gregore and Theory X and Y**: This theory sees basic conflict between the needs for the individual and the needs of the organization. McGregor’s X and Y theories are essentially sets of

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two types of assumptions managers have about people. His X type theory is close to autocratic and Y type theory is close to executive or developer.

(vi) **Katz's Administrator Skills**: Katz's theory proposed that effective administration rests on three basic developable skills:

- Technical skills
- Conceptual skill
- Human skill

(vii) **Blake's Managerial Grid**: This theory is based on concern for production (task) and concerns for people (relationship are located on the horizontal and vertical axis.) Managerial grid tends to be an attitudinal model.

(viii) **Likert's Management Systems**: This theory suggests that "effective organization encourages its superiors to focus their primary attention on endeavouring to build effective work groups with high performance goals.

(ix) **Fielder, Leadership Effectiveness "Contingency Model"**: This theory has three major situational variables seem to determine whether a given situation is favourable to a leader:

- Positional power of leader
- Degree of task structure
- Leader member relations

The 3-D theory breaks the situation into five elements which contain all aspects of it, namely organization, technology, superior, subordinate and worker.

(x) **A normative theory of Leadership Style**: The theory attempt to provide a specific, normative model that a leader could actually use se in making effective decisions.
(xi) **Path-Coal theory of Leadership**: This theory is closely related to the expectancy theories of motivation and suggest that motivation is a function of the value of a particular outcome to a person and his expectation that effort on his part will result in his successfully obtaining that outcome.

(xii) **Tri-dimensional leader effective model**: This theory added an effectiveness dimension to the task behaviour and relationship behaviour dimensions of the earlier Ohio State leadership Model, to integrate the concepts of leader style with situational demands of a specific environment. It is the interaction of the basic style with the environment that results in a degree of effectiveness or ineffectiveness.

(xiii) **Theory of integration**: This theory held that in social relations, interaction always had a plus value –relations between people produced response not just to each other but to the environment and the inter-relationships between the people and environment.

(xiv) **Organizational Factors such as**

1. Organizational climate
2. Ownership
3. Level of hierarchy
4. Leadership styles
5. Task characteristics
6. Job characteristics
7. Personal effectiveness
8. Organizational effectiveness
9. Organizational commitment
10. Job satisfaction
11. Intent to leave
12. Feeling of alienation
Above all these theories of personality, Eysenk's definition has been accepted as an operational definition of personality in the present study. This definition is eclectic, comprehensive, functional, personalistic, and humanistic as well as holistic. His approach seems to have reached a fairly high level of sophistication and seems to be appropriate for this study because:

1. It emphasizes the interaction of inner psychological system and support that this integration is unique in each individual.
2. It takes into consideration the response of the individual to the challenge of the environment.
3. It provides a base for the social stimulus values of personality.
4. It stresses both the analytical and synthetic point of view.
5. It also provides a useful basis for making group comparison.

Eysenck developed and modified a formidable personality theory which posits 3 independent major dimensions of personality, viz. Extroversion/introversion (E/I), Neuroticism, and Psychoticism.

(i) **Extroversion:** Eysenck defined extraversion as the outgoing, inhibited, impulsive, and social inclinations of a person. The typical extrovert is sociable, likes parties, has many friends, needs to have people to talk to and does not like reading or studying by himself. He is fond of practical jokes, always have a ready answer and generally like a change. He prefers to keep moving and doing things, tends to be aggressive and lose his temper quickly and is not a reliable person.

An introvert is a quiet, retiring sort of person, introspective, fond of books rather than people. He is reserved and distant except with intimate friends. He talks less, does not like excitement, takes matters of everyday life with proper seriousness and like a well-ordered mode of life. He is reliable, keeps his feelings under control, seldom behaves in an
aggressive manner, does not lose temper easily and places great value on ethical standards.

(2) **Neurotics:** are anxious, worrying individual, moody and frequently depressed. He is likely to sleep badly, and to suffer from various psychosomatic disorders. He is overly emotional, reacting too strongly to all sorts of stimuli and finds it difficult to get back to a state of emotional balance.

**Why the study of personality to necessary?**

To analyse organizational behaviour is every complex as it exists on multilevel and it is multi-caused. One way is to begin with the fact that all organizations which this analysis purports to consider originate with the attempt to fuse two basic components, the individual and the formal organization.246

The participants, however are human beings who are themselves living organisms with their own strategy are exemplified in their abilities, needs and goals. As organisms, they will always be striving for self actualization while behaving as agents of the organization. So, the nature of human personality, it is important component in organizational behaviour.

The parts of personality and the way, they are related to one another, constitute the ‘whole’ that all may be called ‘personality’. ‘Personality’ therefore is never simply the sum, nor it is greater than its parts. Personality is something different from the sum of the parts, it is an organization of these parts.247

(3) **Psychoticism:** is indicative of being solitary, not carrying for people. He is often troublesome, not fitting anywhere. He may be cruel and inhuman, lacking in feeling and empathy and altogether insensitive. He is


hostile to others, even his own kith and kin and aggressive, even to loved ones.

These three discussed dimensions of personality namely Extroversion, Neuroticism and Psychoticism are measured on Eysenck’s latest questionnaire (EPQ). The data collected on Eysenck’s personality questionnaire is correlated with effectiveness of organizational pattern culture and training policies on the personality of an individual.

**Sample:**

The sample comprising of managers from the selected enterprises of public and private sector. Respondents were selected in equal number from the hierarchical level viz. top management, middle management and lower management based on the hierarchy based on position and designation. The educational qualification ranged upto postgraduate degrees in arts, sciences, commerce, engineering and management.

**Tests:**

Eysenck Personality Questionnaire Revised (EPQ-R).248

**Instruments used to measure personality**

In view of the present study, it is decided to use EPQ to measure the personality of the managers of the three selected enterprises viz, HMT, PTL and Ranbaxy.

This scale has 101 statements. Out of these 101 statements 25 measure extroversion, 21 measure Neuroticism and 24 measure Psychoticism and 20 statements reveal lie score while 11 are filler statement.

About the above three dimensions, E,N & P, the authors gave a brief account. These dimensions, according to them, are idealized, extremes on

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a continuum to which real people may approach to greater or lesser degree.

**Administration of EPQ**

The present study was conducted on the employees leading in the three organizations viz. HMT, PTL and Ranbaxy. Out of the 500 respondents selected from these organizations for the study, 150 respondents from each organization were taken.

The objective and the topic of the study were explained. They were informed that the data is being collected from the academic point of view only and the accuracy of the findings of the study will depend upon the cooperation and the frankness of the responses. They were assured that the information given by them will be treated as strictly confidential and would be used for research purpose only.

The completed responses on Eysenck’s Personality Questionnaire have been received from 210 respondents. Out of these 210 respondents, 150 respondents only have been considered for analysis as the other requirements namely job satisfaction and their performance evaluation reports have been received and found to be complete.

The scoring of EPQ was done manually with the help of scoring stencils provided by the author. The scores on personality scales were arranged in order in which their effectiveness scores were arranged. The sample was divided on the basis of effectiveness score in three categories viz. highly effective, moderately effective and less effective in relation to work efficiently.

The procedure adopted to measure personality, all those who scored 106 points or below were placed in category of less effective while those who scored 124 points or above were placed in highly effective
category. The remaining employees were classified as moderately effective and their score range was between 107 and 123 points.

Personality is assessed through Eysenck’s Personality Questionnaire and each is discussed separately in the context of efficiency.

**Extroversion and effectiveness**

Extroversion is a type of personality which has largely been acknowledged and used by the researchers. According to Eysenck, a typical extrovert is sociable, likes parties, has many friends, needs to have people to talk to. An extrovert craves excitement, takes chances, often sticks his neck out, acts on the spur of the moment and is generally an impulsive individual. He is fond of practical jokes, always has a ready answer generally likes change, carefree, easygoing, optimistic and prefers to keep moving and doing things.\(^{249}\)

Unlike an extrovert, an introvert is a quiet, retiring sort of a person, introspective, fond of books rather than people reserved and distant except to intimate his friends. He tends to plan ahead, looks before he leaps, distrusts the impulse of the moment, does not like excitement, takes matters of everyday life seriously and keeps his feeling under close control.\(^{250}\)

The characteristics of an extrovert and introvert convey that both are bipolar one. These are situated at opposite ends of a continuum. Accordingly, one who gets high scores on extroversion would automatically gets low scores on introversion. But there may be individuals who may score high neither on extroversion nor on introversion and possess a mixture of the two types. But both these types of personalities may not be equally effective in a job. There are some jobs which carry more pressures


\(^{250}\) H. J. Eysenck, IOC CIT
and stresses than other jobs. Similarly there are some jobs which require more of public contact like salesmanship, promotional work etc. than other jobs.

From the characteristics of extroverted personality it appears that extroverts are more successful than introverts in jobs where more of public contacts are required. The research work of Hilgard and Eysenck support this view. Hilgard, while observing that an extrovert tends to choose occupations such as sales of promotional work where he deals with people rather than with things, perhaps meant that such jobs suit extroverts.\(^{251}\)

In Indian context of industrial working, a manager is expected to render services effectively with a view to promote working attitude and to undertake developmental activities. On the one side he is to develop public contacts to attract masses to make use of the product and on the other hand inspite of greater pressure from staff and unions, he is to keep his men motivated to provide satisfactory services to those with whom the organization has business contacts.

Nevertheless, he is there to guard the interest of the institution also. In brief, an effective manager should be sociable, out going talkative, lively in behaviour, responsive and impressive. All these characteristics are grouped together as a type called extroversion by Eysenck. So, it is contended that more effective manager should relatively be more extrovert than less effective manager.

To test this statement the mean scores on extroversion for three groups, namely highly effective, moderately effective and less effective managers were computed and compared. Test of significance of the difference between two means was applied and “t” ratios were computed. The relevant data for the three categories has been entered in table 5.1 to enable comparison on extroversion.

### Extrovert 5.1

**Comparison of mean, standard deviations and ‘r’ ratio of the three categories of managers of the selected organizations.**

<table>
<thead>
<tr>
<th>Group comparison</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>‘t’ ratio</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Effective</td>
<td>47</td>
<td>14.19</td>
<td>3.92</td>
<td>Significant at .05 level</td>
<td></td>
</tr>
<tr>
<td>Moderately Effective</td>
<td>62</td>
<td>12.63</td>
<td>4.26</td>
<td>1.90</td>
<td></td>
</tr>
<tr>
<td>Moderately Effective</td>
<td>62</td>
<td>12.63</td>
<td>4.26</td>
<td>Significant at .05 level</td>
<td></td>
</tr>
<tr>
<td>Less Effective</td>
<td>41</td>
<td>11.34</td>
<td>3.32</td>
<td>1.74</td>
<td></td>
</tr>
<tr>
<td>Highly Effective</td>
<td>47</td>
<td>14.19</td>
<td>3.92</td>
<td>Significant at .001 level</td>
<td></td>
</tr>
<tr>
<td>Less Effective</td>
<td>41</td>
<td>11.34</td>
<td>3.32</td>
<td>3.54 level</td>
<td></td>
</tr>
</tbody>
</table>

5.2 **Correlation between scores on extroversion and scores on effectiveness for the total sample of the selected organisations.**

<table>
<thead>
<tr>
<th>Category of managers</th>
<th>N</th>
<th>“r” value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sample</td>
<td>150</td>
<td>0.34</td>
<td>Significant when p&lt;.05</td>
</tr>
<tr>
<td>Highly effective group</td>
<td>47</td>
<td>0.37</td>
<td>Significant when p=.025</td>
</tr>
<tr>
<td>Moderately effective group</td>
<td>62</td>
<td>0.20</td>
<td>Significant when p=.05</td>
</tr>
<tr>
<td>Less effective group</td>
<td>41</td>
<td>0.25</td>
<td></td>
</tr>
</tbody>
</table>

Table 5.1 reveals that the mean score on extroversion is 14.19, 12.63 and 11.34 for highly effective, moderately effective and less effective managers respectively. An examination of the data in Table 5.1 reveals that mean score obtained on extroversion by highly effective manager is higher than the mean score obtained by moderately effective and by less effective managers. This implies that highly effective managers are scoring high on extroversion as compared to moderately effective and less effective managers. Also the data show that means score on extroversion obtained by moderately effective manager is higher than that obtained by less effective managers. This implies that moderately effective managers are...
scoring high on extroversion than less effective ones are scoring on this dimension of personality.

The examination of table 5.1 indicates that in each case the difference between the two mean scores on extroversion is significant at 0.05 level for highly effective and moderately effective, .001 level for highly effective and less effective and at 0.05 level again between moderately effective and less effective managers. This confirms that these scores differed significantly between the three groups.

The data in table 5.1 therefore validate the hypothesis that extroversion is positively correlated with effectiveness. The data in table 5.2 reveals that the values of "r" are 0.32, 0.25 and 0.25 for highly effective moderately effective and less effective groups respectively. This once again validates the hypothesis that managerial effectiveness is positively related with extroversion at least for the managers who were focused upon for the present study.

In an attempt to trace out a research evidence supporting or rejecting the result of the present research work, it may stated that there is only theoretical research evidence which can be quoted for gaining support for the present investigation, confirming the hypothesis framed in the study, are in conformity with the observations made by authors like Hilgard, Campbell et al, Dwivedi Warrier, J.M. Jerath.252,253,254,255,256

In view of the above, it is concluded that statistically significant but low correlation between extroversion and effectiveness, obtained in the

present study suggests that extroversion is not the only factor which contributes to the effectiveness of the individual but it does contribute its share to it, and this factor is also taken care of at the time of assignment of responsibilities of managers in the selected organizations.

**Neuroticism and Effectiveness**

According to Eysenck, neuroticism is expressed chiefly as emotional liability and over-reactivity. He finds that individuals who score high in neuroticism tend to be emotionally over-responsive and have difficulties in returning to the normal state after an emotional experience. They report of having many worries, anxieties and other disagreeable emotional feelings. Eysenck described the typical high scorer on neuroticism.

As being an anxious, worrying, individual, moody and frequently depressed. He is overly emotional, reacting too strongly to all sorts of stimuli, and finds it difficult to get back on an even keel after each emotionally arousing experience. His strong emotional reactions interfere with his proper adjustment, making him react in irrational, sometimes rigid ways.²⁵⁷

In view of the above characteristics of neuroticism, it can be said that to be an effective manager, he has to be sociable, calm and stable and optimistic in approach. These are lacking in individual who scores high on Eysenck's neuroticism scale. The individuals who have a low score on neuroticism would be more effective manager than those who score high on neuroticism.

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Extrovert 5.3

Comparison of mean, standard deviations and ‘t’ ratio of the managers of selected enterprises on neuroticism.

<table>
<thead>
<tr>
<th>Group comparison</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>‘t’ ratio</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Effective</td>
<td>47</td>
<td>6.81</td>
<td>4.91</td>
<td>2.04</td>
<td>Significant at .25 level</td>
</tr>
<tr>
<td>Moderately Effective</td>
<td>62</td>
<td>8.59</td>
<td>4.28</td>
<td></td>
<td>Not</td>
</tr>
<tr>
<td>Less Effective</td>
<td>41</td>
<td>8.75</td>
<td>5.05</td>
<td>0.11</td>
<td>Significant</td>
</tr>
<tr>
<td>Highly Effective</td>
<td>47</td>
<td>6.81</td>
<td>4.91</td>
<td>1.82</td>
<td>.05 level</td>
</tr>
</tbody>
</table>

5.4 Correlation between scores on extroversion and scores on effectiveness for the total sample of the selected organisations.

<table>
<thead>
<tr>
<th>Category of managers</th>
<th>N</th>
<th>“r”</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sample</td>
<td>150</td>
<td>.16</td>
<td>Significant when p = .25</td>
</tr>
<tr>
<td>Highly effective</td>
<td>47</td>
<td>.11</td>
<td>Not significant</td>
</tr>
<tr>
<td>Moderately effective</td>
<td>62</td>
<td>.07</td>
<td>Not significant</td>
</tr>
<tr>
<td>Less effective</td>
<td>41</td>
<td>.15</td>
<td>Not significant</td>
</tr>
</tbody>
</table>

Table 5.3 reveals that the difference between mean scores on neuroticism is significant between highly effective and moderately effective group when p>0.025 and between highly effective and less effective groups when p>0.05. This inverse relationship suggests that those who are...
high on neuroticism are likely to be less effective in the performance of the job of a manager and vice-versa. A high scoring individual on neuroticism is highly tense worries for anything and everything. Such a person would find it difficult to establish warm relationship with his superiors, subordinates and people in general. He may also find it difficult to concentrate on specific work related activities. The studies of Vanita, Chisseli and Barthol and Henna also supported that those managers who score high on neuroticism scores less on effectiveness.258 259 260

The above make it clear that the results of the present study are in no way different from the reported findings by the others. It can be concluded that though the effectiveness of managers is inversely related to neuroticism score on EPQ yet the practical implication of the results are minimum because of very low level of association between the two variables.

Psychoticism and effectiveness

According to Eysenck, “an individual may score high or low on this dimension of personality. A high scorer he says is solitary, not caring for people, troublesome, cruel, inhuman lacking in feeling and empathy, insensitive and not fitting anywhere. "A manager along with many other qualities as already discussed in this chapter, has to be sociable and cooperative. It can be hypothesized that a more effective manager would score low on Psychoticism and vice versa.

Extrovert 5.5

Comparison of mean, standard deviations and ‘r’ ratio of the three categories of managers on Psychoticism.

<table>
<thead>
<tr>
<th>Group comparison</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>‘t’ ratio</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Effective</td>
<td>47</td>
<td>4.09</td>
<td>3.83</td>
<td>Not significant</td>
<td></td>
</tr>
<tr>
<td>Moderately Effective</td>
<td>62</td>
<td>4.74</td>
<td>3.28</td>
<td>1.05</td>
<td></td>
</tr>
<tr>
<td>Moderately Effective</td>
<td>62</td>
<td>4.74</td>
<td>3.28</td>
<td>Not significant</td>
<td></td>
</tr>
<tr>
<td>Less Effective</td>
<td>41</td>
<td>4.58</td>
<td>2.99</td>
<td>0.33</td>
<td></td>
</tr>
<tr>
<td>Highly Effective</td>
<td>47</td>
<td>4.09</td>
<td>3.83</td>
<td>Not significant</td>
<td></td>
</tr>
<tr>
<td>Less Effective</td>
<td>41</td>
<td>4.58</td>
<td>2.98</td>
<td>0.72</td>
<td></td>
</tr>
</tbody>
</table>

Table 5.5 depicts the mean score on Psychoticism for highly effective, moderately effective and less effective group is 4.09, 4.74 and 4.58 respectively. But the mean scores on Psychoticism gave no clear direction of association between Psychoticism and effectiveness. But in view of the objectives of the study, relative effectiveness of the manager is the main focus of the study. Mean scores on Psychoticism as depicted in table 5.5 indicate that highly effective group of managers scored low on Psychoticism than the less effective group.
5.6 Co-efficient of co-relation between scores on psychoticism and scores of effectiveness for total sample

<table>
<thead>
<tr>
<th>Category of managers</th>
<th>N</th>
<th>“r”</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sample</td>
<td>150</td>
<td>.09</td>
<td>Significant when p&lt;.05</td>
</tr>
<tr>
<td>Highly effective group</td>
<td>47</td>
<td>.12</td>
<td>Not significant</td>
</tr>
<tr>
<td>Moderately effectives group</td>
<td>62</td>
<td>.08</td>
<td>Not significant</td>
</tr>
<tr>
<td>Less effective group</td>
<td>41</td>
<td>.06</td>
<td>Not significant</td>
</tr>
</tbody>
</table>

It is evident from the correlational analysis (table 5.6) of the data regarding Psychoticism and effectiveness that the value of “r” in each of the four cases, viz. total sample and three groups separately, is insignificant. This establishes that there appears to be no relationship between Psychoticism and effectiveness. However, looking at the negative value of correlation coefficient in all the four cases and the low mean score on Psychoticism of highly effective group as compared to that of less effective group (Table 5.5 & 5.6) respectively, it can, at the most, be said that the managers with higher effectiveness would score low on Psychoticism and vice-versa.

The managers who acted as respondents for this scale from the selected organizations were expected to be normals and non-pathological as no abnormal and pathological individual can be placed on a responsible job like that of a manager. An analysis of Psychoticism scores revealed that 135 of the 150, that is 90% of the managers were scoring 7 or below and the number of respondents scoring 3 or below was 68. Thus, it is evident that respondents in the sample are normals and non-pathological.
in the selected enterprises. The same views were expressed in the support of the present result by Sohan Lal Gupta.\(^{261}\)

There is, however, statistically significant and meaningful result derived from the data on extroversion and effectiveness. The results established a significant positive association between extroversion and effectiveness of the managers in the selected enterprises.