Chapter – V

Summary
SUMMARY

The purpose of the present study was to ascertain the relationship between self-concept, self-discrepancy and role effectiveness amongst middle and senior level executives and also to compare them in terms of different dimensions of self and role efficacy. The Self concept and self-discrepancies were measured on six very prominent job related characteristics which were rated by the respondents, out of a list of 15 characteristics given to them. Three types of discrepancies—positive, negative and null where also measured and analyzed keeping in view whether high and low efficacy groups of the executives differ in terms of discrepancies. The role effectiveness of middle and senior level executives was also studied to see the significances of difference with regard to ten dimensions of role efficacy.

Chapter – 1 of this thesis deals with the basic concept of Self Concept, Self discrepancy and Role Effectiveness and review of relevant research literature concerning to the topic of the study. The investigator had made all possible efforts to explain the concepts and their theoretical background of each variables, It has been clearly explained that how a person feels in the society with some identity and in regard to this, discrepancy develops in a person by getting inconsistent feedback about his self and it might be occurred when difference is observed between actual self and the goals which a person sets for himself, role efficacy too get influenced by one's developed self concept, all these theoretical background has been supported by the relevant research literature keeping in mind the
objectives of present research three research hypothesis were formulated.

Chapter – 2 of the thesis contains the methodological details of the present study. A sample of 210 middle level executives and 135 senior level executives were randomly drawn from 4 different organizations and nationalized banks.

Tools used in the study were self discrepancy scale developed by Higgins et.al. (1985) and Role Efficacy scale developed by Udaipareek (1997).

The respondents were given the questionnaire with the list of 15 characteristics, out of which they had to fill only 10, in actual own part and 10 in job incumbent part with the rating on a 4 point scale. Third part consist of 20 triad of statements and subject was asked to mark only one statement out of 3. Analysis has been done is 3 parts, for determining the role efficacy on various dimension between middle and senior level executives, t-test was applied, after calculating mean and S.D. Self Discrepancy was calculated using chi-square after differentiating both the groups of executives into high and low efficacy in terms of median. The most popular characteristics between middle and senior level executives was identified by using Kendall coefficient of concordance (w).

In chapter – 3 results and discussions have been presented systematically in various tables. In beginning of this chapter role efficacy amongst middle and senior level executives on its 10 different dimensions were calculated using t-test (table No. 3.1) and the results showed that middle and senior level executives were found to differ significantly on the nine dimensions of role efficacy.
i.e. centrality, integration, proactivity, creativity, inter-role linkage, helping relationship, super ordination, influence and growth. But they did not differ significantly on the confrontation, a dimension of role efficacy. In the second part the result of self discrepancy were obtained by applying Chi-square (table 3.2–3.13) and was determined by categorizing them into high efficacy and low efficacy group and it came in perception that both the groups of middle and senior level executives were significantly different in terms of three types of self discrepancies – positive, negative and null discrepancies and also on various dimension of self i.e. hardworking, sociable, practical, Job Knowledge, leadership and discipline.

Using Kendall coefficient of concordance \((w)\) maximum agreement between high and low efficacy groups of senior and middle level executive was determined, (table no. 3.14–3.15) and it was judged out that both the groups of middle and senior level executives showed maximum agreement on hard working a dimension of self. It means it emerged as most important characteristic for both the groups of executives. On rest of the characteristic both the groups showed different degree of agreement (see table 3.14–3.15).

Chapter – 4 Includes the part of conclusions and suggestions in which we go step by step to conclude the result obtained by the investigator. In the step one role efficacy was analyzed amongst middle and senior level executives on the 10 dimensions i.e.; centrality, integration proactivity creativity inter-role linkage, helping relationship, super ordination Influence, Growth and confrontation and it was observed that senior and middle level executives differed significantly on the centrality one of the dimension of role efficacy, second dimension was integration and again senior level executive, showed greater effectiveness on this dimension, proactivity, another
dimension of role efficacy reveals that both the executives were statistically significant, senior and middle level executives when compared on creativity dimension it came into view that though middle level executives deals in creativity but they were at the lower side then that senior level executives, As far as inter-role linkage is concerned as a dimension of role efficacy senior level executives scored high in terms of mean score and values were statistically significant. Though maintaining helping attitude was equally important for both the executives but it was seen that senior level executives scored high on helping relationship, a dimension of role efficacy, when the mean score of senior and middle level executive were compared on super ordination dimension, it was observed that two groups differ significantly.

Influence is an another dimension of role efficacy, which is again be useful for developing the efficacy of a person in and organization but it was observed that middle level executives scored low on this dimension and values differed significantly.

When we came to the next dimension i.e. growth, from the results of the mean, it was clear that being the necessity of both the executives senior level executives scored high in comparison to middle level executives.

Confrontation a last dimension of role efficacy seems to be equally important for both the executives and it was seen that senior and middle level executives scored almost same values and they were found statistically insignificant.

Analysis of self discrepancy was the second step which was used to find the three types of discrepancies (positive, negative and null) between high efficacy and low efficacy group of middle and
senior level executives, it was compared on the six dimension, out of which on hardworking, high efficacy and low efficacy groups of senior and middle level executives were found to differ significantly on the three types of discrepancies, when senior and middle level executive were compared on the basis of high and low efficacy group on sociable dimension they were again found to differ significantly on three types of discrepancies. On the practical a dimension of self it was observed that high and low efficacy group of senior and middle level executives were statistically significant, As far as Job-Knowledge was concerned it became obvious that is an important dimension for both the senior and middle level executives and the high and low efficacy group were found to differ significantly when senior and middle level executives were compared between high and low efficacy group on the dimension of leadership, both of them were found to differ significantly in terms of three types of discrepancies, Discipline being a important characteristics in developing the self and the one working in a disciplined manner may develop his high self concept as well as effectiveness in his role, on this dimension when senior and middle level executives were compared on high and low efficacy group they were found statistically significant in terms of self discrepancies.

Agreement between the high efficacy and low efficacy of senior and middle level executives was studied in the third step and it was found that hardworking a dimension of self emerged as the most popular dimension among senior and middle level executives there was the maximum agreement between the two executives and values were found insignificant. Next dimension which came out as important dimension among senior level executive in terms of high and low efficacy group was leadership and the agreement was on
higher side which shows that having expertise, commanding power and knowledge may develop the self concept of a person. Sociable and discipline emerged out as third important dimension and showed higher degree of agreement among high and low efficacy group of senior and middle level executives.

Being senior level executives, it was found that they do not show much higher agreement on job knowledge between high and low efficacy group but the values were found to be insignificant among them.

As far as practical dimension was concerned it was found that the values are insignificant between high and low efficacy group of senior level executives and they have agreement on the lesser side.

When it comes towards the middle level executives, it was observed that they also gave the same trend of agreement but differ in the sequence as of the senior level executives. Middle level executives rated practical as the second important dimension in developing the self concept and showed higher degree of agreement among high and low efficacy group. Discipline emerged out third important characteristics and showed agreement on higher side between high & low efficacy group of middle level executives and the values found to be significant. Leadership again, an important dimension which was described by middle level executive was rated on the fourth position and the degree of agreement was found to be on higher side. On the next dimension of self i.e. Sociable the values were found to be insignificant and they showed agreement on the lesser side. Job knowledge came out as the sixth important dimension in middle level executives as they showed lesser degree of
agreement between high and low efficacy group when compared to other dimensions of self.

And finally it was suggested that the parameters covered in this study can also analyzed on other samples, working in various organizations like health department, education, railway staffs, hotel employees etc. Which can reveals some new and interesting findings and might be more informative in concern to self concept and role efficacy.