CHAPTER -I

INTRODUCTION
Introduction

With liberalization the Indian economy is facing tremendous changes in each of its system and subsystem of forcing organizations to vibrate or fluctuate. In this context the concept of “Managing Change” remains a pivotal working principle for any successful manager of today who is being faced by dynamic challenges in its working sphere of life. Sensing such the organizations around the globe are pressing themselves hard to evolve nurturing performance- a driven work culture that helps them to develop Leaders as such. By leaders they mean Leaders who are flexible and innovative and are avid to accept changes rather than being averse to such changes so that they should be able to perform the managing capacity at the effective level. So the manager has to be Effective is the main theme while developing them as Leaders. In this context further Managerial Performance serves as an important platform for enhanced competitive advantage that ensures the capability and success of any organization. In this context organizations seek information which is capable of throwing light to show fruitful linkage of managerial performance with various other factors. Improving the performance of managers is yet another area of much interest for organizations of today. Building insights into ones style of behavior is often regarded as just one way to augment competency that will lead to better awareness of strengths and weaknesses of any personality. This approach will help managers to cope with the challenges with more gut feeling of confidence at their level. So having a look into the human behavior and the subsequent behavioral differences existing among team members helps us to understand how to increase the basic managerial skills. Further this particular understanding will help managers to be effective in dealing day to day problems which is dynamic in nature in order to meet the challenges of today’s competitive business environment successfully. Giant organizations are now awaken to recruit managers with multiple talent believing their existing bracket of managers to grow as high performing managers in order to survive in today’s rapidly changing competitive business environment. Managers who do perform well in today’s tough business climate are supposed to effect phenomenal changes for the very survival of organizations. Thus most organizations of today believe in efforts of retaining the most proficient employees with them because losing those means losing the organizations efficiency and important source of managerial leadership. Thus the managers have become more important to study in relation to their performance which is triggered by the
leadership and managerial capacity of theirs. Though all managers are not leaders but its implied and so has become indispensable to believe managers to act as leaders in such atmosphere of changes where changes have become a norm to any organization of today’s to survive and so the survival best results to those who strikes the balance of managerial and leadership approach in managing the problems associated with dynamic challenges falling within the ambit of managerial capacity.

**Conceptual Framework and Theoretical background of the Study**

There are enough empirical studies related to the linkage associating managerial performance with other variables like motivation, job satisfaction, cognitive ability and simultaneously job commitment, while examining the various literature surveys as such.

Though researchers were not much successful in this attempt but however subsequent attempts worked out in this area have somewhat shown a relationship of managerial performance with different personality types. The Myers and Briggs Personality Type Indicator (MBTI) model along with the examination of the Literature review shows that are relatively successful in linking managerial performance with personality types. The identification of sixteen Personality Types in the Myers and Briggs Personality Type Indicator (MBTI) model actually sorts a person into different variable groups that rather shows preferences in their behavior patterns.

The leading website journals and various literature surveys after having examined those shows that most of the studies linking to MBTI along with managerial performance were actually undertaken in western countries. However studies linking the two variables were quite in absent in the oriental research literature.

In Indian scenario MBTI is a rather most favored measuring instrument of Personality. There are highly experienced and expert certified trainers who administer this instrument in assessing the personality types of managers. But surprisingly no research attempt suggesting MBTI types with managerial performance was established so far. This study aims at bringing about the relationships between the variables of managerial performance and MBTI Personality Types with a hope that this particular knowledge would help in understanding the typically makeup of managers performing well in the Indian context.

Another variable which is being studied here is the level of Assertiveness among Managers. Maintaining that Managers / Leaders have to influence others while articulating their own views
in order to be effective, it has been observed that Managers often do become aggressive at times while dealing with difficult situations. In contrast to this, there remains a bracket of those managers who remain passive, holding back what they ought to say (Alberts, R.E and Emmons, M.L. 2004). So the managers have to express what they want, what they think, what they feel without hampering, hurting or shredding the needs, thoughts and feelings of others, in a convincing way to accomplishing the goals as set by the organization.

While examining the literature reviews, it was established that only few empirical studies were available suggesting the association between assertiveness and managerial performance mostly done in reference to the Western milieu. While discussing the so-called importance of assertiveness, Fritchi and Melling M (1993) maintains that assertive people are more likely to accomplish what they want in any sphere of activity whether related with organizations or to their personal front even. Getting things done by others by a manner of convincing is very much important in an organization setup for managers as it is axiomatic that the success of any managers to a large extent depends on the ability of theirs convincing power that bounds the members in team as one entity equal to the level of synergy acting between them.

Similarly according to Ditiberrio (1996), Shelton (1996) and Quenk and Quenk (1996) suggest that managers who prefer the personality preferences as extraverts to their thinking process tends to be more assertive in influencing others.

The personal background of managers is also important in defining their performance at work apart from what personality types and assertiveness determines or influences the performance of managers. As was indicated by Empirical studies the Socio-Demographic variables like age, upbringing of managers and education also impact to a large degree upon the level of performance exhibited by managers.
Myers and Briggs Personality Types

The personality theory proposed by C.G. Jung which is referred to as MBTI attempts to explain the individual differences in the personality sphere upon some furnished concepts of Introversion (I) and extraversion (E), which is often regarded as the orientations of energy (Hammer and Kummerrow, 1992). In the Introverted attitude as such the energy is drawn from the environment and is directed towards inner experience and reflection. While in the Extraverted attitude as such refers to the energy and attention gets flow out or is drawn out, towards the objects and people in the environment.

According to Jung as described in the “Psychological Types” maintains that the entire mankind is equipped with two distinct ways of understanding the perception that is “Perceiving” (P). One way of perception refers to the familiar process of Sensing (S) a way through which we get to know things directly through the five senses as such, while the other is the known process of Intuition (N) regarded as indirect perception that triggers by way of unconscious associations or incorporating ideas that are unconscious superseding perceptions coming from outside. He opines the basic difference in Judgment (J) arises from the very existence of two distinct ways of readily coming to possible conclusions. One of the way is the use of “Thinking” (T) regarded as logical process directing towards impersonal findings, while the other is the Feeling (F) which is triggered by way of bestowing or apprehension a personal subjective value of things. Myers and Briggs extensive and avid research on Jungian Typology led to the progress of MBTI instrument. As such when people respond to MBTI assessment tool they just not only cast votes for Extraversion (E) or Introversion (I), Sensing (S) or Intuition (N), Thinking (T) or Feeling (F) and Judging (J) or Perceiving (P), but also providing the avid information to hypothesize about their personality type dynamics. Hence each of the four letter type connotes a special meaning to the dynamic relationships among the variable functions (S, N, and T&F), the attitudes (E&I) and the attitude or orientation to the outside world (J &P).

In the Myers – Briggs Type Indicator personality inventory, the Jung’s Type Theory was interpreted by Isabel Myers and Katherine Briggs in the following manner.

Four separate dichotomies are identified in MBTI instrument. They are Extraversion versus Introversion, Sensing versus Intuition, Thinking versus Feeling and Judging versus Perceiving. It is assumed that an individual to have preference for one of each pair of opposites over the other.
The four preferences as such direct the individual as to the characteristic use of Perception and Judgment. The MBTI connotes the first and the last dichotomy as attitudes or orientations while the middle two as dichotomies as processes or mere functions as stated below.

The classified Four Dichotomies of the MBTI are the following:

a) **Extraversion versus Introversion Dichotomy (E-I)**

b) **Sensing versus Intuition Dichotomy (S-N)**

c) **Thinking and Feeling Dichotomy (T-F)**

d) **Judging versus Perceiving Dichotomy (I-P)**

**a) Extraversion versus Introversion Dichotomy (E-I)**

This dichotomy is designed whether the person prefers Extraversion or Introversion in the sense as intended by Jung. They intend to focus their energy on people and objects as they are primarily oriented towards the outer world. Introverts focus their energy on internal experiences, concepts and ideas. According to Jung Extraversion and Introversion are mutually complementary attitudes and the subsequent differences between them results into the generation of tension that both the individual and society need for the maintenance of life. Thus this dichotomy is regarded as necessary for psychological adaptation as perceived by Jung.

**b) Sensing versus Intuition Dichotomy (S-N)**

This dichotomy is designed to access the person’s ability to contrast the two opposite poles or ways of perceiving. A person may simply stick to the process of Sensing (S) where he intends to derive meanings out of the observable facts or mere happenings around him through the usage of one or more of the five senses. Even on the other hand a person may just rely upon the less obvious process of Intuition (I), which attends to the relationship/ possibilities, meanings that have been worked out beyond the reach of the so called conscious mind.

**c) Thinking and Feeling Dichotomy (T-F)**

This dichotomy is designed to reflect a person’s preference between two contrasting ways of making a Judgment. Here a person may as such rely upon a Thinking (T) attribute to decide impersonally based on logical consequences or he may just stick to the Feeling (F) where his
deciding ability will be based on personal and social values. However the term Feeling must not be confused with that of Emotional in Jung’s and Myers approaches as Intelligence and emotional expression are independent of psychological typology.

**d) Judging versus Perceiving Dichotomy (I-P)**

This dichotomy is designed to reflect the process that the individual tends to use in dealing with the outside world that is in reference to the extraverted part of life. The one who prefers judging (J) use either of the Thinking or Feeling (the Judging process) when dealing with the outside world as such. In contrast in a person stick to Perceiving Process (P) use the preference of Sensing or Intuition (the Perceiving process) when dealing with the outside world. It ought to be remembered that while Myers and Briggs believed that this dichotomy was implied in Jung’s theory, it was not unequivocally described in Jung’s writings.

It is however important to note that the preference for one alternative of each dichotomy does not mean that the opposite was less preferred or is never used. A preference given against any one of the dichotomies is designed to be psychometrically independent of the preferences over the other three dichotomies and in this sense both the practical and theoretical observations identify individuals using each of the eight preference categories at least some of the time. Hence in this way the said preferences arising out of four dichotomies yields a total of 16 possible combinations are called Types and are denoted by the sound capital four letters identifying the possible poles preferred (e.g. ESTJ, INFP). Further each type has its own identity and strengths, its own areas of susceptibility and its own pathway of development parse. Each of the preferences as such holds an important role in human development and explains how much excellence does people actually achieve depends much on their part of energy and their aspirations. But when it comes to the Type theory, the type of excellence towards which they heed to be determined by the so called inborn preferences that directs them towards each ladder of their supposed progressive development (Myers and Briggs 1994). Managers as leaders must operate in the extraverted world as was pointed out by Fitzgerald and Kirby, (1997). In this aspect the manager who has to be extraverted shows an eagerness to interaction with the outside world with openness to new experiences, ease in communication, sociable while maintaining desire to talk things out as such. These factors are pivotal to managers’ success. Extraverted Thinking types are supposed to be the standard executive type (Myers and Myers 1995) and so it
remains doubtful if anyone type so enjoys being an executive or just works so hard to be the one who is brilliantly successful. That is the executive from the ordinary to extraordinary in success scale is what is thought at the just previous line.

Myers and Briggs christened “Extraverted Thinkers” as “The Action Oriented Thinkers”. They are hence the ones who make things happen in analytical, logical and reasoned ways which is in fact an important attribute at least in Indian context of organizations facing massive level of competition as such. These so called natural attributes can push them to perform better and so the managers who are “Extraverted Thinkers” can be hypothesized as high performers.

The over representation of managers who favor the combination of Thinking and Judging on the MBTI is well supplemented in wide variety of studies and in data spanning a wide array of cultures (Fleenor, 1997, Fitzgerald and Kirby 1997). Kirby suggest the following explanation: the structure and values of organizations appears to have suggested the composition of logical and decisive behaviors which is most comfortable to those preferring Thinking and Judging (TJ) and so people displaying these behaviors are seen as “leadership material”.

Much of the other styles are not seen as leadership as they fail to fit into the standard definition (Kirby 1997). Regarding the strengths of TJs which are well described by Barger and Kirby (1995)- who focus on organization goals, creating a logical orders and structures in organizations and its process, implementing quick decisions and setting high standards for themselves as well as for others - suggested that their decisions and plans are based on the logical analysis . Similarly managers and leaders hailing from large groups variety of cultures exhibit an over representation of Thinking and Judging as contrast to the general population (Fitzgerald and Kirby, 1997). As in Indian context such studies could not be traced, the researcher wish to acknowledge whether it holds true in Indian scenario also and hypothesized that managers who have Thinking Judging preference (TJ) in their preference are high performers.

In relation to the studies aimed at leadership approach followed by managers in High Performing Organizations’ Dawis (1996) says that the basic underlying leadership approach of high performing managers involves a people centered approach which always puts people first and organizes things around them (people).hence developing a relationship before carrying out tasks is strongly emphasized among the East Asian Cultures and it has been strongly inclined by principles of accord and believes in establishing long term affiliation.
“Feeling- Judging” personality types opine their decisions and plans on establishing rapport with subordinates, building relationships, assessing values and weighing and value – based decision making (Myers and Briggs, 1994). The researcher hence hypothesized that Feeling–Judging type may hold as better performers in the Indian context.
Assertiveness

In Leadership the Assertiveness has been considered as an important element. Assertiveness increases the viability of ours needs being met, Somers (2003). According to management experts Assertiveness can also help in – getting the best out from the people in a way of resulting – higher productivity, increased sales, better customer service and more ideas for improvements. This approach fundamentally underlines encouraging those who shy of confidence to become more involved and assists the extroverts to tune their dealings with customers, suppliers and colleagues (Bridges, 1992).

An assertive person thus is a resourceful person in an organization and is positive one and so being assertiveness one can learn to focus on goals, skip and avoid unproductive behavior patterns, solve problems and feel more at ease with their entire work (Smith, 1993)

It is important to reinforce a win – win culture in the workplace by managers which could be brought about by assertiveness which builds self – confidence and control, improves working relationship and so increases the chance of everyone’s winning. Hence in today’s organizations facing change spectrum Assertiveness training is becoming an important gradient which is based on the idea that individuals have certain rights and responsibilities attached to themselves and other people also.

According to Silveria (1999) research and training in assertiveness have by now thrown up a universal charter of Rights and Responsibilities.

Rights:

- The Right to be successful
- The Right to change and assert yourself
- The Right to change your mind
- The Right to decline responsibility for other people’s problems
- The Right to make mistakes
- The Right to be yourself
Responsibilities

Responsibilities come with rights. The rights you give to yourself and to others as well. Communication is about respect of integrity and self esteem on the both side. Asserting ones rights in a reasonable way and in a responsive manner is appropriate; one has to seek relevance and appropriateness also.

Appropriateness is a social skill and has its own importance particularly when one learns to be an assertive person. It is about being balancing the verbal and non- verbal and above all it is about saying “No” constructively.

“A “No” uttered from the deepest conviction is better and greater than a “Yes” merely uttered to please or what is worse to avoid trouble”- Mahatma Gandhi.

Assertive behavior is characterized by a win- win situation and the individual maintaining an assertive position believes that he/ she is an ultimate judge of the own behavior while other people may differ in their opinion and so approve or disapprove as they see it fit. An assertive person will always put at high his / her tastes, likes -dislikes, desires, values and opinions while respecting other persons freedom to have their own individual differences. So a person who behaves assertively understands that he / she is somewhat incompatible with certain people and hence establishes friendship with likes and leave incompatible people to live their lives as they see fit ,who he/ she feels averse to his /her ideas/ understanding. Assertive behavior shows that we respect others as well as we do respect ourselves and in turn elicit response from others. This way it promotes feelings of positivity, self- confidence, self control and self worth which are essential for managerial performance.

When assertive people are confronted with some intolerable situation they describe it objectively, empathies, express their feelings, indicate consequences that will follow and offer problem solving alternatives.

Hence keeping the view of such important factor of Assertiveness the Industrial world is coming up with effective training programmes to foster this very skill of Assertiveness. However, the linkage between the managerial performance and Assertiveness are not many in numbers in scientific research studies.

Gillen (1992), in his research findings suggest that the people behaving assertive are good managers and will state clearly what they wish and are equally supportive to staff and always
takes into account the needs and concerns of others. That is why they can be seen as negotiating and compromising too. Gillen maintains that it is the assertive behavior that let people participate in the change process and gives everyone a better chance of influencing people and this is expected of a manager to a great extent. In Indian context it is evident that the more a manager influences his peers, superiors and subordinates the more likely he is supposed to get success. That indirectly means that higher the level of assertiveness higher is the performance. In this study hence the researcher hypothesizes that higher the level of assertiveness, higher would be the level of managerial performance.

As such there is no data emphasizing the personality types and assertiveness in Indian scenario but in the research studies conducted in Western countries by Myers and Briggs, correlating the Emotional Quotient Inventory and MBTI, “Extraversion” and “Thinking” type was found to correlate with assertiveness.

According to the studies conducted by Ditiberrio (1996), Quenk and Quenk (1996) and Shelton (1996) suggests that managers with personality preferences that extraverts their thinking process would be more assertive in influencing others.

Hence the researcher hypothesized that managers with “Thinking Judging” in their personality preference are likely to be more assertive.

However albeit of this all the personal background of the managers holds an important factor so the researcher also hypothesized that the performance of managers is dependent upon the socio-demographic variables- age, upbringing and education selected for the study.

The next chapter deals with the relevant literature examined on the selected variables.