CHAPTER 5
SUMMARY AND CONCLUSIONS

The purpose of the study was to identify the personality profiles of Indian Managers and to identify those personality factors that contribute to managerial effectiveness. Managers were measured on 23 dimensions of personality, out of which 19 factors were found to differentiate the effective managers from the less-effective managers. The effective managers as a rule, outscored the less-effective managers, with an exception to the Femininity scale, where the less-effective managers scored significantly higher than the effective managers.

The revised version of the California Psychological Inventory developed by Gough (1987), was administered to 35 managers belonging to private, large-scale Indian organizations. Two managerial hierarchies were considered in the study, they are - middle and junior managers. Two criteria were used to study personality namely - the CPI and rating scales, (based on the dimensions of the CPI), a significant correlation was found between the test scores and all the four categories of ratings (self, senior, colleague and junior). In all 120 managers belonging to the senior, the middle and the junior management participated in the study, they served as cross-raters.

The main criterion of categorizing managers in the effective and less-effective category was the Nomination of Senior’s criteria. Besides this two other criteria were identified namely - the managerial potential scale (a sub-scale derived from the CPI) and the managerial performance rating scales. A high correlation was found between the senior’s nomination on the one hand and the MPRS and the Mp scale. The main statistical procedures used in the study were - the t-test, reliability coefficients, chi-square and the discriminant analysis. Apart from the test, data was presented in the forms of tables and graphs wherever it was found necessary.
Conclusions Drawn From The Study:

Conclusions drawn from the CPI:

Broader Conclusions: The Do, Cs, So, Sa, In, Em, Re, Sy, Sc, Gi, Wb, To, Ac, Ai, Ie, Fx, F/M v1 & v3 were found to be contributing intervening personality factors in managerial performance.

1. Effective managers are more confident, assertive, dominant and task-oriented than less-effective managers.

2. Effective managers are more ambitious, independent and strive for success than less-effective managers.

3. Effective managers are more sociable, friendly and like to be in the company of people in comparison to less-effective managers.

4. Effective had less-effective managers do not differ in their social presence, self-assurance and assurity.

5. Effective managers have a good opinion of themselves, see themselves as talented and as personally attractive in comparison to less-effective managers.

6. Effective managers are more self-sufficient, resourceful and detached than less-effective managers.

7. Effective managers are more comfortable with themselves, are well accepted by others and understand the feelings of others in comparison to less-effective managers.
8. Effective managers undertake duties more seriously and with responsibility as compared to less-effective managers.

9. Effective managers are more comfortable accepting rules and easily conform to them as compared to less-effective managers.

10. Effective managers are more in control of their temper and emotions and express them in a controlled manner as compared to less-effective managers.

11. Effective managers create good impressions on others in an attempt to please others in comparison to less-effective managers.

12. Both effective managers and less-effective managers fit in easily into any group and do not think themselves to be different from other people and both groups do not differ mutually on the dimension of communality.

13. Effective managers are in better physical and mental health and are optimistic about the future as compared to less-effective managers.

14. Indian managers on the whole are less tolerant of others' beliefs and values that are different to their own. Both the groups do not differ mutually on this dimension.

15. Effective managers have a stronger drive to do well and prefer to work in work settings where tasks and expectations are clearly defined in comparison to less-effective managers.

16. Effective managers prefer to work in settings that encourage freedom and individual initiative as compared to less-effective managers.
17. Effective managers are more intelligent than less-effective managers.

18. Indian managers as a group are more interested in what people feel or think rather than why they feel or think the way they do. Both the groups do not differ mutually on this dimension.

19. Effective managers are more flexible and impatient as compared to less-effective managers.

20. Effective managers are more decisive, action-oriented; take more initiative and are sensitive to criticism as compared to less-effective managers.

21. Effective managers are more extroverted and enjoy the company of others than less-effective managers.

22. On the whole Indian managers are inclined towards favoring norms to a great extent. Both the groups do not differ mutually on this dimension.

23. Effective managers have a higher level of self-realization and ego-integration as compared to less-effective managers.

Conclusions based on the reliability scales and the correlational matrixes for the various criteria of personality measurement:

24. In the Cronback's alpha correlation coefficient, the highest alpha rating was obtained for the juniors' rating and the least was found for the colleagues' rating. Overall, the reliability coefficients were found to be high for all the categories.

25. There is a high degree of congruence between the CPI scores and self-ratings.
26. There is high degree of congruence between CPI scores and seniors' ratings.

27. There is high degree of congruence between CPI scores and colleagues' ratings.

28. There is high degree of congruence between CPI scores and juniors' ratings.

29. There exists no significant degree of congruence between self and seniors' ratings.

30. There is a high degree of congruence between Self and colleagues' ratings.

31. There is congruence between Self and juniors' ratings.

32. There is congruence between Seniors' and colleagues' ratings.

33. There is a congruence between Seniors' and juniors' ratings.

34. There is a congruence between colleagues' and juniors' ratings.

Conclusions based on the performance criteria:

35. Seniors' nomination criterion and performance effectiveness rating scale are found to be significantly correlated.

36. Seniors' nomination and managerial potential scale are found to be significantly correlated.

37. No relationship was found to exist between performance effectiveness rating scale and managerial potential scale.
Conclusions drawn from the Demographic data analysis:

38. There exists no relationship between number of years of experience and managerial effectiveness.

39. There exists no relation between the age factor and managerial effectiveness.

40. There exists no relationship between birth-order of managers and their effectiveness.

41. There exists no relation between educational qualification and managerial effectiveness.

42. There exists no relationship between managerial grade and effectiveness.

43. There exists no relationship between the department the manager belongs to and his effectiveness.

44. Migration to city and managerial effectiveness are significantly related.

45. The place of upbringing and managerial effectiveness are significantly related.

46. The family system the managers belong to and their effectiveness are significantly related.

Conclusions drawn from the discriminant analysis:

47. The following given factors were found to be contributing variables which discriminated members of function 1 (the effective managers group): Mp factor, Do, le, V3, Cs, MPRS, Wb, Sa, Ac, Ai, To, In, Fx, Em, Sc, Re, Gi, F/M, Py and Sy. In all 20 personality variables were found to be discriminating variables.
48. A difference of 13 points was found in the group means between the two groups. Thus signifying that the two groups (effective and less-effective) were mutually distinct in comparison to each other.

49. 100% of the cases were classified correctly in the above study. Thus making it a very useful predictive study. If the results of the present study are applied to new cases, the chances of managers being classified in the group 1 category of the predicted group membership is 100% and the chances of managers being classified into the group 2 category of the predicted group membership is 100%.

Observations:

In the course of the entire process of the research study the researcher made some personal observations which are apart to the quantitative findings of the study. Yet these observations may be useful in the further understanding of the obtained results.

Another point the researcher would like to pin-point in context to the interpretations of the findings is that interpretations can never be made without the context to the culture in which the study is undertaken, for each culture is unique and distinct in itself, and if caution is not taken to interpret findings accordingly the study would suffer from a serious limitation and the results would be misleading.

It is important to provide a linkage between the cultural influences and the factors influencing performance here. Attempts have been made to scrutinize this aspect and the below observation is in support to this argument.
Some of the significant findings with reference to the cultural context are as follows:

1. Managers as a group scored higher on the dominance scale which indicates that they are task assertive and show inclinations of controlling others. This tendency can be explained culturally. Ours is essentially a patriarchal family set-up, where a lot of significance is given to respecting seniority and obeying them. The head of the family exerts maximum influence on the other members and the other members have to obey him and accept his word as gospel. When this tendency permeates into the organizational set-up managers however much may know what to do in a particular situation they will still await the instructions and command from the senior. This many a times leads to delayed decision making and inability to solve problems on time.

2. The second highlighting feature is - managers had higher scores on achievement via conformity over achievement via independence. Due to a long feudal system Indians are most comfortable with dependent relationships. The position in the hierarchy determines relationships and these in turn determine expectations which lead to conflict. Disowned parenthood, role-fixedness and the concept of work as duty permeates from the elements of dependence on the family, rather than interdependency in the Indian culture.

   A son is considered a son all throughout his life and this position determines his role throughout his life. Being independent is not considered an asset in the Indian culture rather it is viewed as indifference and self-centeredness.

3. Indian culture lays a lot of emphasis on traditions and values. It is very difficult to break away from such deeply embedded values and traditions and try out newer approaches. This characteristic has got translated into managers scoring lower than average on the scales of tolerance and flexibility.
4. In the Indian culture the mode of disciplining is essentially through negative reinforcement, which means that the person is punished for doing wrong rather than being rewarded for what he does right. This hampers the creativity in people and induces in them a fear of failure. The implications are that Indians do not easily try out new and different ways of doing things, rather they stick to the old and tried out approaches. This is substantiated by managers scoring low on flexibility and high on good impressions. Indians play the role of people pleasers to some extent.

In conclusion, if seniority based on age and hierarchy, over-dependency, undue importance to authority, conformance for the sake of agreement only and over emphasis on negative mode of discipline are not "over-emphasized" then decisions could be taken more efficiently and quickly, it would be easier to accept change and innovation and keep pace with the changing times and the younger generation would be able to contribute to a greater extent for the betterment and fulfillment of the higher goals of society. It would put India in a better position to embrace and excel in the ever changing industrial scenario marked by the internationalization and globalization of trade.

Concluding remarks: Eleven independent variables were studied in relation to performance effectiveness, the findings revealed that three of these independent variables namely: migration to the city, upbringing and family system were significantly related to effectiveness. With regards to findings on the personality factors 19 out of 23 factors contributed to effectiveness.

However one cannot reject the other non significant IVs for the reason that it is likely that they may have not directly influenced performance, but may have played a definite role in shaping the personality of managers. Yet it is difficult to pin point the interactional effects of these variables, since the above study was not intended to address this issue.

Further research in this direction is suggested.
Range Of Applications:

One of the broad area of application is related to the predictive studies in the field of organizational behavior:

1. In predicting & identifying people with necessary bags of skills.

2. In identifying training needs of a given manager or a group of managers.

3. In selecting and recruiting the right person for the right job.

4. In identifying and in matching the personality traits of managers to the job they do.

5. In determining personality traits and combining them with past performance to decide promotions.

6. In succession planning and career pathing.

7. In identifying high achievers and people who are on the fast track.

8. In identifying managerial developmental needs.

Limitations Of The Study:

The study is not free from limitations, although great effort was made to look into all aspects of the study. Some of the limitations are as follows:

1. Limited number of cases: The number of managers were restricted to 35, although at the start of the study the sample was targeted to 50 managers, but due to time commitment on the part of managers it was difficult to be on target.
2. Within the managerial category perhaps more hierarchies could be studied. The sample could include senior managers and line supervisors too. The interactional effects of hierarchy could be studied.

3. The interactional effects of other intervening variables like the organizational climate, organizational structure, leadership style could be studied too.

4. And lastly it would be fruitful to compare and contrast female and male managers to see whether there exists any significant in the personality make-up of effective female managers as compared to effective male managers, since only a small sample of female managers could be identified from the companies selected, this comparison could not be drawn. The sample was an incidental sample.

Suggestions for further studies:

1. Another study could be carried out to study the interactional effects between personality factors and demographic variables and their interactional influence on performance.

2. The same study could be a comparative study between two or more organizations.

3. Other test materials like projective techniques (Rorschach & the TAT) could be used.

4. A comparative profile of managers represented by equal number of managers belonging to different departments could be done.

5. Intervening variables other than personality factors could also be studied.

6. Another dimension that could be added is that the study could involve various other professionals like doctors, chartered accountants, scientists, academicians, engineers and comparison could be drawn amongst them.