Chapter 6

Findings and Interpretation
FINDINGS AND INTERPRETATION

The questionnaire consists of 32 items. Out of which items 1-7 relate to social background/type of socialisation. Item 8 shows career graph indicating end – value in life.

The questions have been mixed up so that the respondents do not understand the pattern of the questions. The questions were actually grouped into different categories according to the main issues and are being shown here in that manner.

The following questions relate to Indian personality traits (individual level) –

Q.10 – Conformism as indicator of hangover of caste/community loyalty, attainment of self-goal by conforming to superior's wishes – self-centredness. Creativity is indicator of conviction to one's ideas and pursuing it with zeal without consideration of others' feelings. Balanced relationship is pragmatic/rational.

Q.12 – Authoritarian personality, power-hunger, status seeker.

Q.15 – Power difference, authoritarianism, respect for hierarchy.

Q.18 – Conservative / traditional.

Q.23 – Authoritarianism.

Q.30 – Power Distance/Social Status.

The following questions relate to personality traits/socialisation :

Q.16 – Locus of Control (Personality Attribute) – External or Internal.

Q.29 – Dependency Syndrome / Conformism.

Q.31 – Reverence towards paternal figure, conformism, dependent submissiveness, filial loyalty.
The following questions relate to executive-selection criteria.

Q.11 - Educational attainment, relevant experience vis-a-vis social background.

Q.13 - Importance of social and cultural background in selection.

Q.17 - Result-oriented workaholics against socialising executives.

Q.19 - Importance of match between personality traits and organisational demands.

Q.22 - More reliance on technology means preference for technocrats/specialists, otherwise tilt towards generalists.

Q.24 - Importance of emotional match in comparison with intelligence and professional competence.

Q.27 - Importance of rational behaviour over emotional (Rational man vs. Social man) behaviour/mood as determinant of executive success.

Q.32 a) Confidence in self vs. technique.

b) Preference for alternatives.

The following questions relate to Indians as, 'social man' (Social bondage) -

Q.9 - Self centredness vs. altruism.

Q.14 - Caste/kinship bond loyalty, less rationality more emphasis on social relations.

Q.25 - Participation in community activities, individual – society bond.

The following questions relate to organisational effectiveness –

Q.20 - Executive commitment towards work/organisation resulting from career success, comfortable living and social status which ensures effectiveness.

Q.21 - Group cohesion, subordinates’ acceptance.

Q.26 - Collectivism/participative management leading to effectiveness.

Q.28 - Eagerness to be accepted by their subordinates which leads to organisational effectiveness.
Data collected through questionnaires are analysed for the selectors of executives and selected executives separately. The purpose is to verify the main issues enumerated under the problem of the study.

**Issue No. : 1**

For selectors of executives and also selected executives, the following questions have been framed to capture their respective mindsets relating to the executive selection criteria being adopted by them. The cumulative frequency distribution tables (Tables-5 & 7) show the viewpoints of the selectors and selected executives separately pertaining to these questions. Those responding SA, A or SomA belong to one group(\(\text{\#}\)) and those with responses D or SD belong to another group(D) for each question/item.

Q.11 - Selectors place educational attainment as the most important criteria for executive selection followed by potentiality, relevant experience and integrity while relegating social background to the last position. (Table-8)

Selected executives consider potentiality as the most important criteria for executive selection followed by educational attainment, relevant experience and integrity while placing social background at the bottom. (Table-9)

This is because Western selection literature place potentiality, educational attainment, experience and integrity as the most preferred criteria for executive selection.

Q.13 - 50.7% of the selectors opine that social and cultural background should not be emphasised during selection while 49.3% believe in emphasising those factors. So the selectors reflect almost no significant difference in opinion (\(z = 0.16\)) on this item. 55.1% of the selected executives feel that social and cultural background should not be emphasised during selection while 44.9% believe in emphasising these factors. So, the selected executives are not significantly different in their opinion on (\(z = 1.27\)) this issue. Responses of the selectors to Q13 are such that nothing conclusively can be said. But the responses of the selected executives though not conclusive but a small tilt towards 'not emphasising social background' is discerned. The selectors were perhaps ambivalent in the sense that their personality traits indicated importance of social background but because of their career achievement based on their level of academic attainment and the institutions they attended.
were better than the selected executives that made them conscious to emphasise social background.

Q.17 - 56% of the selectors prefer result oriented workaholics over socialising executives compared to the 44% who prefer socialising executives. This is not significantly different \( (z = -1.47) \). However, the percentage shows a tilt towards preference for result-oriented executives among selectors.

55.7% of the selected executives prefer result-oriented workaholics over socialising executives as compared to the 44.3% who prefer socialising executives. This is not significantly different \( (z = -1.43) \). However the percentage shows a tilt towards preference for result-oriented executives among selected executives.

Q.19 - 79.3% of the selectors feel that the match between personality traits and organisational demands is crucial while 20.7% do not feel so \( (z = -7.19) \).

77.2% of the selected executives feel that the match between personality traits and organisational demands is crucial while 22.8% do not feel so \( (z = -6.84) \).

So both the selectors and selected executives exhibit strong preference for matching personality traits with organisational demands.

Q.22 - Selectors place 54.75% weightage in their preference for generalists as compared to 45.25% weightage on specialists. (Table-10)

Selected executives indicate similar preference placing 54.93% weightage on generalists and 45.07% weightage on specialists. (Table-11)

So both the selectors and selected executives indicate a tilt towards generalists. This is also found in Western literature.

Q.24 - 67.3% of the selectors are of the opinion that, compared to intelligence and professional competence, emotional match is important. Whereas 32.7% do not share this opinion \( (z = -4.25) \).

74.7% of the selected executives are of the opinion that compared to intelligence and professional competence, emotional match is important. Whereas 25.3% do not share this opinion \( (z = -6.21) \).
So the selectors as well as selected executives indicate their clear opinion in emphasising emotional match. This is also corroborated in Western literature on selection. (Evans, 1992 : 1-5).

Q.27 - 99.3% of the selectors (z = 12.08) and 96.2% of the selected executives (z = 11.62) stress on rational behaviour (rational man) over emotional behaviour (social man).

So both selectors and selected executives strongly stress the importance of rational behaviour for managerial success.

Q.32 a) Selectors as well as selected executives consider leadership style as the most important attribute followed by attitude towards resource utilisation, creativity and methods (Tables-12 & 13). This shows confidence in self (viz leadership, attitude and creativity) over technique. This is in tune with modern Western literature emphasising leadership and creativity.

Q.32 b) For the following discussion please refer to Tables 14 & 15.

Creativity : Selectors place 42.4% weightage on individual creativity against 57.6% weightage on team creativity. Selected executives place 41.8% weightage on individual creativity and 58.2% weightage on team creativity. So both the selectors and selected executives emphasise on team creativity as compared to individual creativity. The emphasis on team/team creativity is well documented in Western literature.

Leadership Style : Selectors place 29.4% weightage on rigid supervision and 70.6% weightage on participative management. For selected executives these figures are 27.14% and 72.86% respectively. Both the groups exhibit their emphasis on participative management over rigid supervision. This is in line with emphasis on participative management in Western literature (Bratton & Gold : 1994).

Methods : Selectors place 20% weightage on application of Western techniques in toto and 80% weightage on Western techniques modified to suit native situation. Selected executives on the other hand place 26.1% weightage on application of Western techniques in toto as against 73.9% weightage on modification to suit native situation.
The emphasis on the fact that Western techniques should be modified to suit native situation by both selectors and selected executives reflect their awareness on cross-cultural management and emphasis on culture-specific modified techniques frequently found in Western literature. (Mendonca, 2000).

**Attitude Towards Resource Utilisation**: Selectors place 37.4% emphasis on tight cost control as compared to 62.6% emphasis on developing human resource. For selected executives the figures are 37.9% and 62.1% respectively.

Thus, both the selectors and selected executives emphasise human resources development over tight cost control. This is in consonance with the emphasis on human resource development in the Western World.

**Interpretation**

The responses of selectors and selected executives alike to the questions pertaining to executive selection criteria show that they emphasise / follow Western selection criteria viz., preference for educational attainment, relevant experience and potentiality over social background, result orientation, matching personality traits and organisational demands, tilt towards generalists over specialists, importance of emotional match, emphasis on rational behaviour, confidence in self over techniques and preference for team creativity, participative management, modified management techniques and human resource development. These pervade the minds of selectors and selected executives exposed to Western education and literature. During selection they are generally guided by Western criteria / Western concept of personality. They tend to operate from rational - conscious level. This verifies the first issue.

**Issue No. : 2**

The selectors and selected executives (i.e. in general Indian executives) are products of Indian culture and possess modal Indian personality traits as a result of their socialisation. The following disguised questions have been carefully framed so as to identify their underlying personality traits.

Q.10 - 69.3% of the selectors ($z = 4.74$) and 76.6% of the selected executives ($z = 6.68$) indicate that conformism indicating hangover of caste/community loyalty is opposed to creativity. It is a general question to which majority agree that they are on the two opposite sides.
Q.12 - Selectors and selected executives in respect of executive command to subordinates place the following weightages (in %) to the different aspects as shown below:

<table>
<thead>
<tr>
<th></th>
<th>Selectors</th>
<th>Selected Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Only Reason</td>
<td>12.82</td>
<td>15.60</td>
</tr>
<tr>
<td>b) More Reason, Less Authority</td>
<td>27.80</td>
<td>28.35</td>
</tr>
<tr>
<td>c) Both</td>
<td>49.24</td>
<td>41.02</td>
</tr>
<tr>
<td>d) Less Reason, More Authority</td>
<td>7.78</td>
<td>10.13</td>
</tr>
<tr>
<td>e) Only Authority</td>
<td>2.36</td>
<td>4.90</td>
</tr>
</tbody>
</table>

(Please refer to Tables 10 & 11)

The selectors place more emphasis on (a) and (b) than on (d) and (e). As issue (c), we presume, places equal emphasis on reason and authority and issue (d) and (e) only on authority; they can be logically clubbed together, the total weightage is 59.38%. It is a positive tilt towards authoritarianism.

In case of selectees the combined figure of (c), (d) and (e) is 56.05% against 43.95%, total of (a) and (b). Like selectors, selectees also prefer authoritarianism against reason.

Q.15 - 74.7% of the selectors consider power distance between hierarchical levels as natural/normal compared to the 25.3% who do not think so (z = −6.04).

58.2% of the selected executives consider power distance between hierarchical levels as normal compared to the 41.8% who think otherwise (z = −2.07).

Thus, both selectors and selected executives strongly consider hierarchy based power difference as normal. Power difference as normal has been reported by 74.7% of the selectors and 58.2% of the selectees i.e. selectees feel unhappy with high power difference. Psychologically this can be explained.

Normally, a subordinate will like to be included in the group of superior executives, because social - distance hurts them.

Q.18 - 56% of the selectors opine that one should not give consent if his son/daughter selects spouse who is traditionally unacceptable (z = 1.47) while
44% do not feel so. The response pattern of selectors though not conclusive shows clear tilt towards conservatism.

Whereas only 38% of the selected executives are of the opinion that one should not give consent if his son/daughter selects spouse who is traditionally unacceptable (z = -3.02) while 62% do not agree. As the selectees are younger in age than the selectors, they have been more exposed to the recent social movements to erase caste differences that is why more number of selectees disagree with the question.

From the response pattern it also appears that the selected executives are non-conservatives. However in reality this is not the case. Studies in urban areas have indicated that many have no objections to inter-caste marriages. These are no doubt significant verbal expressions of changing attitudes. But people verbally oppose particular traditions when asked for their opinion but their behaviour may be still guided by patterns sanctioned by tradition. The attitude of young people to the occasional inter-caste marriages is one of tolerant indifference rather than acceptance (Kapp, 1963 : 34-37).

Q.23—60.7% of the selectors prefer conformist candidates. So they are authoritarians (z = 2.61). On the other hand 56.3% of the selected executives prefer conformist candidates (z = 1.59).

Although the selectors clearly indicate their choice for conformist candidates, the selected executives do not significantly differ in their choice. However the percentage shows a preference (tilt) for conformist candidates among the selected executives.

Responses to Q12 and Q23 together support authoritarianism as one of the distinct traits of Indian managers. Conformism and authoritarianism are found as a result of socialisation process.

Q.30—66.7% of the selectors are conscious about social status, wealth and power distance compared to the 33.3% who are not conscious (z = −4.08).

64.6% of the selected executives are conscious about social status, wealth and power-distance. While 35.4% are not conscious (z = −3.66).
Thus, both the selectors as well as selected executives strongly indicate their view emphasising social status, wealth and power distance.

The conclusion drawn from responses to Q15 is strongly supported by the responses to Q30.

**Q.16** — Selectors and the selected executives in relation to their dependence during crisis place the following weightages (in %) on different authorities/persons.

<table>
<thead>
<tr>
<th></th>
<th>Selectors</th>
<th>Selected Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Supernatural Power</td>
<td>4.30</td>
<td>7.09</td>
</tr>
<tr>
<td>b) Mentor in the Organisation</td>
<td>12.91</td>
<td>15.74</td>
</tr>
<tr>
<td>c) Own Strength</td>
<td>62.07</td>
<td>52.12</td>
</tr>
<tr>
<td>d) Mentor in the Family</td>
<td>11.33</td>
<td>13.37</td>
</tr>
<tr>
<td>e) Support from Peers</td>
<td>9.39</td>
<td>11.68</td>
</tr>
</tbody>
</table>

(Please refer to Tables 10 & 11)

For selectors clubbing (a), (b), (d) and (e) we find selectors place 62.07% weightage on own strength and 37.93% weightage on reliance on others (including Supernatural Power).

Repeating the same procedure for selected executives we find they place 52.12% weightage on own strength and 47.88% weightage on reliance on others (including Supernatural power).

It appears that both the selectors and selected executives are internals (that is believes in one-self for solving problems of life). However this does not mean that Indian executives are internals. In urban Indians today social individuation is greatly increasing. This greatly enhanced individuation still goes in hand with the intense emotional bonding and interdepenencies of the family hierarchical relationships rather than any Western - style autonomy or individualism. In Indians greater individuation can occur but still within the familial self. (Roland, 1988 : 98-103).

**Q.29** — 86% of the selectors (z = 8.82) and 77.2% of the selected executives (z = 6.84) believe that early socialisation process in Indian family leads to dependency.
So the selectors as well as selected executives strongly opine that early socialisation leads to dependency.

The responses to this question (Q29) affirm the conclusion drawn from responses of Questions 23 & 12 – Indians are authoritarian in their personality traits.

Q.31 – 82% of the selectors (z = 7.84) and 90.5% of the selected executives (z = 10.18) exhibit their strong reliance and reverence towards paternal figure/mentor.

When compared with preference for participative leadership style found in Q. No. 32b) the response to the present question qualifies participative leadership style with benevolent paternalistic leadership. This is in true with nurturing "Karta" of the joint-family system.

In addition to these, the questions given below related to Indians as 'social man' reveal the following –

Q.9 – 98.7% of the selectors (z = 11.92) and 97.5% of the selected executives (z = 11.93) strongly feel that being a manager is also an opportunity to serve the society.

So both the selectors and selected executives indicate their strong opinion towards opportunity to serve the society that is they are altruists.

Q.14 – 53.3% of the selectors (z = 0.82) and 61.4% of the selected executives (z = 2.86) consider helping kinsmen in obtaining employment as social duty.

For selectors the responses though not conclusive, the percentage shows a tilt towards emphasis on kinship bond.

The selected executives however clearly indicate their emphasis on kinship bond.

Q.25 – 83.3% of the selectors agree on giving importance to participation in social activities. Whereas 16.7% do not agree (z = – 8.16).

76.6% of the selected executives give importance to participation in social activities while 23.4% do not agree (z = – 6.68).
So the selectors as well as selected executives strongly display social-bond.

Q.9, 14, & 25: The responses to these three questions indicate importance of community relations. Emphasis on community relations is also an indirect acceptance of social values and ethos.

They are ingrained during the socialisation process and are brought to the organisational situation. Willingness to maintain community bondage is an affirmation of the continuance of social values and ethos in the mindset of the executives.

**Interpretation**

The responses of the selectors and selected executives to the questions relating to Indian personality traits and 'social bondage' show that despite Western education and outward Western style, they basically possess core Indian personality traits which guide their day to day activities not only outside office but also their activities and behaviour within the organisation.

The Indian personality traits identified here include conformism, authoritarianism, power distance, respect for hierarchy, conservatism, status conscious, external, dependency, reverence towards paternal figure, altruism, kinship concern and social bond.

So Indian executives possessing Indian personality traits should not be selected on the basis of Western personality traits which are totally different from Indian personality traits.

**Issue No. : 3**

**Interpretation**

This issue is a corollary to issues 1 and 2. The Indian executive (selector/selected) is bedevilled by different forces operating on him. The main forces underlying his socialisation are Indian ethos, colonial legacy and the present Indian culture emerging through Western – Indian culture encounter. These are not compatible.

The Indian executive in order to compromise or cope-up with reality arising out of contradictory forces tend to split themselves almost into two personalities – one reserved for home and the other for work place in terms of their behaviour.
The executive becomes traditional at home and his behaviour is guided by Indian personality traits arising out of dominant Hindu culture. When executives come to work place they mentally carry with them their values, beliefs, attitude and societal culture. These continue to influence his behaviour and action in the workplace despite the presence of strong organisational culture and rational work demand.

During executive selection the selector is consciously guided by Western selection criteria and Western personality concepts but he is unconsciously influenced by Indian concept of personality. Confusion arises out of clash between rationality and spontaneity. When asked to respond to a set of mixed questions they use both rationality and spontaneity. For projecting one self as a modern man he relies on rationality and for the purpose uses rationality consciously. For the remaining questions unconsciously he relies on his true-self and spontaneously opens up his mind. He makes thus a compromise between two contradictory forces and feels no tension.

So the rational (conscious) executive in the office is generally guided by his true self i.e. Indian self (not consciously) in his behaviour and action. So the executives selected on the basis of Western criteria make a compromise between rationality and spontaneity and thus keep themselves free from tension.

**Issue No. : 4**

The following questions relate to executive effectiveness.

**Q.20** — 76.7% of the selectors strongly agree on the fact that executive commitment results from career success, comfortable living and social status compared to the 23.3% who do not subscribe this view (z = −6.53). 61.4% of the selected executives agree to this viewpoint compared to 38.6% who do not (z = − 2.86). So the selectors as well as selected executives strongly agree that commitment results from career success, comfortable living and social status.

Commitment apparently results from career success, comfortable living and social status.

When seen in the context of responses to Q.9 (opportunity to serve society) and Q.25 (participation in community activities), the reason for commitment
is also social obligations. Both personal and social desire result in executives' commitment to their organisation.

Q.21 - 95.3% of the selectors strongly opine that assuming responsibility for subordinates' action and gaining subordinates' acceptance is essential. Whereas 4.7% of the selectors do not feel so ($z = -11.10$).

85.4% of the selected executives opine that assuming responsibility for subordinates' action is essential while 14.6% of them do not feel so ($z = -8.91$). So both the selectors and the selected executives overwhelmingly support that executives must take responsibility for subordinates' failure.

Preference for benevolent paternalistic position as shown in Q.31 also urges executives to accept responsibility for the failure of the subordinates.

Q.26 - Selectors place 56.1% weightage on collectivism which ensures organisational effectiveness as compared to 43.9% weightage on individualism. (Table-10) Selected executives exhibit similar response pattern placing 58.7% weightage on collectivism as compared to 41.3% weightage on individualism. (Table-11) So both the selectors and selected executives indicate their preference for collectivism which ensures organisational effectiveness.

The emphasis on collectivism is consistent with collectivistic trait of the Indians developed through socialisation process both within their joint/extended family and in the prevailing caste-system.

Q.28 - 76% of the selectors are eager to be accepted by their subordinates while remaining 24% do not feel so ($z = -6.37$).

74.1% of the selected executives express their eagerness to be accepted by the subordinates while 25.9% do not agree ($z = -6.05$).

The acceptance theory of power is a Western concept. The benevolent paternalistic figure preferred by the Indians also requires acceptance of the superior as their normal living.
Interpretation

In all these four cases the Indian thinking coalesce well with the Western thinking. Whatever degree of effectiveness is found in Indian organisations are the result of coalescence of Indian and Western thinking. It is believed that if the selection in Indian organisations were based solely on Indian traits, organisational effectiveness would have been much higher.

Thus on the basis of cumulative analysis all the four main issues are verified.

To support cumulative analysis, a number of cross-relations between psychographic variables and the other 'items' (9-32) of the questionnaire have been examined both for the selectors and selected executives. Cross tables have been formed on the basis of each individual's response on each of the items. Item 8 (career path) is not included as most executives did not respond to it.

In some cases for calculating $\chi^2$ as a measure of association between variables, some categories of psychographic variables have been merged to ensure that each cell frequency is equal to or more than five.

The purpose is to ascertain the influence of major psychographic variables namely respondents' age group, place of early socialisation, family background, academic level and place where educated on their thinking and behaviour.

Even if, after merging some categories of psychographic data, the cell frequency is less than five, the cross-table would be interpreted by looking at all the cell frequencies.

The Tables (16-29) containing $\chi^2$ values from different relationships have been attached (Appendix-II). When $\chi^2$ cannot be determined, the interpretation is made by looking at the cell values. $\chi^2$ tables have been prepared for each one of the psychographic variables related to the responses of the selectors and selected executives. However only two sets of full-tables for item no. 3 and item no. 6 have been attached. (Appendix-III)
Cross-Relations:

For each of the questions null-hypothesis is –

$H_0$: The pattern of agreement or disagreement is similar for executives working in public sector or private sector (comprising public ltd., private ltd., proprietorship and others) companies; against

$H_1$: The pattern is different.

$H_0$: The pattern of agreement or disagreement is similar for executives belonging to three different age-groups.

$H_1$: The pattern is different.

$H_0$: The pattern of agreement or disagreement is similar for executives from metropolis, city, town or village background.

$H_1$: The pattern is different.

$H_0$: The pattern of agreement or disagreement is similar for executives from joint family or nuclear family.

$H_1$: The pattern is different.

$H_0$: The pattern of agreement or disagreement is similar for executives, the level of whose parents, (father and mother) education (University, College or School) is different.

$H_1$: The pattern is different.

$H_0$: The pattern of agreement or disagreement is similar for executives, the place of whose parents' (father and mother) education (Metropolis, City, Town or Village) is different.

$H_1$: The pattern is different.

$H_0$: The pattern of agreement or disagreement is similar for executives whose parents' (father and mother) occupation (Business, Service, Professional, Housewife in case of mothers) is different.

$H_1$: The pattern is different.
H₀ : The pattern of agreement or disagreement is similar for executives, with different levels of academic attainment (Professional, Master's Level and Above, Bachelor's Level, Below Graduate level)

H₁ : The pattern is different.

H₀ : The pattern of agreement or disagreement is similar for executives whose place of early education (Metropolis, City, Town or Village) is different.

H₁ : The pattern is different.

H₀ : The pattern of agreement or disagreement is similar for executives whose place of later education (Metropolis, City, Town or Village) is different.

H₁ : The pattern is different.

While examining cross-relationship between any one psychographic variable (Type of Companies and items 1 to 7 of the questionnaire) and different other items (9-32), the value of χ² is calculated at 5% level of significance for a given degrees of freedom for selectors and selected executives separately.

Degrees of freedom (d.f.) = (C-1), (r-1) where C = number of columns; and r=number of rows in the cross-table. χ²ₐ₀.₅₀.d.f. is obtained from the χ² table.

If χ² Calculated < χ² Tabulated – Accept Ho (Null-Hypothesis)

and if χ² Calculated > χ² Tabulated – Reject Ho

This is used for interpreting the results from cross-relations.

Types of Companies and Other Questions (9-32)

As the cell frequency in many cases is less than 5, the five types of companies have been clubbed into two categories – (i) Public Sector; and (ii) Private Sector comprising Public Ltd. companies, Private Ltd. companies, Proprietorship concerns and others.
It is found that the selectors differ in their opinion pertaining to Q.10 and Q.15, while the selected executives do not differ with respect to any question. This shows that the selectors from different types of companies differ in their response while responding to questions on Indian personality traits. For other types of questions they become conscious and hence responses do not differ.

Q.1) **Age Range of the Respondents and Questions (9-32)**

In case of selectors sufficient, number of persons are present in the three age-group, however in case of selected executives there are few above 50 years. So for selected executives, the second and third age groups have been clubbed.

For selectors the response pattern varies for Q.14, Q.18, Q.20, Q.23 and Q.29. Except Q.20, all other questions relate to Indian personality. For selected executives, difference is found pertaining to questions Q.10, Q.15, Q.17, Q.18, Q.23 and Q.29. Almost all (except one) of these questions relate to Indian personality traits. For other questions they become conscious and responses do not differ.

Q.2) **Place of Early Socialisation and Questions (9-32)**

For calculating $\chi^2$ for both selectors and selected executives the categories of metropolis and city as well as town and village have been clubbed reducing it to urban and non-urban categories.

The selectors differ in their opinion relating to Q.29 and the selected executives differ in their opinion relating to Q.15. These are questions relating to Indian personality traits. So Indian executives although seem to follow Western criteria they are guided by Indian personality traits developed through the process of socialisation.

Q.3) **Early Living In (Joint Family / Nuclear Family) and Questions (9-32)**

In this case the selectors differ in their response pattern pertaining to Q.18, Q.23, Q.24. The selected executives differ in their response pattern pertaining to Q.14 & Q.18, Q.20, Q.23, Q.29.

Excepting Q.24 all other questions are related to Indian personality traits. So both the selectors and selected executives are unconsciously guided by Indian personality traits (family background).
Q4.1) Level of Father's Education and Questions (9-32)

In this case values have been calculated only in case of selectors and not selected. This is because, for selected executives none belong to the school category. Hence by comparing University and College categories we are not likely to get any meaningful information.

The selectors differ in their opinion relating to questions 10, 13, 15, 18, 20, 23 and 25. All these are related to Indian personality traits which show that the selectors are unconsciously influenced by their family background.

Q4.2) Level of Mother's Education and Questions (9-32)

In this case the selectors differ in their response pattern to questions 13, 15, 17, 18, 19, 23, 25 and 31. The selected executives differ on questions 29 and 31. Excepting questions 17 and 19 all the other questions are related to Indian personality traits. So the selectors and selected executives with such background are predominantly guided by the intense relationship with mother and personality traits developing out of it.

Q4.3) Place of Father's Education and Questions (9-32)

In this case the categories metropolis and city have been clubbed and so also town and village reducing it to urban and non-urban categories.

The selectors differ in their opinion on Q.13 and Q.29. The selected executives differ on Q.13 and Q.17. In this case, two questions are related to executive selection criteria and the remaining two with Indian personality traits. It appears that the selected executives are confused about importance of social and cultural background.

Q4.4) Place of Mother's Education and Questions (9-32)

Here also the categories of metropolis and city; and town and village are clubbed. The selectors differ in their opinion on Q.13, Q.14, Q.15, Q.18, Q.19, Q.23, Q.25, Q.28 and Q.30. The selected executives differ on Q.14 and Q.20. Most of these questions relate to Indian personality traits. The response pattern of selectors and selectees, specially of selectors clearly shows that place of mother's education and intense early contact with mother influence the person to a great extent in his later life and he continues to be guided by his early socialisation experiences.
Q5.1) **Father's Occupation and Questions (9-32)**

The selectors in this case differ in their response on Q.10, Q.13, Q.25, Q.28, Q.30 and Q.31. The selectors differ on Q.10, Q.18, Q.19, Q.25, Q.28 and Q.29. Most of these questions are related to Indian personality traits. So selectors and selected executives in their later life trend to be guided by family background and impact of parents.

Q5.2) **Mother's Occupation and Questions (9-32)**

In this case two categories have been devised – (i) Housewife, (ii) Non-Housewife (consisting of Business, Service and Professional).

The selectors differ in their opinion on Q.18, Q.20, Q.25, Q.28 and Q.31. The selected executives differ on – Q.13, Q.14 and Q.21. Most of these questions are related to Indian personality traits. This means mother's occupation specially in case of selectors have greatly influenced them which is reflected through their opinions to these questions.

Q6) **Respondents' Level of Academic Attainment and Questions (9-32)**

In this case selectors differ on Q.10, Q.13, Q.14, Q.15, Q.18, Q.19, Q.20, Q.23, Q.24, Q.25, Q.28. The selected executives differ on Q.14, Q.23, Q.24, Q.28 and Q.31. Most of these questions are related to Indian personality traits. This shows that one's level of academic attainment greatly influences one's mind and in later life they are unconsciously guided by it.

Q7.1) **Place of Respondent's Early Education and Questions (9-32)**

In this case the categories of metropolis and city have been clubbed so also of town and village.

The selectors differ on Q.19, Q.25, Q.28 while the selected differ on Q.10 and Q.20. These are mostly questions related to Indian personality traits.

In case of Q.7.2, there is none in the town or village categories. So by comparing metropolis and city categories we are not expected to get meaningful information.

Thus this analysis supports the cumulative analysis that although the Western educated Indians rationally try to follow Western criteria at the back of their mind unconsciously they are guided by strong impulses which are acquired through socialisation.
In the previous portion the relationships between any one psychographic variable (Type of Companies and items 1 to 7 of the questionnaire) and different other items (9-32) with response pattern Strongly Agree, Agree, Somewhat Agree, Disagree and Strongly Disagree have been explored. In this part relationships between the psychographic variables (social background/type of socialisation) and items/question nos. 11, 12, 16, 22, 26 & 32 will be explored. These questions / items are taken separately for analysis because the responses to these questions are different from the other questions / items already analysed.

Q.11 and All Psychographic Variables

Q11 relates to executive-selection criteria. It is found that both selectors and selected executives irrespective of their age, place of early socialisation, family background, parents' background and occupation, their own academic background, place educational attainment, potentiality and relevant experience as the most preferred criteria while social background is placed at the end. This shows that Western educated Indians consciously try to follow Western criteria.

Q.12 and All Psychographic Variables

Q12 relates to Indian personality traits, (i.e. authoritarian personality / power hunger). The responses (a) and (b) together indicate reason, while (c), (d) and (e) together indicate authority.

The selectors and selectees grouped according to the different psychographic variables exhibit preference for authoritarianism against reason. However the response pattern is not similar. Age, place of early socialisation, family background (joint/nuclear) seem to clearly reflect their choice of preference. For both the selectors and selected executives, those who are aged, spent their childhood in towns and villages and come from joint family are more authoritarian as compared to their young, metropolis-based and nuclear family product counterparts. Tables 30 and 31 have been attached (Appendix-III) showing the responses of the selectors and selected executives belonging to joint and nuclear family backgrounds respectively.

The selectors and selected executives also differ in their emphasis on authoritarianism when they are grouped according to level and place of parents' education, parents'
occupation, their own level of education and place of education. However tables prepared for other psychographic variables have not been attached.

This shows that Western educated Indian executives are unconsciously guided by strong impulses which are acquired through socialisation.

Q.16 and All Psychographic Variables

Q16 is related to personality trait (i.e., locus of control-external or internal). The responses (a), (b), (d) and (e) together indicate that the person is external while (c) indicates the person is internal.

The selectors and selected executives grouped according to different psychographic variables show that they place more weightage on own strength i.e. response (c). However the response pattern is not similar. Age, place of early socialisation, family background (joint / nuclear), level of parents' education and place of education, level of respondent's education and place of respondent's education clearly reflect the personality attributes of the executives.

Executives (selectors/selectees) who are young, metropolis based, from nuclear family, whose parents are highly educated in metropolis / cities, who themselves are professionally qualified and educated in metropolis/cities depend more on own strength to overcome crisis. Tables 30 and 31 show responses of the selectors and the selectees belonging to joint and nuclear families, respectively.

This again shows that Western educated Indian executives are unconsciously guided by the factors acquired through socialisation.

Q.22 and All Psychographic Variables

Q22 relates to executive selection criteria, (i.e. preference for technocrats/specialists vs generalists).

It is found that both the selectors and selected executives irrespective of their age, place of socialisation, family background, parents' background and occupation and their own academic background and education place 54-58% weightage in their preference for generalists as compared to 42-46% weightage on specialists. This is also found in Western literature. So Indian executives consciously follow Western criteria.
Q26 relates to organisational effectiveness (i.e. collectivism as compared to individualism leading to effectiveness).

It is found that both the selectors and the selected executives irrespective of their age, place of socialisation, family background, parents' background and occupation and their own academic background and education put 54-60% weightage on collectivism which ensures organisational effectiveness as compared to 40-46% weightage on individualism. This emphasis on collectivism is consistent with common collectivistic pattern of the Indians developed through the socialisation process.

Q32 relates to executive - selection criteria. Q32 a) deals with confidence in self vs. technique and Q32 b) with preference for alternatives.

For Q32 a) it is found that irrespective of the differences in their background (in terms of psychographic variables), both selectors and selected executives rank leadership style as the most important attribute followed by attitude towards resource utilisation, creativity and methods.

For Q32 b) it is found that despite differences in their background both the selectors and the selected executives place more weightage on team creativity (58%) over individual creativity (42%); participative management (70%) over rigid supervision (30%); modified techniques (80%) over Western techniques (20%); and developing human resources (60%) over tight cost control (40%).

These findings are consistent with those found in modern Western management literature.

Thus this analysis (Q11, 12, 16, 22, 26 and 32 and all psychographic variables) also supports the cumulative / aggregative analysis.