CHAPTER VII

SUMMARY AND CONCLUSIONS AND
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SUMMARY

Managerial effectiveness has been the most discussed topic these days all over the world and more so in developing countries including ours. Various authors, Swamy et al., Bijlani, Reddin, Prasanta, Sengupta, and Sen, to name a few, have emphasised the need for managerial effectiveness.

therefore, is an imperative necessity in any organisation. The managerial effectiveness, in any organisation, is dependent, among other factors, largely, on the quality of the individual manager. Swamy et al.,\textsuperscript{7} Reddin\textsuperscript{8} have stressed the importance of the individual manager in bringing about managerial effectiveness. Needless to say, human beings differ in various ways and no two individuals are alike. There have been research studies which revealed differences in managerial effectiveness. Dwivedi\textsuperscript{9} has said that some managers fail while others succeed in handling executive functions even though all of them have almost the same opportunities available in the organisations. He has also observed that some of the managers overcome the most adverse circumstances while others fail though they work in more favourable circumstances.

In view of the above observations, it was concluded that although the impact of organisational and situational

\begin{itemize}
\item[R.C. Swamy, S.R. Shyamsunder and K. Surendra,\textsuperscript{7}]\textit{loc. cit.}
\item[W.J. Reddin,\textsuperscript{8} \textit{loc. cit.}}
\item[R.S. Dwivedi, "Relative Importance of Personality Traits among Indian Managers," \textit{Indian Management}, IX(4): 30, April 1970.\textsuperscript{9}]
\end{itemize}
factors upon the individual's performance cannot be
under assessed, yet personal factors appear to be a more
prominent determinants of individual manager's
performance. Thus, personal factors like, intelligence,
knowledge, health, attitude towards work and
organisation, personality traits, satisfaction derived
from the job, adjustability and many others,
differentiate the highly effective and less effective
managers. Researchers, like Campbell, 10 Richards, 11
Dwivedi, 12 Singh, 13 Tiffin, 14 have observed the
importance of personality traits of individuals in their

10 J.P. Campbell, et al., Managerial Behaviour,
Performance and Effectiveness, New York: McGraw-Hill,
1970, chapter 2.

11 M.S. Richard, Organisational Effectiveness,

12 R.S. Dwivedi, op. cit., pp. 30-35.

13 Prabhuokar Singh, "Productivity and Morale in
relation to Personality Patterns of Industrial Workers."

14 Joseph Tiffin, J.M. Ernest, Industrial
Psychology, New Delhi: Asia Publishing House, 1958,
chapter 6.
performance. Some other studies conducted by Bhatia,\textsuperscript{15} Mehar,\textsuperscript{16} and Rai\textsuperscript{17} reveal the association between job-satisfaction and performance while Coleman\textsuperscript{18} has highlighted the role of adjustment in one's occupational life.

However, no significant research work conducted in the banking industry could be found which established any association, or lack of it, between performance on one hand and personality, job satisfaction and adjustment on the other. It was, therefore, decided to undertake the present research project. Needless to say banks play a significant role in the economic growth and development of a country. Authors like Desai,\textsuperscript{19} Hazari,\textsuperscript{20} have recognised the role


\textsuperscript{19}R. Muthaik Desai, Banking Development in India, Rewat Publishers, 1978, pp. 70-89.

of commercial banks in the economic growth of a country. Realising it, the Government of India has been putting all efforts in making the commercial banking system in the country compatible with its economic policy. Consequently, commercial banks in the country have made a substantial progress, both functionally and locationally, particularly after independence and there has been a significant change in the quantitative parameters of growth. But quantitative parameters of growth alone are not sufficient and qualitative parameters are rather more important to achieve the desired objectives laid down for the country's banking system. It hardly needs any evidence to state that Indian commercial banks have not been able to achieve the desired goals. It is because of the lack of the growth in their qualitative parameters. A study by Aggarwal\(^2\) has revealed that the lack of effective and creative management is one of the important causes of low productivity and operational inefficiency in nationalised banks. There is, therefore, an imperative need for effective management in banks so that they can attain the objectives laid down for them and meet the challenges thrown to them by the society at large.

The organisational structure of Indian commercial banks is of the branch type. Branches are the functional units of these banks. The Branch Manager, therefore, is the key person in the organisational set up of a commercial bank. He interprets the banking policies and carries the banking schemes to the masses. He is a mobile link between the bank and the people around. The study group\textsuperscript{22} on customer service in banks has pointed out the importance of branch managers. The Branch Manager, thus, occupies an important place in the managerial set up of a commercial bank and his effectiveness largely determines the managerial effectiveness in banks.

In view of the above observation, a humble attempt was made to find out more or less effective branch managers and to study the association between the branch manager's effectiveness on the one hand and personality, job satisfaction and adjustment on the other.

The study was undertaken with the following objectives in view:

1. To measure managerial effectiveness of branch managers.

2. To study the personality traits - extroversion, neuroticism and psychotism - of branch managers and its association (if any) with effectiveness.

3. To measure their job satisfaction and its association with effectiveness.

4. To study the adjustment patterns of branch managers and explore their relationship with effectiveness.

The relevant literature was reviewed and on the basis of the review the following hypotheses have been framed:

1. Branch Managers scoring high on extroversion, low on neuroticism and low on psychotism would be more effective.

2. Managers with higher job satisfaction would be more effective when compared to those who have low job satisfaction.

3. Adjusted managers would be more effective as compared to the less adjusted ones.

The terms, effectiveness, personality, job satisfaction and adjustment, were conceptualised and their operational definitions were adopted for the purpose of the present study.
Effectiveness

The 'Effectiveness' is often used interchangeably with 'productivity' and 'Efficiency.' But these three terms have different connotations. Productivity of an employee is used to describe the output of an employee which is concrete and easily quantifiable while efficiency implies action with a minimum waste. The term, effectiveness relates to results achieved. Reddin\textsuperscript{23} has pointed out the distinction between efficiency and effectiveness.

Different authors have defined effectiveness in different ways. Peter Drucker,\textsuperscript{24} Stogdill and Boss,\textsuperscript{25} Reddin\textsuperscript{26} have given a holistic view of effectiveness. But in view of the multifarious responsibilities of a bank branch manager, in the present context of commercial banking in India, the effectiveness of a bank branch manager lies to the extent he makes use of all available and potential resources - material, human and financial -

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\begin{quote}
Stogdill and Boss, Quoted by K.C. Bhatia et al., \textit{loc. cit.}
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\begin{quote}
W.J. Reddin, \textit{op. cit.}, chapter I.
\end{quote}
both within and outside his branch. It was, therefore, 
thought that the holistic approach to effectiveness was 
not explicit enough for an empirical research and a 
trait approach to effectiveness, as perceived by 
Campbell and his associates, would be a better tool 
for adoption in the present study. According to the 
authors, "Effective managerial job behaviour is any set 
of managerial actions believed to be optimal for 
identifying, assimilating and utilising, both internal 
and external resources towards sustaining over a long 
period, the functioning of the organisational unit for 
which a manager has some degree of responsibility."

Thus, for the purpose of this study, Campbell's definition of managerial effectiveness was adopted as an operational definition. Effectiveness of branch manager for the purpose of this research study, includes optimisation in utilising all available and potential resources - material, human, and financial - both within and outside the branch towards its sustained and long term functioning. Thirty traits had been chosen to measure the effectiveness of managers, on the basis of a survey conducted personally (See Appendix V). These


28 Ibid.
traits were arranged on a five point Likert scale ranging from highly satisfactory to highly dissatisfactory. Each trait was assigned 5, 4, 3, 2, and 1 point for highly satisfactory, satisfactory, average, dissatisfactory and highly dissatisfactory respectively. Summating scoring was done and higher scores on the scale reflected higher effectiveness and vice versa.

Personality

Psychologists have defined personality in a variety of ways emphasizing one aspect or another. Mischel\textsuperscript{29} and Allport\textsuperscript{30} have said that no single meaning of personality is accepted universally. Hall and Lindzey\textsuperscript{31} have concluded that no substantive definition of personality can be applied with any generality. It means that the way in which a given individual defines personality will depend completely upon his particular theoretical preference. The literature on personality has revealed that personality has been studied by researchers from different viewpoints with different assumptions. These viewpoints represent major conceptual emphases of contemporary psychology. The


various view points of contemporary psychology are: The biological view point, experimental view point, the social view point and the psychometric trait/type view point. In so far as the objective of the present study was concerned, it involved psychometric trait/type view point. The central assertion of this view point, as explained by Wiggens et al.\textsuperscript{31} is that the behaviour of the individual is best understood in terms of attributes which reflect the underlying trait organisation. Thus for the purpose of the present study, personality had been studied from trait view point and Eysenck's definition of personality was adopted as operational definition in the present study. According to Eysenck,\textsuperscript{32} personality is more or less, a stable and enduring organisation of a person's character and temperament, intellect and physique which determine his unique adjustment to the environment. Eysenck is a living authority in psychology and his definition is eclectic, comprehensive, functional, personalistic and humanistic as well as holistic. It demands full recognition of all aspects of man and it appeared to be more appropriate for the present study because:

\textsuperscript{31}J.S. Wiggens et al., \textit{The Psychology of Personality}, U.S.A. Addison, Wesley Co., Illus. 1971.

1. It emphasizes the integration of the inner psychological system and supports the view 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 basis for the social stimulus value of personality.

4. It stresses both the analytical and the synthetic points of view.

5. It also provides a useful basis for making group comparison.

In view of the above, it was decided to adopt Eysenck's definition of personality in the present research. Personality for the purposes of this study is a stable and enduring organisation of a person's character and temperament, intellect and physique. All this determines his unique adjustment to the environment. It was, therefore, logical to use Eysenck's latest scale, Eysenck's personality questionnaire in this study to measure personality traits of branch managers. His latest scale has three dimensions, namely, extroversion, neuroticism and psychoticism. There are 101 statements in the scale, 25, 21 and 24 of these statements measure extroversion, neuroticism and psychoticism respectively.
while twenty statements reveal the lie scores of the respondents and eleven are filler statements. The respondents are required to record their responses by putting a circle around 'yes' or 'NO' whichever is applicable. Scoring was done with the help of scoring stencil provided by the author of E.P.Q. Many researchers, Mohan and Virdi, Gupta and Nijhawan, Muthaya, to name a few, have used Eysenck's approach and his instrument in their research studies on personality.

Job-satisfaction

The relevant literature on job satisfaction revealed that some researchers have used the concept of job facet satisfaction while others have used the concept of overall job satisfaction. The concept of facet satisfaction is distinct from overall satisfaction. According to Lawler and Wanous, the facet satisfaction


is satisfaction derived from a particular aspect of the job while overall satisfaction is the sum of all the facet satisfaction across all the factors of the job.

Using the concept of overall satisfaction, authors like Hoppock,\textsuperscript{37} and Blum,\textsuperscript{38} to name a few, have defined job satisfaction. All these definitions emphasize the employee's attitude towards his job. Brayfield and Rothe\textsuperscript{39} have also adopted a similar approach. According to these authors, job-satisfaction could be inferred from the individual's attitude towards his work. They have stated that the attitude of an employee towards his job is an expression of feelings of the employee towards his job. In view of the objectives laid down for the present research, the concept of overall satisfaction was used in the present study. The object of the present research was not to establish a causal relationship between managerial effectiveness and job satisfaction but to find out the extent to which effectiveness is associated with job satisfaction. A correlational analysis of the data was


was preferred to an experimental study. It was, therefore, expected that the overall satisfaction with the job would serve the purpose. Brayfield and Rothe's definition of job satisfaction, therefore, was adopted as operational definition. It was proposed that job satisfaction axiomatically is construed as the attitude branch managers have towards their jobs. Positive attitude towards the job connotes satisfaction with it and negative attitude towards it connotes dissatisfaction.

In view of the working definition of job satisfaction currently being followed, global measure of job satisfaction was used and attitude scaling was applied to measure overall satisfaction of the branch managers with their job. Job-satisfaction index by Brayfield and Rothe was preferred and applied because of its brevity, simplicity in use and high validity and reliability indices. The scale is a five point Likert scale ranging from 'Strongly agree' to 'Strongly disagree.' It has eighteen statements out of which eight elicit positive attitude and ten elicit negative attitude for the job. Each positive statement is assigned 5, 4, 3, 2 and 1 points and each negative statement is assigned 1, 2, 3, 4 and 5 points for 'Strongly agree,' 'agree,' 'undecided,' 'disagree' and 'strongly disagree' respectively. Higher scores on the scale reflect higher satisfaction and vice versa.
The concept of 'Adjustment' was originally biological and was called 'adaptation' in biology. The term was used in Darwin’s theory of evolution and he mentioned that only those organisms most fitted to fight the hazards of physical world survive. A study of the relevant literature revealed that many human illnesses are thought to be based on the process of adaptation to the stresses of life. This concept of adaptation has been borrowed by psychologists and named adjustment. Psychology recognises the importance of interaction of organic that is, physical structure and functional factors that is, environmental stimuli, as determinants of behaviour. Just as a person adapts himself to his physiological demands, he also has to adapt himself to the social demands that is demands that arise from living interdependently with other persons. Adjustment involves a reaction of the person to the demands imposed upon him. Many authors, Ruch,41


Boring, Lazarus, Symonds to name a few, have defined adjustment. A study of these definitions reveals that adjustment is a process of dealing with a problem situation effectively to accomplish desired goals. Problem situations may arise due to frustration, conflict, pulls and pressures and such stress situations that may concern home, school, marital, occupational and social affairs and require adjustment. It is, therefore, concluded that adjustment was multidimensional and involves home adjustment, school adjustment, marital adjustment, health adjustment, occupational adjustment, social adjustments, etc. The present research was undertaken on the bank branch manager's effectiveness and was exploratory in nature. In view of the nature of the job of a bank branch manager, it was decided to explore the association between commercial bank branch managers effectiveness and his social adjustment. Warren's definition of social adjustment, would serve the purpose of the study and was adopted as operational definition. Social

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adjustment, according to Warren, is the change in habitual conduct or behaviour which an individual must make in order to fit into the community he lives in. Although no significant research work could be traced which established any association or lack of it between managerial effectiveness and social adjustment yet the research studies by Owens and Johnson,46 Hoyt and Norman,47 Dugan,48 have revealed that achievement is influenced by social adjustment. Research studies undertaken by Gough,49 and Duff and Siegal50 have revealed that social adjustment is one of the important factors contributing to academic achievement. A bank branch manager today, in the present


context of Indian banking, faces situations involving psychological stress, pressures, pulls and frustration which put adjustive demands upon him. Dwivedi\(^{51}\) has established that sociability is a required trait for becoming a successful manager.

In view of these observations it was decided to see if social adjustment had any association with the performance of a bank branch manager and Dava's social adjustment of branch managers. The scale has 100 items and the responses to these items are recorded by encircling 'Yes' or 'No' whichever is applicable. The scoring is done with the help of scoring key provided by the author of the scale. Higher scores on this scale indicate poor adjustment and low scores indicate better adjustment.

**Focus of the study**

The present study was confined to the public sector commercial banks. Considering the nature of the problem, it was decided that only medium and large branches operating in district headquarters in Punjab and Union Territory of Chandigarh form the universe of the study.

Keeping in view the time and resource constraint of this researcher, five towns were randomly selected out of thirteen towns constituting the universe. Thus all branch managers working in medium and large branches of public sector commercial banks operating in the randomly selected five towns, namely, Patiala, Ludhiana, Jallandhar, Amritsar and Chandigarh were the respondent for the study. To reduce the element of bias the performance evaluation of branch managers was got done by two officers, one immediately junior to them and the other immediately senior to them. The mean value of the evaluation made by these two classes of officers represented the effectiveness level of the branch manager.

There were in all 305 branch managers who constituted the sample but the complete data were available for 133 branch managers. The remaining were either not available or were unwilling to give their co-operation. Since it was not possible to have an experimental design due to certain limitations, a correlational study of the data was done, to find out whether or not effectiveness was associated with each of the three variables, namely, personality, job satisfaction and adjustment.
Procedure

The major hypotheses were tested at two levels. Firstly, by studying if there was any difference between personality traits, job satisfaction, and adjustment of more effective and less effective branch managers. Secondly, by examining the association between effectiveness and personality traits, effectiveness and job satisfaction and effectiveness and adjustment.

Considering the quality of subjects in the sample and the nature and scope of the present research, it was decided to measure the effectiveness, personality traits, job satisfaction and adjustment of branch managers with the help of questionnaires chosen to measure these variables. Eysenck's personality questionnaire, Brayfield's job satisfaction index and Deva's Social Adjustment Inventory were used to measure personality, job satisfaction and social adjustment respectively. The effectiveness was measured with the help of a self designed questionnaire.

The minimum score which any individual could obtain on effectiveness scale was thirty and the maximum was 150. Thus branch managers scoring above ninety on effectiveness scale were considered effective and those scoring below ninety were considered ineffective while ninety represented
average effectiveness, that is, neither effective nor ineffective. The data on effectiveness scale revealed that none of the managers constituting the sample was ineffective. The absence of ineffective category of branch managers, in the sample on which the study was based, was very much expected. The present research was focussed on middle management cadre. The officers in this cadre enter generally from junior management cadre. The selection is made on merit-cum-selection basis. Moreover, under the placement policy of these banks, officers are placed to work in various capacities at branch and at head office level jobs. It is, therefore, expected that only effective officers are retained as branch managers. But the data on effectiveness scale revealed that effectiveness scores of branch managers ranged between 85 and 140 which implied that the degree of their effectiveness varied. Since the purpose of the present study was to see the association between manager's effectiveness and personality, job satisfaction and adjustment, so the subjects in the sample were categorised on the basis of the degree of their effectiveness. Quartile values of the data on effectiveness were computed. The value of quartile one (Q₁) and quartile three (Q₃) was 106.75 and 122.62 respectively. Thus, the subjects with effectiveness score of 123 or above were categorised as 'Highly effective' group, those having effectiveness score
of 106 and below were grouped in less effective category while the remaining were placed in the moderately effective category of managers. Twenty-seven per cent of the total sample (n = 150) were in highly effective group, 27.33 per cent were in less effective group while 44.67 per cent of the total subjects were moderately effective. This categorisation was made the basis of the current research study and data collected on other variables, namely, personality, job satisfaction, and adjustment was tabulated and the values of mean, standard deviation and coefficient of correlation were computed.

It may be recalled that Eysenck Personality Questionnaire, which has been used to measure the personality traits of branch managers, has three dimensions, namely, Extroversion, Neuroticism and Psychoticism. It was, therefore, desirable to explore the association between effectiveness and each of these three personality dimensions.

On the extroversion scale high scores are extroverts and low scores are introverts. The data on extroversion and effectiveness revealed that branch managers who scored high on extroversion also scored high on effectiveness scale and vice versa. The mean of scores on extroversion scale was 14.14, 12.63 and 11.34 for highly, moderately and less effective groups respectively. This means that highly effective branch managers were extroverts as compared to
those who were less effective and this difference was statistically significant at the desirable level of significance. Further, \( r \) values were computed between extroversion scores and effectiveness scores to confirm the association between these two variables. The value of \( r \) for total sample is 0.34 which indicates that there is positive and significant association between extroversion and effectiveness. The result was further validated by computing intra-group values of \( r \) for the two variables. The \( r \) values of high, moderate, and less effective groups of managers are +0.32, +0.25 and +0.25 respectively which is significant at .025 and .05 level of significance. In view of all these results, it was concluded that extroversion and effectiveness are positively associated. The results so derived are in accordance with the theoretical framework adopted for the current study and are in conformity with the observations made by Hilgard,\(^52\) and Campbell et al.\(^53\)

On the neuroticism scale the high scorers are neurotics and the low scorers are normal subjects. The


\(^{53}\) J.P. Campbell et al., *loc. cit.*
Data on neuroticism and effectiveness collected during the course of current study indicated that there was inverse relationship between neuroticism and effectiveness. The mean of scores on neuroticism scale for highly effective, moderately effective and less effective groups was 6.76, 8.64 and 8.75 respectively and the difference between mean for highly effective and less effective groups was statistically significant. This indicated that more effective branch managers were scoring low on neuroticism scale and vice versa. The minus values of coefficient of correlation between effectiveness and neuroticism scores also supported the inverse association between these two variables. The $r$ value for the total sample ($n = 150$) was $0.16$ which is statistically significant at 0.025 per cent level of significance. The intra-group values of $r$ were, however, statistically not significant. This insignificance can be attributed to two causes: low range of scores and smaller number of subjects in the study group. It is a statistical fact that the value of coefficient of correlation depends on two things: range of scores and number of persons in the study group. When total sample is taken ($n = 150$) the $r$ value is statistically significant but when sample is split into three groups, the number of subjects in each group is reduced considerably thereby eliminating the statistical
significance of "r" value. Had the number of subjects in these groups been more, there is possibility of "r" value being significant. Thus, the data collected on neuroticism and effectiveness revealed a trend of inverse association which is in conformity with the results derived in research studies conducted by Sartain,\(^{54}\) and Vanita.\(^{55}\)

Psychoticism is the third dimension of personality in Eysenck's Personality Questionnaire and on Psychoticism Scale high scores are psychotic while low scorers are normal beings. The data on psychoticism and effectiveness revealed no significant association between these two variables. The difference between means of scores for the three groups, namely, highly effective, moderately effective and less effective groups of managers, was statistically insignificant and the "r" values for the total sample as well as for intra-group were also found to be statistically insignificant. The data collected established no association between psychoticism and

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effectiveness of branch managers. But as the mean of scores on psychoticism for highly effective group was 4.04, while for less effective group it was 4.58 and the *r* values for the total sample and for intra-group are all negative. Therefore, these computations indicated a trend in the predicted direction, that is, low scores on psychoticism are more effective and vice versa. This implies an inverse association between psychoticism and effectiveness of bank branch managers. This result is in the predicted direction but statistical insignificance of any association between the two variables - psychoticism and effectiveness - negates any generalisation and the practical utility of the results.

The weakness of the data to reveal any statistical and meaningful significance was attributable to the following causes.

The peculiar feature of the data on psychoticism was its group mean of scores which was very low as compared to the maximum and minimum score that any individual could obtain on the scale. This, however, indicated that the subjects in the sample were normal beings. The persons who are placed on the jobs like those of bank branch managers are expected to be normal individuals and not psychotics. Secondly, the focus in the present study was
on branch managers and they were expected to be normal beings and non-pathological. No abnormal and pathological individual can be placed on the job of a bank branch manager.

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 bank branch managers.

Now the next step was to study the association between job satisfaction and effectiveness.

The data on job-satisfaction and effectiveness of branch managers revealed that these two variables had significant positive association. Highly effective branch managers were found to have higher degree of job satisfaction as compared to what moderate and less effective branch managers had. The means computed from job satisfaction scores were 72.60, 69.73 and 67.09 for highly effective, moderately effective and less effective groups of branch managers respectively. The results derived during the study were in tune with the conceptual framework adopted for the study. The effectiveness of a person on the job largely depends, among other factors, on his inner drive for the work. The branch manager,
particularly in the present context of Indian commercial banking has to pass through various impediments to successfully finish the job assigned to him. In his task of developmental banking he is to break through the cobweb of various challenges. He is to motivate his men and the people at large to promote banking in the area. In this process he has to absorb various shocks. An individual with strong inner drive for work can alone be effective in such tasks. A strong will to do the job would alone result in effective performance in such jobs as that of a commercial bank branch manager. It is true that there are many other factors which provide motivation but it cannot be denied that job satisfaction is also a strong motivating force. The work of Hans,\textsuperscript{56} Smith and Kendall,\textsuperscript{57} Katzell et al.\textsuperscript{38} has revealed a positive correlation between job satisfaction and performance. The data collected also confirmed a positive correlation between job satisfaction and effectiveness. The coefficient of correlation between job satisfaction and

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effectiveness for the total sample was \( r = 0.310 \) while intragroup coefficients of correlation were \( r = 0.342 \) and \( r = 0.324 \) for highly effective and less effective groups of branch managers. All these values were statistically significant.

There is, therefore, sufficient statistical evidence to show that job satisfaction and effectiveness of commercial bank branch managers have significant and positive association. Thus, the relevant hypothesis framed for the current research was substantiated.

Lastly, the association between social adjustment and effectiveness was explored.

While summarising the results derived from the data on social adjustment and managerial effectiveness of branch managers, it may be recalled that adjustment being a multi-dimensional phenomenon the present research was confined to social adjustment. The association of social adjustment with effectiveness was explored. Deva's Social Adjustment Inventory (S.A.I.) was used to measure social adjustment scores of managers. It may also be recalled here that high scores on Deva's Social Adjustment Inventory indicated maladjustment while low scores indicated adjustment. The data collected on social adjustment and effectiveness scales indicated that branch managers having better social adjustment (low scores on Deva's Social Adjustment Invento
Inventory) were more effective as compared to those with poor social adjustment (high scores on Deva's Social Adjustment Inventory). The means of social adjustment scores for highly effective, moderately effective and less effective groups of branch managers were 35.52, 45.52 and 48.14 respectively and the difference between these mean scores (on the basis of "t" values) was statistically significant at .05 per cent level of significance. This implies that the high effective group is socially better adjusted as compared to moderately and less effective groups (highly effective group has lower mean as compared to what moderate and less effective groups have). It implies that high scores on Deva's Social Adjustment Inventory are low scores on effectiveness scale and vice versa. There is an inverse relationship between social adjustment scores and effectiveness scores. The coefficients of correlation between social adjustment scores and effectiveness scores were computed to confirm or to reject the predicted relationship. The values of "r" for total sample as well as intra-group (HE, ME and LE) values of "r" were 4.306, 4.475, 4.239 and 4.473 respectively. All these values were found to be statistically significant at .05 per cent level of significance. The data collected proved that social adjustment and effectiveness have significant and
positive association. These results indicated that the findings of the current research study were in line with the theoretical framework adopted for the present research work. The branch manager today has to work under various types of psychological stresses, pressures, and frustrations and has to develop and maintain social contacts with people. Thus, managers having better social adjustability can steer through the problems successfully and work effectively. In this direction the work of Rogers\(^59\) requires a particular mention. The author (Rogers) has emphasized the crucial importance of "unconditional positive regard" for the other persons in healthy interpersonal relationship. Dwivedi\(^60\) has also established sociability is a required trait for becoming successful managers.

Thus, the data collected during the current study has empirically revealed that more effective managers are socially better adjusted as compared to those who are less effective. The hypothesis framed in this direction was substantiated.


\(^{60}\)K.S. Dwivedi, *loc. cit.*
CONCLUSIONS

The present study was aimed at finding out a relationship of effectiveness of commercial bank branch managers with personality, job satisfaction and adjustment. On the basis of observations and statistics applied, the following conclusions emerged:

1. Regarding effectiveness of branch managers:
   a) All the branch managers in the sample were found to be effective managers. There was, therefore, no ineffective category of branch managers.
   b) All the branch managers in the sample, however, were not equally effective. The degree of their effectiveness varied. Some managers were more effective, some were moderately effective while the remaining were less effective.

2. Regarding effectiveness and personality:
   a) There is positive and significant association between branch manager's effectiveness and extroversion. More effective branch managers were more extroverts than less effective managers.
b) There is an inverse and significant association between branch manager's effectiveness and neuroticism. More effective branch managers were more stable (less emotional instability) than less effective managers.

c) The psychoticism dimension of personality was not found to be significantly related with commercial bank branch manager's effectiveness.

3. Regarding effectiveness and job satisfaction:

There is a positive and significant relationship between branch manager's effectiveness and job satisfaction. More effective branch managers were found to have higher job satisfaction than less effective branch managers.

4. Regarding effectiveness and adjustment:

There is a positive and significant association between branch manager's effectiveness and social adjustment. More effective branch managers were more socially adjusted than less effective branch managers.

IMPLICATIONS OF THE STUDY

As the current research was based on a small sample, there was no intention to generalise the results obtained.
from the study. However, the methodology is such that some broad generalisations can be made. Each one of the three variables, namely: personality, job-satisfaction and social adjustment have significant association with effectiveness of branch managers in commercial banks. The coefficient of correlation between effectiveness and extroversion, effectiveness and neuroticism, effectiveness and job satisfaction and effectiveness and social adjustment was statistically significant. These results suggest that one of the implications for bank managements is that these variables may be given weightage in the recruitment, selection, placement, promotion and training of branch managers. The personality characteristics may be given weightage at all levels - recruitment, selection, placement, promotion and training whereas regarding job satisfaction and social adjustment, suitable psychological tests may be administered on the theory that those who tend to be satisfied in general life will also be satisfied with the job conditions and those who maintain social adjustment in general life would be able to transfer this to the job situation as well. These, however, need to be further investigated before these are incorporated in banking policies more particularly for the jobs of branch managers.
It may be noted that this was an exploratory study in the area. H.J. Eysenck, the author of Eysenck’s Personality Questionnaire applied in the current study, in a personal communication to this investigator (see Appendix XI) conveys that he is not aware of any research study, similar to the current one, where his scale has ever been applied.

The value of the study, however, lies in the fact that it is a breakthrough in the area explored. Even though it cannot be generalised yet it may prove useful in banking. However, for larger generalisations, it is suggested that:

More research studies are required by taking a cross-section of officers – officers who are successfully working as branch managers and those who have been taken off from the job of branch manager because of their poor performance on the job. This would further validate the results obtained in the current study. It may be pointed out that all branch managers who were the focus in the current study turned out to be effective branch managers. Their range of scores being narrow, it gave statistically significant but low values of coefficient of correlation.
Empirical research with larger sample drawn from wider geographical area may prove more useful. If these studies confirm the results obtained during the current research, it would pave the way for larger generalisations of the findings of this study.

More research studies should be undertaken applying different tools to measure the variables examined in the current study. These would also strengthen the findings of this study.

In the end it is hoped that the data and the findings of the study would stir enough reactions and would generate thought provoking controversy among top echelons of the banking hierarchy and banking institutions to incorporate these suggestions in their policy framework.