

TABLE OF CONTENTS

	Page Number
INNER FIRST PAGE	i
TABLE OF CONTENTS	ii
DECLARATION BY THE SCHOLAR	vii
SUPERVISOR’S CERTIFICATE	viii
ACKNOWLEDGEMENT	ix
ABSTRACT	xi
LIST OF ACRONYMS AND ABBREVIATIONS	xii
LIST OF FIGURES	xiii
LIST OF TABLES	xiv
CHAPTER 1	1-9
INTRODUCTION	1
1.1. INTRODUCTION	1
1.2. RATIONALE OF THE STUDY	2
1.3. OBJECIVES OF THE STUDY	4
1.4. PROPOSED FRAMEWORK IN THE RESEARCH	4
1.5. RESEARCH METHODOLOGY	5
1.6. SIGNIFICANCE OF THE STUDY	6
1.7. CONTRIBUTION OF THE STUDY	7
1.8. SCOPE AND LIMITATIONS OF THE STUDY	7
1.9. ORGANIZATION OF THE THESIS	7
CHAPTER 2	10-41
LITERATURE REVIEW	10
2.1 INTRODUCTION	10
2.2 ORIGIN AND CONCEPT OF COMPETENCIES AND MANAGERIAL COMPETENCIES	10
2.3 CONCEPT OF ORGANIZATIONAL CULTURE	13

2.4 CONCEPT OF MANAGERIAL EFFECTIVENESS	17
2.5 EMPIRICAL STUDIES ON MANAGERIAL COMPETENCIES IN DIFFERENT SECTORS	18
2.6 EMPIRICAL STUDIES- ORGANIZATIONAL CULTURE	29
2.7 EMPIRICAL STUDIES- ORGANIZATIONAL CULTURE AND MANAGERIAL COMPETENCIES	31
2.8 EMPIRICAL STUDIES-ORGANIZATIONAL CULTURE AND MANAGERIAL EFFECTIVENESS	32
2.9 EMPIRICAL STUDIES- MANAGERIAL COMPETENCIES AND MANAGERIAL EFFECTIVEENSS	33
2.10 RESEARCH GAP	36
2.11 PROPOSED THEORETICAL FRAMEWORK	37
2.12 LITERATURE REVIEW- EXISTING SCALES	38
2.12.1 ORGANIZATIONAL CULTURE	38
2.12.2 MANAGERIAL EFFECTIVENESS	39
2.12.3 MANAGERIAL COMPETENCIES	41
CHAPTER 3	42-67
RESEARCH METHODOLOGY	42
3.1 INTRODUCTION	42
3.2 RESEARCH FRAMEWORK	42
3.2.1 PHASE I- CONCEPTUAL PHASE	42
3.2.2 PHASE II- TECHNICAL PHASE	45
3.2.3 PHASE III- APPLIED PHASE	50
3.2.4 PHASE IV-EMERGENT SCHOLAR PHASE	54
3.3 SCALE DEVELOPMENT AND IDENTIFICATION	54
3.3.1 SCALE IDENTIFICATION-ORGANIZATIONAL CULTURE	54
3.3.2 SCALE IDENTIFICATION-MANAGERIAL EFFECTIVENESS	56
3.3.3 DEVELOPMENT OF MANAGERIAL COMPETENCY SCALE	57
CHAPTER 4	68-124
RESULTS	68
4.1 INTRODUCTION	68

4.2 SAMPLE DESCRIPTION AND DEMOGRAPHICS	68
4.2.1 GENDER	68
4.2.2 EDUCATIONAL QUALIFICATION	69
4.2.3 ORGANIZATION	69
4.2.4 AGE	70
4.3 T TEST: DIFFERENCE BETWEEN THE GROUPS	70
4.3.1 GENDER AND MANAGERIAL COMPETENCIES	71
4.3.2 GENDER AND ORGANIZATIONAL CULTURE	71
4.3.3 GENDER AND MANAGERIAL EFFECTIVENESS	76
4.3.4 EDUCATIONAL QUALIFICATION AND MANAGERIAL COMPETENCIES	77
4.3.5 EDUCATIONAL QUALIFICATION AND ORGANIZATIONAL CULTURE	78
4.3.6 EDUCATIONAL QUALIFICATION AND MANAGERIAL EFFECTIVENESS	82
4.4 ONE WAY ANOVA TEST: DIFFERENCE BETWEEN THE GROUPS	83
4.4.1 AGE AND MANAGERIAL COMPETENCIES	83
4.4.2 AGE AND ORGANIZATIONAL CULTURE	84
4.4.3 AGE AND MANAGERIAL EFFECTIVENESS	95
4.5 SCALE DEVELOPMENT, ADAPTATION AND STANDARDIZATION	103
4.5.1 DEVELOPMENT OF MANAGERIAL COMPETENCIES SCALE	103
4.6 RELIABILITY OF RESEARCH INSTRUMENTS	109
4.7 UNDERSTANDING THE CULTURE ARCHETYPE OF THE PUBLIC SECTOR AND THE PRIVATE SECTOR BANKS	109
4.8 ASSESSMENT OF THE PROPOSED FRAMEWORK ON BANKING PROFESSIONALS (HYPOTHESES TESTING)	113
4.8.1 HYPOTHESIS 1	113
4.8.2 HYPOTHESIS 2	117
4.8.3 HYPOTHESIS 3	118
4.8.4 HYPOTHESIS 4 (MODERATION ANALYSIS)	120

CHAPTER 5	125-134
DISCUSSION, CONCLUSION AND IMPLICATIONS	125
5.1 INTRODUCTION	125
5.2 OBJECTIVE 1	125
IDENTIFYING THE IMPORTANT COMPETENCIES REQUIRED FOR MIDDLE LEVEL MANAGERS ACROSS DIFFERENT FUNCTIONAL AREAS IN THE INDIAN BANKING SECTOR	
5.2.1 IMPLICATIONS FOR ORGANIZATION	126
5.3 OBJECTIVE 2	126
DEVELOPING AND VALIDATING A SCALE OF MANAGERIAL COMPETENCY	126
5.3.1 IMPLICATIONS FOR ORGANIZATION	126
5.4 OBJECTIVE 3	127
UNDERSTANDING THE CULTURE ARCHETYPE OF THE BANKS	127
5.4.1 IMPLICATIONS FOR ORGANIZATION	128
5.5 OBJECTIVE 4	129
UNDERSTANDING THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND MANAGERIAL COMPETENCIES	
5.5.1 IMPLICATIONS FOR ORGANIZATION	130
5.6 OBJECTIVE 5	130
EXAMINING THE INDEPENDENT EFFECT OF MC ON ME	
5.6.1 IMPLICATIONS FOR ORGANIZATION	130
5.7 OBJECTIVE 6	131
EXAMINING THE EFFECT OF VARIOUS TYPES OF OC ON ME	131
5.7.1 IMPLICATIONS FOR ORGANIZATION	131
5.8 OBJECTIVE 7	132
EXAMINING THE JOINT EFFECT OF MC AND OC ON ME	
5.8.1 IMPLICATIONS FOR ORGANIZATION	133
5.9 CONCLUDING REMARKS	134

CHAPTER 6	135-136
LIMITATIONS AND SCOPE FOR FUTURE RESEARCH	135
6.1 INTRODUCTION	135
6.2 LIMITATIONS	135
6.3 SCOPE FOR FUTURE RESEARCH	136
REFERENCES	137-151
APPENDIX	
SYNOPSIS	
LIST OF PUBLICATIONS	