AIMS AND RELEVANCE
AIMS AND RELEVANCE OF THE PRESENT STUDY

Managerial Effectiveness is one of the central themes in organizational psychology. Although there is no derth of writings on this concept, no definite criteria or generally acceptable definition of the term Managerial Effectiveness is available. Today when the focus is on preparing for the 21st century, the issue of Managerial Effectiveness assumes paramount importance especially in a developing country like India with limited resources. According to Balaraman (1989), under-development is a total concept and also applies to society's inability to develop an efficient cadre of managers. If inefficient managers are at the helm of affairs in organizations, pace of development would slow down still more. Hence there is an over-riding need to identify predictors of Managerial Effectiveness.

Such a venture would be of great help in understanding Managerial Effectiveness which when projected in future would have definite implications in selection, training and optimizing use of human resources - the managers - a key to effectiveness.

This study is based on the assumption that Managerial Effectiveness operates through managerial styles. Debate has been going on as to which managerial style is more effective. No one can deny that one's culture, beliefs and values have a crucial impact on managerial styles. Indian society has socio-cultural features different from the West, hence what is effective in the West may not hold true for India. The present study is an attempt to study
Managerial Effectiveness in terms of managerial styles and identify personal and organizational predictors of Managerial Effectiveness.

The search for an effective managerial style is linked with predisposing factors which prompt an individual to choose a particular managerial style, viz. task oriented or relationship oriented. This brings one to personality and motivational factors' importance in determining managerial style. In the present study also Managerial Effectiveness has been studied in relation to personality and motivational patterns.

Organizational commitment is the bond of an individual with his organization. Quality of Working Life (QWL) is a bond with one's quality of life. Both these variables - organizational commitment and Quality of Working Life are related to important behaviours in organization, viz. job satisfaction, job turnover, absenteeism, physical and mental health, feeling of growth, participation and accomplishment. The present investigation also aimed to study Managerial Effectiveness in relation to important organizational parameters of Quality of Working Life and organizational commitment.

Organizational ownership pattern - i.e. whether an organization is affiliated to public or private sector implies different institutional milieu and role requirements for managers. Today public sector has a very poor image. It is believed to be wrought with political interference, rigid financial controls, impractical government policies and lack of autonomy. All these factors hinder
the efficient functioning of public sector organizations. It would thus be very meaningful to compare parallel public and private sector units in terms of Managerial Effectiveness and its correlates. Such a venture may yield information useful to policy makers to improve the performance of public sector units. With this objective in mind, the present study aimed to compare public and private sector units on Managerial Effectiveness and its correlates, viz. Personality, motives, organizational commitment and Quality of Working Life.

Managerial functions vary according to position of the managers. Functions which lead to effectiveness at one level may not yield the same results at a different level. Therefore, the present study aimed to study effect of managerial hierarchy, i.e. top, middle and lower levels on Managerial Effectiveness, and its correlates, viz. Personality, motives, organizational commitment and Quality of Working Life.

The present study could provide useful guidelines for managerial practices and may permit generalizations across organizations and yield definite information regarding predictors of Managerial Effectiveness. It may also stimulate further research on predictors of Managerial Effectiveness. A clearer understanding of Managerial Effectiveness and its predictors across public and private sectors and three hierarchical levels may have far-reaching implications in the technologically advanced electronic industry.