STUDY OF ORGANIZATIONAL EFFECTIVENESS WITH REFERENCE TO JOB SATISFACTION, EMPLOYEES EFFECTIVENESS AND PERSONALITY TRAITS

By
M. N. Parmar

RESEARCH GUIDE:
PROF. M.D. VYAS

Faculty of Social work
The Maharaja Sayajirao University of Baroda
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SUMMARY

In upanishadic literature, human being are described as "Amrutashya Putraha".

The human potentials have been given prime importance and consideration since ages. Constructive and creative use of human potentials would always help organizations to grow, develop and in-turn can also help the employees for development. To day we live in a fast growing and moving world, where change is the order of the day. More often than not, such change is rapid, profound and persuasive. It engulfs technologies, products, processes and people. The changing scenario, marked by turbulence and uncertainty, has given rise to high expectations, high performance from people as well as organizations; therefore now time has come for organizations to equip and develop themselves for competitions and also realize importance of human resources management. Thus, the human resources in organizations includes the skills, abilities and the knowledge of all employees ranging from top management to the shop floor. If, every employee is well suited to his job and does it efficiently and enthusiastically, promotes the interest of the organizations. It is in this context Human Resources Management has become central. The experiences across the globe revealed that human resources are being changed with responsibilities and high performance.

The need of a present situation is that human resources are required to play and perform roles that are more strategies in nature and directly contributing to development of the organization; therefore it is very clear that prime function among corporate function is managing, directing, influencing and modifying behaviour and increasing performances of individuals in the organizations for achieving excellent goal. This development has necessitated the human resources functionaries to turn their attention from 'employee to individual, traditional to strategic, procedures to business needs, monitoring to nurturing, labour management to customer, and division of employees to team work; which will be very important for achieving organizational effectiveness.
RESEARCH METHODOLOGY

Today Indian business houses are facing multi-dimensional challenges of LPG i.e. liberalization, privatization and globalization. In order to face challenges and competition, there is a need to bring about a change in the mindset of management regarding the way they deal with internal / external customer.

As a result of competition and open market economy, more and more organizations have realized the importance of human resource management. They have recognized the role of human resources in the organization. Human resource management is basically a business-oriented philosophy; aiming at value addition and achieving a competitive advantage through the efforts of people i.e. human resources.

What is important for top management is how to understand employees and their problems. There is a need to develop a sense of identification, commitment and belongingness to the organization. Organizational effectiveness and employee effectiveness are cardinal aspects to achieve business goals.

SIGNIFICANCE OF STUDY IN SOCIAL WORK PROFESSION:

Human being's experiences of various evolutionary changes from primitive stages to modern day have been extensive and multi-faceted. However, human's problem were never before as complicated as they seem to be today. Labour is said to be the primary factor of production, therefore its role has been given a lot of importance. It should be useful to have an overall view of the economic activity of man from the nomadic times to the modern system. One of the modern innovations of the modern man is the organization, which deals with affairs in a community, a religion, and state of a company. Since no man can achieve his ends by himself he had sought to acquire the resources of money, machines, materials and man and his mind. It is amply clear that an organization with machine, money, materials and man and without his mind will not achieve its goal. The human factor in the organization comprises of human beings with their own needs and problems, which has no ready solution.

There is a considerable scope of social work at the work place. By doing so, social work practitioners address the nature of current workplace based services. There
are many potential roles for social workers, such as designing and implementing training programme, building effective teamwork, developing corporate policy, working on company – community partnership. The social work also focuses on employees assistance programme (EAPS) because they are the largest and most established mode of social work practice at the workplace. This will create social work role in industry, which provide a basis for the future integration of social services and employment issues. It will also keep for identifying trends in the labour market and in human resources management.

Social work as a profession has contributed a lot in the field of personnel management, Human resources management, Industrial relations and industrial social work. All the problems related to employees, their job satisfaction and organizations effectiveness; etc. are well undertaken by social work profession. Social work as a professional discipline has evolved and popularized five methods of working with people in all aspects of human life. These methods are social group work, social case-work, community organization social welfare administration and social work research. These methods can be used to conceptualize plans to promote and growth of individuals in the organization.

Social casework as a method can be used to help individual at micro level to enhance a positive responsibility; accountability, correct his perceptions and to overcome from various problems arising during his work in the organization. Social group work as a method can be used to enhance team building, participation; leadership, clarity of goals, cooperation with various departmental communities, works committees etc. Community organization as a method through its sub methods like planning, programming, coordination and integration can help organization as a community to grow with complex structures of inter group relationship. Even the same method can be applied at employees communities to help them for industrial social work, and fulfillment of social responsibilities. Social welfare administration as method can help to understand organization structure, goal, vision mission statement and functions of each department. Social work research as a method can help in collecting facts, analyze, interpret necessary relevant facts and tries to evaluate performance and promotes innovative policy, new programme for employees development and sensitize them for discharging their duties effectively which can give better results for
organizational effectiveness. Therefore there is strong relevance of research topic in to the social work profession and human resource management.

**SCOPE OF THE STUDY:**

Organizations are social systems, therefore all those who work in the organization have mutual interest. All of them work towards attainment of the goal and goal realization requires structured intervention, which is provided by clear definition of authority; responsibility, accountability, division of work, practice of human resources management and employees relations. Above-mentioned each component determines communication, motivation and commitment, which are most important for managerial as well as organizational effectiveness.

The present academic inquiry on 'A study of organizational effectiveness with reference to job satisfaction, employees effectiveness and personality traits', explores variables like age, education, experience, income and their relationship with organizational effectiveness, managerial effectiveness, job satisfaction and personality traits. The present study will be helpful in understanding association of organizational effectiveness and managerial effectiveness. The study will also help in finding association between organizational effectiveness, job satisfaction and personality traits. Thus present study will be helpful in taking adequate steps for organizational effectiveness, employee effectiveness, job satisfaction and personality traits.

**OBJECTIVES OF THE PRESENT STUDY:**

1. To measure organizational effectiveness.
2. To examine areas of job satisfaction.
3. To probe areas and level of employees i.e. managerial effectiveness.
4. To study association between organizational effectiveness and job satisfaction.
5. To study association between organizational effectiveness and employee i.e. managerial effectiveness.
6. To study association between organizational effectiveness and personality traits.
7. To study association between organizational effectiveness and age, education, experience and income.
8. To probe association between organizational effectiveness, employee effectiveness, job satisfaction and personality traits.
HYPOTHESIS OF THE PRESENT STUDY:

[1]. Organizational effectiveness and job satisfaction of the employee will be positively correlated.
[2]. Organization effectiveness and employees effectiveness will have strong association.
[3]. Higher the experience, higher will be employee effectiveness.
[4]. Income will not have any association with employee effectiveness.

STUDY DESIGN:

The study design is an exploratory and descriptive in nature. This design provides an opportunity to study about various aspects of an organizational effectiveness and also gives overall idea of organizational effectiveness. This research helps in establishing an association of organizational effectiveness with other variables such as job satisfaction, managerial effectiveness and personality traits.

OPERATIONAL DEFINITIONS OF THE CONCEPTS USED IN THE STUDY:

(A) Organizational Effectiveness

In the present study organizational effectiveness refers to the eight identified dimensions viz: consensus, legitimization, self control, need for independence, job involvement, innovation, organizational attachment, organizational commitment. These dimensions are identified as the key areas that determine organizational effectiveness that is the accomplishment of the goal, vision and philosophy of the organization through the various processes with the Human Resources.

(B) Job Satisfaction

The Job satisfaction refers to a feeling of self prophecy and fulfillment of people in the organization with the help of the organizational setting, culture, working condition, future opportunities, recognition and sense of ownership. These dimensions are specifically characterized by attributes. The present study focuses the term that is job satisfaction only with respect to nine areas of job satisfaction.
(C) **Employees (i.e. managerial) Effectiveness**

The term managerial effectiveness refers to the essential managerial tactics and functions. That creates a congenial working environment in the organization. In the present study sixteen key areas through which a manager can be effective in the workplace by efficient accomplishing the goal of the organization characterize the term managerial effectiveness. In this study managers are perceived as employee in the organization therefore employees effectiveness is stated as managerial effectiveness.

(D) **Personality traits**

The term personality trait refers to the innate qualities of individual, expressing through the behavior in various situations. In the present study focuses on personality traits of managers which are significantly important in the organizational effectiveness.

**UNIVERSE:**

The universe consists of managerial employees of Chemicals and Engineering companies of Gujarat State.

**SAMPLING:**

The population of present study is a chemical and engineering companies situated in different parts of Gujarat having 300 or more employees and having significant growth in progressive direction. Thus a total of 24 companies fall under a population and total 2700 employees working as a managerial position in these companies constitute the population.

From the above population researcher has purposively selected 270 managers for the present study as a sample. These managers are fulfilling the criteria of representing the companies in all parts of Gujarat. Thus the researcher takes a representative purposive sample.

**CRITERIA FOR SAMPLING**

a) The sampling method used for selecting sample for study with a purposive sample method.
b) The questionnaire consists of 148 items to be answered in a structure form were sent to the respondents of various companies and respondents who were willing to respond were considered.

c) The respondents who were professionally qualified with sufficient work experience of minimum one year in the field were selected.

d) The respondents who were ready to complete the task in specified period of time i.e. one month were selected.

Above criteria are kept in mind while selecting respondents, so that qualitative, relevant, unbiased information can be gathered for the present study.

**RESEARCH SETTING:**

Researcher has identified Chemicals and Engineering Private Ltd. companies of Gujarat State which have more than 300 employees as work force. The industries which are selected for study purpose are as follows:

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of the Organization</th>
<th>No.of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ABB Ltd. Baroda</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>FAG Bearings Ltd. Baroda</td>
<td>20</td>
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<td>3</td>
<td>Lakhanpal Ltd. Baroda</td>
<td>05</td>
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<tr>
<td>4</td>
<td>Banco Products Ltd. Baroda</td>
<td>06</td>
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<tr>
<td>5</td>
<td>Alstom Power India Ltd. Baroda</td>
<td>11</td>
</tr>
<tr>
<td>6</td>
<td>Munjal Auto Industries Ltd. Waghodia</td>
<td>05</td>
</tr>
<tr>
<td>7</td>
<td>Jayshree Insulator, Halol</td>
<td>05</td>
</tr>
<tr>
<td>8</td>
<td>L&amp;T Ltd. Surat, Baroda, Amreli</td>
<td>15</td>
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<tr>
<td>9</td>
<td>Steelco Gujarat Ltd. Bharuch</td>
<td>07</td>
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<tr>
<td>10</td>
<td>ABC Bearings Ltd. Bharuch</td>
<td>12</td>
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<tr>
<td>11</td>
<td>Welspun Ltd. Bharuch</td>
<td>06</td>
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<tr>
<td>12</td>
<td>Birla Copper Ltd. Dahej</td>
<td>06</td>
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<tr>
<td>13</td>
<td>Amtrex Hitachi Ltd. Ahmedabad &amp; Mehsana</td>
<td>06</td>
</tr>
<tr>
<td>14</td>
<td>Mirinda Tools Ltd. Ankleshwar</td>
<td>06</td>
</tr>
<tr>
<td>15</td>
<td>Blue Star Co. Ltd. Bharuch</td>
<td>05</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>135</strong></td>
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</tbody>
</table>
CHEMICAL ORGANIZATIONS

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of the Organization</th>
<th>No.of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Atul Ltd. Valsad</td>
<td>40</td>
</tr>
<tr>
<td>2</td>
<td>Tata Chemicals, Mithapur, Jamnagar</td>
<td>25</td>
</tr>
<tr>
<td>3</td>
<td>Alembic Ltd. Baroda</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>Reliance Ltd. Surat</td>
<td>20</td>
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<td>5</td>
<td>Transpek Ltd. Padra</td>
<td>05</td>
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<tr>
<td>6</td>
<td>Transpek Silox Ltd. Kalali</td>
<td>06</td>
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<td>7</td>
<td>Jubelient Organosis Ltd., Savli</td>
<td>06</td>
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<tr>
<td>8</td>
<td>Deepak Nitrate Nandesari</td>
<td>06</td>
</tr>
<tr>
<td>9</td>
<td>United Phosphorous Ltd., Ankleshwar</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>135</strong></td>
</tr>
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TOOLS FOR DATA COLLECTION:
Structured questionnaire of organizational effectiveness is used along with structured questionnaire of job satisfaction, (By Professor C.N. Daftuar) employee i.e. managerial effectiveness (Seeta Gupta) and personality traits.

(A) ORGANIZATIONAL EFFECTIVENESS:
The organizational effectiveness scale (OES) has 8 dimensions spreading over to 33 items. The 8 dimensions of organizational effectiveness are as follows.

(1) Consensus
Consensus (Con.) : Consensus is the uniformity in perception and attitudes of employees regarding standard settings, scheduling and organizational objectives.

(2) Legitimatization
Legitimatization (Leg.) : Legitimization measures the acceptance by the subordinates of the superiors’ right to exercise control.
(3) **Self control**

Self-Control (SC): Self-control refers to members' felt responsibility toward the job without managerial control.

(4) **Need for Independence**

Need for independence (N. Ind.): Quality of a person which makes him to think independently about his job problems and to act (and work) according to his own judgment and evaluations without much of superiors' instructions.

(5) **Job Involvement**

Job Involvement (JI): Job involvement is the degree to which a persons goal is identified psychologically with his work, or the importance of work in his total self-image (Lodahl and Kejner, 1965).

(6) **Innovation**

Innovation (Innov.): Innovation relates to how often the person comes up with new creative, ideas to deal with the job, without anyone's help.

(7) **Organizational Attachment**

Organizational Attachment (OA): We define organizational attachment as feeling of oneness and a commitment to say with the organizational even in adverse circumstances.

(8) **Organizational Commitment**

Organizational Commitment (OC): OC measures how much the respondent cares for the prosperity of the organization and how much he is willing to work for this holds.

(8) **JOB SATISFACTION**

Job satisfaction is studied with the help of structured questionnaire, which includes following areas of job satisfaction.
1. Creativity :-
   It refers to an ability of a person to do work / assignment differently and change routine composition of work.

2. Opportunity for growth and development :-
   It refers to chance for growing and developing in an organization which is prerequisite for individual and organizational development.

3. Decision making power :-
   It is an art of selecting a point and process of commitment towards one course of action out of multiple course of actions.

4. Job security :-
   Job security is a state of feeling in which an individual has sense of understanding that his position is secured in an organization.

5. Remuneration :-
   It is a reward that a person gets against his worth reflected in the form of skills, attitude and knowledge.

6. Working conditions :-
   It refers to facilities and amenities designed, developed and provided in support of smooth functioning of the organizations to motivate and help people to get satisfaction in the organizations.

7. Interpersonal relations :-
   Sense of being informally related with one another and developing bond for mutual help and interdependence.

8. Recognition to work :-
   Programme of work is given such a perspective which gets attention of self, group members and organization as a whole.
9. Discrimination of power :-
Exercise of ability and skills for differential task, goal, performance and ability to judge on the basis of deservance.

(C) EMPLOYEE I.E. MANAGERIAL EFFECTIVENESS :
This variable has been studied with the help of structured questionnaire, which includes following areas.

(1) Confidence in Subordinates :
Manager who tends to involve subordinate in decision-making delegates authority. Encourages participation in deciding work methods and uses feedback as an opportunity for coaching exhibits democratic style of leadership.

(2) Communication and Task Assignment :
Good communication would require a manager to keep team members and subordinates informed by explaining decision of policies and providing accurate feedback. A managers should be CANDID about their own problems and limitations.

(3) Networking :
This activity consists of socializing / politicking and interacting with outsiders. The observed behaviour associated with this activity include non work-related chitchat informal joking around, discussing rumor, hearsay and the grapevine, complaining, griping and putting others down, politicking and gamesmanship dealing with customers, suppliers and vendors, attending external meetings and doing community services.

(4) Colleague Management :
This involves the degree to which the manager leaders are able to work in a team and be respectful to his / her team members, delegates real authority to team members and listen to their ideas.
5) **Discipline:**
When an employee’s performance regularly isn’t up to par or if an employee consistently ignores the organization’s standards and regulations, the manager may have to use discipline as a way of control. Thus, discipline refers to the actions taken by a manager to enforce the organization’s standards and regulations.

6) **Informal Communication:**
This refers to the communication that is not approved by the structural hierarchy. Informal communication permits organization’s members to satisfy their needs for social intervention and also improves an alternative, and more efficient chambers of communication.

7) **Management of Market Environment:**
This refers to the degree / extent to which leaders / managers are able to control or manage changes taking place in the external market such as globalization, liberalization etc.

8) **Conflict Resolution:**
This dimension refers to the conflict handling style of the manager whether he adopts the Win/Lose, Lose/Lose or Win/Win or Lose/Win Management strategy.

9) **Integrity and Communication:**
A key ingredient of leadership is effective communication for the team members to pick up on the leader’s sense of urgency indicates that effective communication is occurring. Though communication team members learn the what, why, when and how should be done.

10) **Client management and Competence:**
This refers to the ability or capacity of the manager to maintain and manage relationship with the clients, who are absolutely essential for the survival and growth of the organization.
(11) **Motivating:**
This refers to the willingness to exert high levels of effort to reach organizational goals, conditioned by the efforts ability to satisfy some individual needs.

(12) **Delegation:**
This refers to the managerial skills of assignment of authority to another person to carry out specific activities, delegation of authority without which the manager can not function requires being dependent on others to get the job done.

(13) **Image Building:**
This refers to the managers task of presenting the right image. Project the appropriate image in terms of style of dress, one should and should not cultivate. Whether one should project a risk taking or risk adverse stance and so on.

(14) **Welfare Management:**
This refers to the ability of the manager to look into the “Welfare” needs of the organizational members and ensure that they are satisfied or not.

(15) **Consultative:**
The extent to which a manager shares the problem with the subordinates individually or collectively, and obtains their ideas and suggestions.

(16) **Inspection and Innovation**
This refers to inspection of work and introducing innovations at various level.

(D) **PERSONALITY TRAITS:**
The researcher has made preparation of the tool to measure the personality traits of the employees. (Managers)

1. **Cooperative :-**
Cooperative refers to willingness to work or act together in order to achieve common purpose or goal.
2. **Flexible** :-
   Easily changed or suit to new conditions in the organizations.

3. **Energetic** :-
   Energetic trait refers to full of force, vigour, capacity to do things and get things done.

4. **Persevering** :-
   Persevering is a trait of putting continuous efforts to achieve something even in the difficulty situations

5. **Original** :-
   Ability to create / produce new ideas.

6. **Self controlled** :-
   Self controlled trait refers to controlling one's own feelings and behaviour in order to help others.

7. **Aggressive** :-
   Aggressive trait refers to expression of an immediate anger on people in unlike situations.

8. **Poised** :-
   Poised trait refers to be or keep balance in the way in which one carries oneself with confidence.

9. **Sociable** :-
   Sociable trait refers to maintaining relationship between persons and community as a whole for the betterment of social conditions in the organizations.
10. Independence:--

Independence trait refers to a state of being independent by not relying others and acting or thinking upon one's own lines.

11. Conformity:--

Conformity trait refers to behaviour or action in agreement with what is usually accepted or required.

12. Dominant:--

Dominant trait refers to having control, authority or influence over others.

To formulate a tool for personality traits following method was adopted:

Phase I: Reviewing the literature on personality traits and its contribution to the organizational effectiveness.

Phase II: Identifying the personality traits that are essential for organizational effectiveness amongst the managers are Co-operative, Flexible, Energetic, Persevering, Original, Self controlled, Sociable, Aggressive, Poised (Balanced), Independent, Confirming, Dominant.

Phase III: Preparation of the questionnaire on a five point scale for eliciting the responses, based on the item related to the identified personality traits. Each personality trait was reflected from various perspective in form of five statements, thus a questionnaire consisting of 60 items was prepared by the researcher and referred to 10 experts in the field of social work practice, academic and industrial management. They were asked to give
their opinion on syntax, and content i.e. statement measures what is expected to measure. Based on the suggestions of the experts the statements were modified and each item were re-organized. Thus the questionnaire for identifying personality traits is developed by the researcher.

**TREATMENT OF DATA :**
- Simple frequency
- Chi-square
- T-test

Are used to analyze the collected data.

**PRESENTATION OF STUDY :**
- Chapter I – Introduction
- Chapter II – Review of Literature
- Chapter III – Research Methodology
- Chapter IV – Research Setting
- Chapter V – Data Analysis and Interpretation
- Chapter VI – Findings
- Chapter VII – Conclusion and Suggestions

Action Plan

**FINDINGS AND CONCLUSIONS**

**Chi-square value of Organizational Effectiveness :**
- There is no association between type of the organizations and consensus component of organizational effectiveness. (chi-square value is not significant)

- There is no association between age and consensus component of organizational effectiveness. (chi-square value is not significant)
There is no association between educational background and consensus component of organizational effectiveness. (chi-square value is not significant)

As chi-square value is significant at .01 level of confidence, there is a strong association between experience and consensus component of organizational effectiveness.

There is no association between income and consensus component of organizational effectiveness. (chi-square value is not significant)

As chi-square value is significant at .01 level of confidence, there is a strong association between type of the organizations and legitimization component of organizational effectiveness.

As chi-square value is significant at .01 level of confidence, there is a strong association between age and legitimization component of organizational effectiveness.

There is no association between educational background and legitimization component of organizational effectiveness. (chi-square value is not significant)

As chi-square value is significant at .05 level of confidence, there is a strong association between experience and legitimization component of organizational effectiveness.

As chi-square value is significant at .01 level of confidence, there is a strong association between income and legitimization component of organizational effectiveness.

As chi-square value is significant at .01 level of confidence, there is a strong association between type of the organizations and need for independence component of organizational effectiveness.
There is no association between age and need for the independence component of organizational effectiveness. (chi-square value is not significant)

There is no association between educational background and need for independence component of organizational effectiveness. (chi-square value is not significant)

There is no association between experience and need for independence component of organizational effectiveness. (chi-square value is not significant)

As chi-square value is significant at .05 level of confidence, there is a strong association between income and need for independence component of organizational effectiveness.

As chi-square value is significant at .05 level of confidence, there is a strong association between type of the organizations and self control component of organizational effectiveness.

There is no association between age and self control component of organizational effectiveness. (chi-square value is not significant)

There is no association between educational background and self control component of organizational effectiveness. (chi-square value is not significant)

As chi-square value is significant at .05 level of confidence, there is a strong association between experience and self control component of organizational effectiveness.

As chi-square value is significant at .05 level of confidence, there is a strong association between income and self control component of organizational effectiveness.

As chi-square value is significant at .05 level of confidence, there is a strong association between type of the organizations and job involvement component of organizational effectiveness.
There is no association between age of the respondents and job involvement component of organizational effectiveness. (chi-square value is not significant)

There is no association between educational background and job involvement component of organizational effectiveness. (chi-square value is not significant)

As chi-square value is significant at .05 level of confidence, there is a strong association between experience and job involvement component of organizational effectiveness.

There is no association between income and job involvement component of organizational effectiveness. (chi-square value is not significant)

There is no association between type of the organizations and innovation component of organizational effectiveness. (chi-square value is not significant)

There is no association between age and innovation component of organizational effectiveness. (chi-square value is not significant)

There is no association between educational background and innovation component of organizational effectiveness. (chi-square value is not significant)

There is no association between experience and innovation component of organizational effectiveness. (chi-square value is not significant)

As chi-square value is significant at .05 level of confidence, there is a strong association between income and innovation component of organizational effectiveness.

There is no association between type of the organizations and organizational commitment component of organizational effectiveness. (chi-square value is not significant)

There is no association between age of the respondents and organizational commitment component of organizational effectiveness. (chi-square value is not significant)
♦ There is no association between educational background and organizational commitment component of organizational effectiveness. (chi-square value is not significant)

♦ There is no association between experience and organizational commitment component of organizational effectiveness. (chi-square value is not significant)

♦ There is no association between income and organizational commitment component of organizational effectiveness. (chi-square value is not significant)

♦ There is no association between type of the organizations and organizational and attachment component of organizational effectiveness. (chi-square value is not significant)

♦ There is no association between age of the respondents and organizational attachment component of organizational effectiveness. (chi-square value is not significant)

♦ There is no association between educational background and organizational attachment component of organizational effectiveness. (chi-square value is not significant)

♦ There is no association between experience and organizational attachment component of organizational effectiveness. (chi-square value is not significant)

♦ There is no association between income and organizational attachment component of organizational effectiveness. (chi-square value is not significant)

**Chi-square value of Job satisfaction:**

♦ There is no association between type of the organizations and creativity component of job satisfaction. (chi-square value is not significant)

♦ There is no association between age of the respondents and creativity component of job satisfaction. (chi-square value is not significant).
There is no association between educational background of the respondents and creativity component of job satisfaction. (chi-square value is not significant)

There is no association between experience of the respondents and creativity component of job satisfaction. (chi-square value is not significant)

There is no association between income of the respondents and creativity component of job satisfaction. (chi-square value is not significant)

As chi-square value is significant, at .01 level of confidence, there is a strong association between type of organizations and opportunity for growth and development component of job satisfaction.

There is no association between age of the respondents and opportunity for growth and development component of job satisfaction. (chi-square value is not significant)

There is no association between educational background and opportunity for growth and development component of job satisfaction. (chi-square value is not significant)

There is no association between experience of the respondents and opportunity for growth and development component of job satisfaction. (chi-square value is not significant)

There is no association between income of the respondents and opportunity for growth and development component of job satisfaction. (chi-square value is not significant)

As chi-square value is significant at .01 level of confidence, there is a strong association between type of the organizations and decision making power component of job satisfaction.

As chi-square value is significant at .05 level of confidence, there is a strong association between age of the respondents and decision making power component of job satisfaction.
♦ There is no association between educational background of the respondents and decision making power component of job satisfaction. (chi-square value is not significant)

♦ As chi-square value is significant at .05 level of confidence, there is a strong association between experience and decision making power component of job satisfaction.

♦ There is no association between income of the respondents and decision making power component of job satisfaction. (chi-square value is not significant)

♦ As chi-square value is significant at .05 level of confidence, there is a strong association between type of the organizations and job security component of job satisfaction.

♦ There is no association between age of the respondents and job security component of job satisfaction. (chi-square value is not significant)

♦ There is no association between educational background and job security component of job satisfaction. (chi-square value is not significant)

♦ There is no association between experience and job security component of job satisfaction. (chi-square value is not significant)

♦ There is no association between income of the respondents and job security component of job satisfaction. (chi-square value is not significant)

♦ There is no association between type of the organizations and remuneration component of job satisfaction. (chi-square value is not significant).

♦ There is no association between age of the respondents and remuneration component of job satisfaction. (chi-square value is not significant).

♦ There is no association between educational background of the respondents and remuneration component of job satisfaction. (chi-square value is not significant)
There is no association between experience of the respondents and remuneration component of job satisfaction. (chi-square value is not significant).

There is no association between income of the respondents and remuneration component of job satisfaction. (chi-square value is not significant)

As chi-square value is significant at .01 level of confidence, there is a strong association between type of the organizations and working conditions component of job satisfaction.

There is no association between age of the respondents and working conditions component of job satisfaction. (chi-square value is not significant)

There is no association between educational background of the respondents and working conditions component of job satisfaction. (chi-square value is not significant)

There is no association between experience of the respondents and working conditions component of job satisfaction. (chi-square value is not significant)

As chi-square value is significant at .05 level of confidence, there is a strong association between income of the respondents and working conditions component of job satisfaction.

There is no association between type of the organizations and interpersonal relations component of job satisfaction. (chi-square value is not significant)

There is no association between age and the interpersonal relations component of job satisfaction. (chi-square value is not significant)

There is no association between educational background of the respondents and interpersonal relations component of job satisfaction. (chi-square value is not significant)
♦ As chi-square value is significant at .05 level of confidence, there is a strong association between experience and interpersonal relations component of job satisfaction.

♦ There is no association between income and interpersonal relations component of job satisfaction. (chi-square value is not significant).

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between type of the organizations and recognition to work component of job satisfaction.

♦ There is no association between age of the respondents and recognition to work component of job satisfaction. (chi-square value is not significant)

♦ There is no association between educational background and recognition to work component of job satisfaction. (chi-square value is not significant)

♦ As chi-square value is significant at .05 level of confidence, there is a strong association between experience and recognition to work component of job satisfaction.

♦ As chi-square value is significant at .05 level of confidence, there is a strong association between income and recognition to work component of job satisfaction.

♦ As chi-square value is significant at .01 level of confidence, there is strong association between type of the organizations and discrimination of power component of job satisfaction.

♦ There is no association between age of the respondents and discrimination of power component of job satisfaction. (chi-square value is not significant)
There is no association between educational background and discrimination of power component of job satisfaction. (chi-square value is not significant)

There is no association between experience and discrimination of power component of job satisfaction. (chi-square value is not significant).

There is no association between income and discrimination of power component of job satisfaction. (chi-square value is not significant).

Chi-square value of Managerial Effectiveness:

As chi-square value is significant at .01 level of confidence, there is a strong association between type of organizations and confidence in subordinates component of managerial effectiveness.

There is no association between age of the respondents and confidence in subordinates component of managerial effectiveness. (chi-square value is not significant)

There is no association between educational background and confidence in subordinates component of managerial effectiveness. (chi-square value is not significant).

There is no association between experience of the respondents and confidence in subordinates component of managerial effectiveness. (chi-square value is not significant).

As chi-square value is significant at .01 level of confidence, there is a strong association between income of the respondents and confidence in subordinates component of managerial effectiveness.
There is no association between type of the organizations and communication & task assignment component of managerial effectiveness. (chi-square value is not significant)

There is no association between age and communication & task assignment component of managerial effectiveness. (chi-square value is not significant)

There is no association between educational background & communication & task assignment component of managerial effectiveness. (chi-square value is not significant)

There is no association between experience and communication & task assignment component of managerial effectiveness. (chi-square value is not significant)

There is no association between income and communication & task assignment component of managerial effectiveness. (chi-square value is not significant)

There is no association between type of the organizations and networking component of managerial effectiveness. (chi-square value is not significant)

There is no association between age and networking component of managerial effectiveness. (chi-square value is not significant)

There is no association between income and networking component of managerial effectiveness. (chi-square value is not significant)
♦ As chi-square value is significant at the .01 level of confidence, there is a strong association between type of the organizations and colleague management component of managerial effectiveness.

♦ There is no association between age and colleague management component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between educational background and colleague management component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between experience and colleague management component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between income and colleague management component of managerial effectiveness. (chi-square value is not significant)

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between type of the organizations and discipline component of managerial effectiveness.

♦ There is no association between age of the respondents and discipline component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between educational background and discipline component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between experience of the respondents and discipline component of managerial effectiveness. (chi-square value is not significant)

♦ As chi-square value is significant at .05 level of confidence, there is a strong association between income and discipline component of managerial effectiveness.
♦ As chi-square value is significant at .05 level of confidence, there is a strong association between type of the organizations and informal communication component of managerial effectiveness.

♦ There is no association between age of the respondents and informal communication component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between educational background and informal communication component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between experience and informal communication component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between income and informal communication component of managerial effectiveness. (chi-square value is not significant)

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between type of organizations and management of market environment component of managerial effectiveness.

♦ There is no association between age of the respondents and management of market environment component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between educational background of the respondents and management of market environment component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between experience and management of market environment component of managerial effectiveness. (chi-square value is not significant).
There is no association between income and management of market environment component of managerial effectiveness. (chi-square value is not significant)

As chi-square value is significant at .01 level of confidence, there is a strong association between type of the organizations and conflict resolution component of managerial effectiveness.

There is no association between age of the respondents and conflict resolution component of managerial effectiveness. (chi-square value is not significant)

There is no association between educational background and conflict resolution component of managerial effectiveness. (chi-square value is not significant)

There is no association between experience and conflict resolution component of managerial effectiveness. (chi-square value is not significant)

As chi-square value is significant at .01 level of confidence, there is a strong association between income and conflict resolution component of managerial effectiveness.

As chi-square value is significant at .01 level of confidence, there is a strong association between type of organizations and integrity & communication component of managerial effectiveness.

As chi-square value is significant at .05 level of confidence, there is a strong association between age of respondents and integrity & communication component of managerial effectiveness.

There is no association between educational background and integrity & communication component of managerial effectiveness. (chi-square value is not significant)
♦ As chi-square value is significant at .01 level of confidence, there is a strong association between experience and integrity & communication component of managerial effectiveness.

♦ As chi-square value is significant at .05 level of confidence, there is a strong association between income and integrity & communication component of managerial effectiveness.

♦ There is no association between type of the organizations and client management & competence component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between age of the respondents and client management & competence component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between educational background and client management & competence component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between experience and client management & competence, component of managerial effectiveness. (chi-square value is not significant).

♦ There is no association between income and client management & competence. (chi-square value is not significant)

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between type of the organizations & motivating component of managerial effectiveness.
♦ There is no association between age of the respondents and motivating component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between educational background and motivating component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between experience and motivating component of managerial effectiveness. (chi-square value is not significant)

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between income of the respondents and motivating component of managerial effectiveness.

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between type of organizations and delegation component of managerial effectiveness.

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between age of the respondents and delegation component of managerial effectiveness.

♦ There is no association between educational background and delegation component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between experience and delegation component of managerial effectiveness. (chi-square value is not significant).

♦ There is no association between income of the respondents and delegation component of managerial effectiveness. (chi-square value is not significant)
♦ As chi-square value is significant at .01 level of confidence, there is a strong association between type of the organizations and image building component of managerial effectiveness.

♦ There is no association between age of the respondents and image building component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between educational background and image building component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between experience and image building component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between income and image building component of managerial effectiveness. (chi-square value is not significant)

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between type of organizations and welfare management component of managerial effectiveness.

♦ There is no association between age of the respondents and welfare management component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between educational background and welfare management component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between experience and welfare management component of managerial effectiveness. (chi-square value is not significant)

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between income and welfare management component of managerial effectiveness.
♦ As chi-square value is significant at .01 level of confidence, there is a strong association between type of organizations and consultative component of managerial effectiveness.

♦ There is no association between age of the respondents and consultative component of managerial effectiveness. (chi-square is not significant).

♦ There is no association between educational background and consultative component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between experience of the respondents and consultative component of managerial effectiveness. (chi-square value is not significant)

♦ As chi-square value is significant at .05 level of confidence, there is a strong association between income and consultative component of managerial effectiveness.

♦ There is no association between type of the organizations and inspection & innovation component of managerial effectiveness. (chi-square value is not significant)

♦ As chi-square value is significant at .05 level of confidence, there is a strong association between age of the respondents and inspection & innovation component of managerial effectiveness.

♦ There is no association between educational background and inspection & innovation component of managerial effectiveness. (chi-square value is not significant)

♦ There is no association between experience and inspection & innovation component of managerial effectiveness. (chi-square value is not significant)
♦ As chi-square value is significant at .05 level of confidence, there is a strong
association between income and inspection & innovation.

**Chi-square value of Personality Traits:**

♦ As chi-square values is significant at 0.01 level of confidence, there is a strong
association between type of the organizations and co-operative trait of personality.

♦ There is no association between age and co-operative trait of the personality.
  (chi-square value is not significant)

♦ There is no association between educational background and co-operative trait of
  the personality. (chi-square value is not significant)

♦ There is no association between experience and co-operative trait of the personality.
  (chi-square value is not significant)

♦ There is no association between income and co-operative trait of personality. (chi-
  square value is not significant)

♦ There is no association between type of the organizations and flexible trait of
  personality. (chi-square value is not significant)

♦ There is no association between age of the respondents and flexible trait of
  personality. (chi-square value is not significant).

♦ There is no association between educational background and flexible trait of
  personality. (chi-square value is not significant)

♦ There is no association between experience and flexible trait of personality. (chi-
  square value is not significant)
♦ As chi-square value is significant at .05 level of confidence, there is a strong association between income and flexible trait of personality.

♦ As chi-square value is significant at .05 level of confidence, there is strong association between type of the organizations and energetic trait of personality.

♦ There is no association between age and energetic trait of personality. (chi-square value is not significant)

♦ There is no association between educational background and energetic trait of personality. (chi-square value is not significant)

♦ There is no association between experience of the respondents and energetic trait of personality. (chi-square value is not significant)

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between income and energetic trait of the personality.

♦ There is no association between type of the organizations and persevering trait of personality. (chi-square value is not significant)

♦ There is no association between age and personality trait of persevering. (chi-square value is not significant)

♦ There is no association between educational background and persevering trait of personality. (chi-square value is not significant)

♦ There is no association between experience and persevering trait of the personality. (chi-square value is not significant).

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between income and persevering trait of the personality.
♦ There is no association between type of the organizations and original trait of the personality. (chi-square value is not significant)

♦ There is no association between age of the respondents and original trait of the personality. (chi-square value is not significant)

♦ There is no association between educational background and original trait of personality (chi-square value is not significant)

♦ As chi-square value is significant at .05 level of confidence, there is a strong association between experience and original trait of the personality.

♦ There is no association between income and original trait of the personality. (chi-square value is not significant)

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between type of the organizations and self-controlled trait of personality.

♦ There is no association between age of the respondents and self-controlled trait of personality. (chi-square value is not significant)

♦ There is no association between educational background and self-controlled trait of the personality. (chi-square value is not significant)

♦ There is no association between experience and self-controlled trait of personality. (chi-square value is not significant)

♦ As chi-square value is significant at .05 level of confidence, there is a strong association between income and self-controlled trait of the personality.
There is no association between type of the organizations and aggressive trait of the personality. (chi-square value is not significant)

As chi-square value is significant at .01 level of confidence, there is a strong association between age of the respondents and aggressive trait of the personality.

There is no association between educational background and aggressive trait of the personality. (chi-square value is not significant)

As chi-square value is significant at .05 level of confidence, there is a strong association between experience and aggressive trait of the personality.

There is no association between income and aggressive trait of the personality. (chi-square value is not significant)

There is no association between type of the organization and poised trait of the personality. (chi-square value is not significant)

There is no association between age and poised trait of the personality. (chi-square value is not significant)

There is no association between educational background and poised trait of the personality. (chi-square value is not significant)

There is no association between experience and poised trait of the personality. (chi-square value is not significant)

As chi-square value is significant at .01 level of confidence, there is a strong association between income and poised trait of the personality.

There is no association between type of the Organizations and sociable trait of the personality. (chi-square value is not significant)
♦ As chi-square value is significant at .05 level of confidence, there is a strong association between age and sociable trait of the personality.

♦ There is no association between educational background and sociable trait of the personality. (chi-square value is not significant)

♦ There is no association between experience and sociable trait of the personality. (chi-square value is not significant)

♦ As chi-square value is significant at .01 level of confidence, there is strong association between income and sociable trait of the personality.

♦ As chi-square value is significant at .05 level of confidence, there is a strong association between type of the organizations and independence trait of personality.

♦ There is no association between age of the respondents and independence trait of personality. (chi-square value is not significant)

♦ There is no association between educational background and independence trait of personality. (chi-square value is not significant)

♦ There is no association between experience and independence trait of personality. (chi-square value is not significant)

♦ There is no association between income and independence trait of personality. (chi-square value is not significant)

♦ There is no association between type of the Organizations and conformity trait of personality. (chi-square value is not significant)
♦ There is no association between age of the respondents and conformity trait of personality. (chi-square value is not significant)

♦ There is no association between educational background and personality trait of conformity. (chi-square value is not significant)

♦ There is no association between experience and conformity personality trait. (chi-square value is not significant)

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between income and conformity trait of personality.

♦ There is no association between type of the Organizations and dominant trait of the personality. (chi-square value is not significant)

♦ As chi-square value is significant at 0.01 level of confidence, there is a strong association between age of the respondents and dominant trait of personality.

♦ There is no association between educational background and dominant personality trait. (chi-square value is not significant)

♦ As chi-square value is significant at .01 level of confidence, there is a strong association between experience and dominant trait of personality.

♦ There is no association between income and dominant trait of personality. (chi-square value is not significant)
CORRELATIONS

ORGANIZATIONAL EFFECTIVENESS:

♦ Age of the respondents has significant correlation with legitimization component of organizational effectiveness.
♦ Education of the respondents has significant correlation with organizational commitment component of organizational effectiveness.
♦ Experience of the respondents has significant correlation with consensus and organizational commitment components of organizational effectiveness.
♦ Income of the respondents has significant correlation with need for independence, and self control components of organizational effectiveness.
♦ Consensus component has significant correlation with legitimization, job involvement, organizational commitment and organizational attachment components of organizational effectiveness.
♦ Legitimization component has significant correlation with consensus, job involvement, organizational commitment and organizational attachment components of organizational effectiveness.
♦ Need for independence has significant correlation with job involvement, self-control, innovation and organizational attachment components of organizational effectiveness.
♦ Self-control component has significant correlation with need for independence, job involvement, innovation and organizational attachment components of organizational effectiveness.
♦ Job involvement component has significant correlation with consensus, legitimization, need for independence, self-control, innovation, organizational commitment and organizational attachment.
♦ Innovation component has significant correlation with need for independence, self control, job involvement organizational commitment and organizational attachment components of organizational effectiveness.
♦ Organizational commitment has significant correlation with consensus, legitimization, job involvement, innovation and organizational attachment.
Organizational attachment component has significant correlation with consensus, legitimization, need for independence, self control, job involvement, innovation and organizational commitment component of organizational effectiveness.

**JOB SATISFACTION:**

- Type of the organizations has significant correlation with creativity, opportunity to growth and development, decision making power, job security, working conditions, interpersonal relations, recognition to work and discrimination of power components of job satisfaction.
- Education has significant correlation with recognition to work component of job satisfaction.
- Creativity has significant correlation with opportunity for growth and development, decision making, job security, remuneration, working conditions, interpersonal relations, recognition to work and discrimination of power components of job satisfaction.
- Opportunity for growth and development has significant correlation with creativity, decision making power, job security, remuneration, working conditions, interpersonal relations, recognition to work and discrimination of power components of job satisfaction.
- Decision making power has significant correlation with creativity, opportunity for growth and development, job security, remuneration, working conditions, interpersonal relations, recognition to work and discrimination of power components of job satisfaction.
- Job security has significant correlation with creativity, opportunity for growth and development, decision making power, remuneration, working conditions, interpersonal relations, recognition to work, discrimination of power components of job satisfaction.
- Remuneration component has significant correlation with creativity, opportunity for growth and development, decision making power, job security, working conditions, interpersonal relations, recognition to work, and discrimination of power component of job satisfaction.
Working conditions has significant correlation with creativity, opportunity for growth and development, decision making power, job security, remuneration, interpersonal relations, recognition to work and discrimination of power components of job satisfaction.

Interpersonal relations component has significant correlation with creativity, opportunity for growth and development, decision making power, job security, remuneration, working conditions, recognition to work, and discriminations of power components of job satisfaction.

Recognition to work has significant correlation with creativity, opportunity for growth and development, decision making power, job security, remuneration, working conditions, interpersonal relations and discrimination of power components of job satisfaction.

Discrimination of power has significant correlation with creativity, opportunity for growth and development, decision making power, job security, remuneration, working conditions, interpersonal relations and recognition to work components of job satisfaction.

MANAGERIAL EFFECTIVENESS:

Age of the respondents has significant correlation with networking, and integrity and communication, image building components of managerial effectiveness.

Experience of the respondents has significant correlation with integrity and communication component of managerial effectiveness.

Income of the respondents has significant correlation with confidence in subordinates, discipline, conflict resolution, integrity and communication and motivating, welfare management, consultative components of managerial effectiveness.

Confidence in subordinates has significant correlation with communication and task assignment, networking, colleague management, discipline, management of market environment, conflict resolution, integrity and communication and motivating, delegation, image building, welfare management, consultative inspection and innovation components of managerial effectiveness.
Communication and task assignments has significant correlation with confidence subordinates, networking, colleague management, discipline, informal communication, conflict resolution, integrity and communication, klient management and competence, motivating, delegation, image building, welfare management, consultative components of managerial effectiveness.

Networking has significant correlation with confidence in subordinate communication and task assignments, colleague management, informal communication, management of market environment, conflict resolution, klient management, motivating, delegation, welfare management, consultative inspection and innovations components of managerial effectiveness.

Colleague management has significant correlation with confidence in subordinate communication and task assignments, networking, discipline, informal communication, management of market environment, conflict resolution, klient management, motivating, delegation, image building, welfare management, consultative, inspection and innovations components of managerial effectiveness.

Discipline has significant correlation with confidence in subordinate communication and task assignments, colleague management, management of market environment, conflict resolution, integrity and communication a motivating, delegation, image building, welfare management, consultative, inspection and innovations components of managerial effectiveness.

Informal communication has significant correlation with communication and task assignments, networking, colleague management, management of market environment, conflict resolution, integrity and communication, klient management competence, motivating, image building, consultative, inspection and innovations components of managerial effectiveness.

Management of market environment has significant correlation with confidence subordinates, Networking, colleague management, discipline, informal communication, conflict resolution, integrity and communication motivating, delegation, welfare management, consultative, inspection and innovations components of managerial effectiveness.

Conflict resolution has significant correlation with conflict in subordinate communication and task assignments, networking, colleague management,
discipline, informal communication, management of market environment, integrity and communication, client management and competence, motivating, delegation, image building, welfare management, consultative, inspection and innovations components of managerial effectiveness.

- Integrity and communication has significant correlation with confidence in subordinates, communication and task assignment, discipline, informal communication, management of market environment, conflict resolution, client management and competence, motivating, delegation, image building, welfare management, consultative components of managerial effectiveness.

- Client management and competence has significant correlation with communication and task assignment, networking, colleague management, informal communication, conflict resolution, integrity and communication, motivating, delegation, image building, consultative components of managerial effectiveness.

- Motivating has significant correlation with confidence in subordinates, communication and task assignments, networking, colleague management, discipline, informal communication, management of market environment, conflict resolution, integrity and communication, client management and competence, delegation, image building, welfare management consultative inspection and innovation components of managerial effectiveness.

- Delegation has significant correlation with confidence in subordinates, communication and task assignments, networking, colleague management, discipline, management of market environment, conflict resolution, integrity and communication, client management and motivating, image building, welfare management, consultative, inspection and innovations components of managerial effectiveness.

- Image building has significant correlation with confidence in subordinates, colleague management, discipline, informal communication, conflict resolution, integrity and communication, client management and competence, motivating, delegation, welfare management, consultative components of managerial effectiveness.

- Welfare management has significant correlation with confidence in subordinates, communication and task assignment, networking, colleague management,
discipline, management of market environment, conflict resolution, integrity and communication, motivating delegation, image building, consultative and inspection and innovation components of managerial effectiveness.

♦ Consultative has significant correlation with confidence in subordinates, communication and task assignment, networking, colleague management, discipline, informal communication, management of market environment, conflict resolution, integrity and communication, client management and competence, motivating, delegation, image building, welfare management, inspection and innovation components of managerial effectiveness.

♦ Inspection and Innovation has significant correlation with confidence in subordinates, networking, colleague management, discipline, informal communication, management of market environment, conflict resolution, motivating, delegation, welfare market, consultative components of managerial effectiveness.

PERSONALITY TRAITS:

♦ Age of the respondents has significant correlation with co-operative and independence traits of personality.

♦ Income of the respondents has significant correlation with co-operative, flexible, energetic, persevering, self-controlled poised, sociable, independence and conformity traits of personality.

♦ Co-operative trait has significant correlation with energetic, persevering, original, self-controlled, aggressive, poised, sociable and conformity traits of personality.

♦ Flexible trait has significant correlation with co-operative, energetic, persevering, original, self-controlled, poised, sociable, independence, conformity and dominant traits of personality.

♦ Energetic trait has significant correlation with co-operative, flexible, persevering, original, self-controlled, poised, sociable, independence, conformity and dominant traits of personality.

♦ Persevering trait has significant correlation with co-operative, flexible, energetic, original, self-controlled, aggressive, poised, sociable, independence, conformity and dominant traits of personality.
Original trait has significant correlation with co-operative, flexible, energetic, persevering, self-controlled, aggressive, poised, sociable, independence, conformity and dominant traits of personality.

Self-controlled trait has significant correlation with co-operative, flexible, energetic, persevering, original, poised, sociable, independence, conformity and dominant traits of personality.

Aggressive trait has significant correlation with co-operative, persevering, original, poised, independence, and dominant traits of personality.

Poised trait has significant correlation with co-operative, flexible, energetic, persevering, original, self-controlled, aggressive, sociable, independence conformity and dominant traits of personality.

Sociable trait has significant correlation with co-operative, flexible, energetic, persevering, original self-controlled, poised, independence, conformity and dominant traits of personality.

Independence trait has significant correlation with flexible, energetic, persevering original, self-controlled, aggressive, poised, sociable, conformity and dominant traits of personality.

Conformity has significant correlation with co-operative, flexible, energetic, persevering, original, self-controlled, poised, sociable, independence and dominant traits of personality.

Dominant trait has significant correlation with flexible, energetic, persevering, original, self-controlled, aggressive, poised, sociable, independence conformity trait of personality.
SUGGESTIONS

Researcher would like to give suggestions based on present study and observations which may help organizations to achieve effectiveness at various levels.

1. Organizations should provide better and conducive working conditions, so that managers can work effectively.
2. Organizations should provide information to all managers and they should have strong networking for proper communication, so that immediately managers can get information and work accordingly.
3. Organizations should encourage participative management, wherein each manager has opportunity to share his opinion, knowledge and views.
4. Organizations should encourage young managers to participate in policy formulation and decision making processes, so that they can understand total process, as well as own certain decisions and implement effectively.
5. There should be a effective co-ordination of inter departments activities, wherein each department head should be made aware of his role and responsibilities, moreover, managers should understand role and functioning of each departments so that smooth relationship between each department can be developed for effective functioning.
6. Each organization should become ‘learning organization’, it should provide an opportunity to all employees to get new ideas, knowledge and information which may help managers to functions properly.
7. Managers should be made aware of their own career advancement in the organizations. Managers should know what they are going to get in future. Uncertainty regarding career paths should be avoided.
8. Organization should avoid complexity of procedures at various levels.
9. Training and development should be considered as the most important tools for managerial development. Organizations should organize regular training programme wherein latest concept, approach to work, work motivation, human values, effective functioning, interpersonal relations, conflict resolutions etc. are covered.
10. Managers should be helped, supported and motivated through training programme for effective handling of market situations, plant level problems internal as well as external challenges.

11. Sensitivity training should be imparted from time to time to the managers to face future challenges and carved out their roles to meet these challenges.

12. Managers should have updated knowledge and skills of Modern Business Market.

13. In the present situation the role of managers dramatically and drastically has been changed. Therefore there is a need to equip manages to prepare themselves for new model role to be played and also to make themselves aware about changing concepts in managing individuals and organizations.

14. The organization should focus on enhancing the productivity of the employees by using the technique of restructuring and re-engineering of the organization. Further the organizations should also conduct various training programmes, to develop and sharpen the skills and abilities of the managers which in turn contributes towards the growth and development of the organization.

15. Career progression is an attraction for many of the budding professionals. The organizations should take interest in formulating and implementing career progression path in such a way that individuals shall have opportunities for growth and development in the organizations. This would minimize the gap between individual goals and organizational goal to the great extent.

16. Organizations should introduce special task force for converting poor performer into high performer in the organization.

17. Organizations development intervention strategies should be designed in such a way that individuals in the organizations get job satisfaction, mould their personality traits positively and developed managerial effectiveness leading towards overall organizational effectiveness.

18. Quality of a life in general and quality of work life in particular should be introduced.