Effective organization depends upon the proper leadership style and personality pattern of managerial personnel. It has direct impact upon the productivity and psychological well being (mental status) of employees but through the moderator, i.e., organizational climate. Organizational practices and procedures should be based on the systematic knowledge of these vital structural and power oriented processes. The present research work represents the interrelationship between leadership style, personality pattern and their impact on the organizational climate, psychological well being and turnover (productivity) of the 4 subsidiaries of GIC, i.e., United Insurance, New India Assurance, Oriental Insurance and National Insurance.

In view of immense importance of the above cited variables, the present study was conducted at both the hierarchical levels separately - managerial and clerical. Results indicate that participative management style leads to higher turnover and high psychological well being of employees of general insurance.

THANKS - these six letters seem to be very simple to be used and said, but my vocabulary and language fails to find any other word than be so precise and expressive in extending one’s gratitude and indebtedness as these six golden letters. I really feel today that the most difficult job is ‘Thanks giving’ and wish that had there been a parameter/estimate one’s feeling, my work would have been easier and I would have had no difficulty in showing my warm and sincerest feeling for everybody with the help and support of whom I was able to undertake this endeavour successfully.
First of all, I express my gratitude to Late Dr. Ravinder under whose supervision this research work was planned and started. The greater part of the research work was accomplished under her profound and momentous supervision. But due to her sudden demise, Professor Rajbir Singh was requested to provide his supreme guidance. It is my distinct honour and proud privilege to acknowledge with heartfelt gratitude, for the keen interest, valuable suggestions and unmatched cooperation rendered to me by my esteemed guide Dr. Rajbir Singh Hooda, Professor, Department of Psychology, M.D. University, Rohtak. His profound knowledge of the subject has always inspired me.

I am thankful to all the managers of GIC for their cooperation in data collection, without which the work could not be brought in the light. I am particularly thankful to Arora Photostat, Delhi Road, Rohtak for undertaking the word processing of this work with promptness and diligence.

My special thanks are reserved for my family members who kept on inspiring me in tough situations of life and helped me in completing the work. Mr. Sher Singh, my husband is worthy for my most sincere thanks for his extra-ordinary assistance and everlasting remarkable support. I am indebted, in real sense of the word, to my 3½ year old son, Digvijay Singh, who manage without me, with his grand parents for the sake of this work.

( Shalini Singh )