CHAPTER – I

INTRODUCTION

In upanishadic literature, human being are describes as "Amrutashya Putraha"
अमृतशय पुत्राः:

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 conguiifs 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.

The success of organization depends upon the behavioural process that exist in the organization. There processes can be defined as the human and behavioural dimensions of the organization; various small groups, individuals who constitutes the organization. Among all most valuable and important resources for any organization is human resources; there it is to be used, handled and managed with proper approach, direction and inputs.

**CONCEPTUAL FRAMEWORK OF HUMAN RESOURCES MANAGEMENT:**

Human resources management, Philosophy were stated by Fombrum and Devanna (1982). The long run competitiveness of American industry will require considerably more sophisticated approach to the human resources input that deal with its strategic human resources concepts and tools needed are fundamentally different from the stock in trade of the traditional personal administrator.

They emphasized need to ; (i) Devise an organization wide selection and promotion system which supports the business strategy. (ii) Create internal flow of people to match the business strategy (iii) Match key executive to the business strategy (iv) commit manager to weighing human resources issues with the same level of attention as they give to other functions such as finance, marketing and production.

Edwin Flippo (1984) management is planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organization and social objectives are accomplished.

Walton (1985), Human Resources Management is composed of policies that promote, mutually, mutual goal, mutual influences, respect, rewards and responsibilities. The understanding is that policies of mutuality will elicit commitment which in turn will yield both better economic performance and greater Human development.

Foulkes (1986) underline the strategic nature of human resources management: Effective human resources management, does not exist in a vacuums but must be related to the overall strategy of the organization.
Fowler (1987) has suggested that one of the main thesis of Human Resources Management is that dominant emphasis on the common interest of employer and employees in the success of the business will release a massive potential of initiative and commitment in the work force.

Deecnzo and S. Robbins (1989) HRM is concerned with the people dimension in management since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieve organizational objectives. This is true, regardless of the type of organization, government, business, education, health, recreation or social action.

Thus, Human Resources Management refers to a set of programmes, functions and activities designed and carried out in order to maximize both employee as well as organizational effectiveness.

Milkovich and Boudren (1997), a series of integrated decisions that form the employment relationship, their quality contributes to the ability of the organizations and the employees to achieve their objectives.

The core aspects of HRM suggested by K. Ashwathapa (2002) are (i) organizations are not mere bricks, mortar, machines or inventories. They are people. It is the people who staff and manage organizations. (ii) HRM involves the application of management functions and principles. The functions and principles are applied to acquisitioning, developing, maintaining and remunerating employee in organizations (iii) Decisions relating to employees must be integrated. Decisions on different aspects of employees must be consistent with other human resources decisions. (iv) Decision made must influence the effectiveness of an organization. Effectiveness of an organization must result in betterment of services to customers in the form of high-quality products supplied at reasonable costs. (v) Human Resources Management functions are not continued to business establishment only. They are applicable to non-business organizations, too, such as education, health care recreation etc.

The conceptual understanding of Human Resources Management clarifies that it is necessary to have effective utilization of human resources for organizational effectiveness. The form is more towards human aspects and human capabilities, which
can be used for growth and development of organization by increasing productivity, performance and profit.

**Evolution of Human Resources Management in India**

<table>
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<tr>
<th>Period</th>
<th>Development</th>
<th>Outlook</th>
<th>Emphasis</th>
<th>Status</th>
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<tr>
<td>1920-1930</td>
<td>Beginning</td>
<td>Pragmatism of capitalists</td>
<td>Statutory welfare paternalism</td>
<td>Clerical</td>
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<td>1940-1960</td>
<td>Struggling for recognition</td>
<td>Technical Legalistic</td>
<td>Introduction of techniques</td>
<td>Administrative</td>
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<td>1970-1980</td>
<td>Achieving sophistication</td>
<td>Professional legalistic impersonal</td>
<td>Regulatory, conforming, imposition of standards on other functions</td>
<td>Marginal</td>
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<td>1990 onwards</td>
<td>Promising</td>
<td>Philosophical</td>
<td>Human values, producing through people</td>
<td>Executive</td>
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The term nowadays used in industrial world is human resources management, it is changed from time to time. Kautilya's Arthashastras stated that these existed a sound base for systematic management of resources during as early as the 4th century. In the 1980, professionals began to talk about new technologies, Human Resources Management challenges and during 1990s' the emphasis shifted to human value and productivity through people. Reflecting this trend, the American society for personal administration (ASPA) was renamed as the society for human resource management (SHRM).

Mishra (1998), said that human resource management has gained a wider perspectives and acceptance in the industry over the last decade. The globalization, open market economy and privatization has opened up doors for multinational companies, along with companies.

Human Resources Management is a management function that helps managers to recruit, select, train and develop members for organizations. K. Aswathappa (2000).

The Human Resources Management is a leader among corporate functions and has the responsibility of, influencing and directing the behaviours and performances of
individuals and organizations for obtaining and retaining competitive advantage. The most important of Human Resources Management is the recognition that people are not simply the factor of production but the major source of competitive advantage.

Human Resource philosophy emerges whenever people are perceived as the only resource capable of turning, inanimate factors of production into wealth. The HRM, which has a base in behavioural sciences, is concerned with the induction and development of individual employees and enhance the performance and productivity which result in to organizational effectiveness.

To create effective organization, HR professionals must begin to articulate their roles in terms of value-creation. The multiple roles that future HR professionals will play have been classified in to four key roles.

1. **Management of strategic Human Resources:**
   The strategic HR role focuses on aligning HR strategies and practice with business strategy. In playing this role, the professional’s work to be a strategic partner, helping to ensure the success of business strategies. The primary actions of the strategic HR manager are to translate business strategies into HR priorities.

2. **Management of Firm Information:**
   This requires that HR professionals design and deliver efficient HR processes for staffing, training, appraising, rewarding, promoting and otherwise managing the flow of employees through the organization.

3. **Managing of Employee Contribution:**
   This role for HR professionals encompasses their involvement in the day-to-day problems, concern and needs of employees. The main activities for the management of employees contribution are listening, responding and finding ways to provide employees with resources that meet their changing demands.

4. **Management of Transformation and change:**
   HR professionals can add value to a firm is to manage transformation and change and can become both cultural guardians and catalysts. The deliverables from
this role is capacity for change and metaphor for work in the role is change agent. The activities of change agent include identifying and training problems, building relationship of trust, solving problems and creating and fulfilling action plans.

GOALS OF HUMAN RESOURCES MANAGEMENT:

Today HRM functions recognized as a central business concerns, its performance and delivery are integrated into line management, the aims shift from merely securing compliance to more ambitions, one of winning commitment. The Human Resource Management has three basic goals, which are important for achieving organization’s objectives.

1. Integrating HRM into organization’s corporate strategy, and ensuring an HRM view in the decisions and actions of line managers. Integration means evolving, selecting, the HRM options consistent with the particular corporate strategy. A strategy of innovation may require a pay system which is less influenced by market rates. But there is a need to have balance between pay system and earning package. Which rewards creating and the pay rates would even be low so long as there are wages of making up the earning package.

2. Securing commitment through building strong cultures. This involves promoting organizational goals by uniting employees through a shared set of values based on convergence of employee’s and enterprise’s interest.

3. Achieve flexibility and adaptability to manage change and innovation in response to rapid changes consequent up to globalization. HRM policies are training and multi-skilling, re-organization of work and removal of narrow job classifications.

ISSUES OF INTERNATIONAL HRM:

The multi national corporations surveyed indicated their intention to further expand their business in the host country where they are currently operating. The continuous growth pauses new challenges, for multi-national corporations. Among these
challenges the issue of people management in the international context is most complex.

If we talk about activities of the international HRM, it covered not only human resources activities but it covers number of areas such as human resources planning, recruitment, selection performance management, training and development, remuneration and managing labour relations and different types of employees of various countries.

The primary reason of failure in multinational ventures stem from a lack of understanding of the essential differences in managing human resources, at all levels in foreign environment. An application of certain management philosophies and techniques may be successful in the domestic context, but may not be appropriate in a foreign environment. Therefore it is difficult for multi-national corporations to project demand and supply of human resources in their subsidiaries.

The other difficulties are, of managing workforce, high level of turnover, nepotism in recruitment and expensive training costs in multinational organizations.

The recent survey took at four main issues of international HRM.

1 – Human resources planning
2 – Employees turnover
3 – Recruitment methods
4 – Training

It is observed that three major issues of international Human Resources Management that the multinational corporations surveyed have encountered. (1) The inconsistency between human resources planning and multi-national corporations development intention. The inconsistency may be also due to improper assessment by multi national corporation of current skill shortage and training needs in the region. This has resulted in business expansion being constrained by difficulties of staff expansion or lack of resources to upgrade necessary skills (2) The employee turnover rate is still relatively high among the multinational corporation surveyed. Skill shortage and lack of training provided by multinational corporations could be the main reasons among many
factors these caused the high level of employee turnover in the region. (3) Training expenditure is relatively high, the scale of training may still not be sufficient. Training may not be relevant or readily accessible.

The research has given conceptual understanding about Human Resources Management along with it definitions. Now attempt has been made to narrate the concept of organization and organizational effectiveness.

ORGANIZATION:

Organization is a human tool of extraordinary versatility. It has formal structure to achieve its objectives. Organization has formally identified role and designated departments. It has also established hierarchy, grated power of decision making.

An organization is a consciously coordinated social entity with a relative identifiable boundary, that functions on a relatively continuous basis to achieve a common goal or set of goals.

The word 'consciously' coordinated imply management. 'social unity' means that the unity is composed of people or group of people who interact with each other. The interaction patterns that the people follow in an organization do not just emerge, rather they are premeditated; therefore organizations are social entities, the interaction pattern of their members must be balanced and harmonized.

An organization's boundary can be changed and it may not always be perfectly clear but to distinguish member from non member definable boundary most exist. It tends to be achieved by explicit or implicit contracts between members and their organizations.

In every organization there is contract, where work is exchanged for pay, while in social or voluntary organization member contribute in return for prestige, social interaction or the satisfaction of keeping others.

Further, people in an organizations have some continuing bond. This bond of course does not mean lifelong membership. On the contrary organization faces constant change in their membership, although while they are members, the people in an organization participate with some degree of regularity.

Barnard (1938), an organization as a system of consciously coordinated activities or force of two or more person.
Halls (1960), an organization as collectivity with relatively, identifiable boundary, a normative order, authority ranks, communication system and membership coordinating system, this collectively exists on a relatively continuous basis in an environment and engages in activities that are usually related to a goal or a set of goals.

Amiti Etzioni (1965), an organization is a social unit or human grouping, deliberately structured for the purpose of attaining specific goals. The corporations, armies, schools, hospitals, churches, prisons etc. all are organizations. But tribes, ethnic and friendship groups and families are not organizations. Organizations satisfy different kind of human needs, security social and egoistic needs of the people.

Gary Johns (1988), organizations are social inventions for accomplishing goal through group efforts.

Khandwala (1998), organizations are created by keeping in mind the pursuit of some specific purpose. A firm is set up to earn profits, a hospital is set up to treat patients.

Organization means arranging the resources of enterprise in such a way that its activities systematically contributes to the enterprises goals. The purpose of organizing it has give each person a separate, distinct task and to ensure that these tasks are coordinated in such a way that the organization accomplishes its goals.

The knowledge of organization helps managers to work effectively. They learn various things such as how to profit to environmental needs, and how to motivate colleagues and subordinates, how to manage conflict and introduce change for the organization effectiveness.

FEATURES OF ORGANIZATION:

There are important features of organization which are as follows.

1. Identifiable Aggregation of Human beings :-

   The first feature is that organization is an identifiable aggregation of human being. The identification is possible because human group is not merely a number of person collected at random, but it is a group of persons who are inter-related; and they determines the boundary of the organization.
2. Deliberate and conscious creation :

It is said that organization is a deliberately and consciously created human group. It implies that relationship between organization and its members is contractual. The organization can promote, demote, transfer and remove individual from the organization.

3. Purposive creation :

The organization is a purposive creation i.e. all the organizations have some objectives or set of the objectives. The objectives are mutually agreed upon by the members of the group. All organization will see that desirable objectives are achieved or fulfilled. The success or failure of any organization measured in terms of achievement of desirable goals.

4. Coordination of Activities :

There is coordination of closely relevant activities of the members. The coordination among all the members is must because all members contribute towards commonly agreed goals. The member or the organization should know about activities and role to be performed by them.

5. Structure :

If we want to achieve desirable goal with coordinated efforts of every individual then structure of the organization is must. The structure provides for power centers which coordinates and control concentrated efforts of the organization and direct them towards its goal. It is obvious that coordination among many diverse individual is not possible without some means of controlling, guiding and time the various individual or groups.

6. Rationality :

If one wants to coordinates activities or behaviour then rationality has to be there. Every organization has some specified norms and standards of behaviour – such norms of behaviour are set up correlatively by the individual and every member of organization is expected to behave according to these norms or standards. The
organization will try to enforce rationality in behaviour of every members. These characteristics, differentiate an organization from other social unit, such as community, family clan, friendship group etc. In the big organization, the members are arranged in a number of hierarchies, which present some specific problems besides the usual ones associated with every organization; large or small. Such problems may be in the form of increased distance between decision centers and actual operative levels. This features makes the coordination more difficult. Besides, the complexity of society also add to the complexity of large organizations.

**Classification of the organizations:**

Organization can be classified on the basis of functions, size, area of operation, legal entity etc.

Hughes provides classification of organizations.

1. Voluntary organization
2. Military organization
3. Philanthropic organization
4. Corporations
5. Family business

Blan and scoot – classification of the organization.

1. Mutual benefit association.
2. Business organization.
3. Service organization.
4. Commercial organization.

**EVOLUTION OF ORGANIZATION THEORY:**

(A) **Fredrik Taylor and Scientific Management:**

This theory published in 1911 by Fredrik Taylor on the principles of scientific management. In this theory Taylor proposed four principles of scientific management.

1. The replacement of rule of thumb method of determining each element of a workers job with scientific determination.
2. The scientific selection and training of workers.

3. The cooperation of management and labour to accomplish work objectives, in accordance with the scientific method.

4. More equal division of responsibility between manager and workers.

(B) Henri Fayol and Principles of organization:

French author Henri Fayol has given theory of organization based on principle's of organization. Fayol proposed fourteen principles that he argued universally applicable.

1. Division of work: Based on 'Smith, division of labour, specialization in every job, it will make employees more efficient.

2. Authority: Manager should be given authority to issue orders. However along with authority responsibility is important. To be effective, a manager's authority must equal his responsibility.

3. Discipline: Employees need to obey and respect the rules that governs the organization. Good discipline is the result of effective leadership, a clear understanding between management and workers regarding the organization's rule and the judicious use of penalty for infraction of the rules.

4. Unit of command: Every employee should receive orders from only one superior.

5. Unity of Direction: Each group of organizational activities that have the source objectives should be directed by one managers using one plan.
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<tr>
<td><strong>6. Subordination of individual interests to the general interest</strong></td>
<td>The interests of any employee or group of employees should not take precedence over the interests of the organization as a whole.</td>
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<td><strong>7. Remuneration</strong></td>
<td>Workers must be paid fair wage for their services.</td>
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<td><strong>8. Centralization</strong></td>
<td>This refers to the degree to which subordinates are involved in decision making. Whether decision-making is centralized (to management) or decentralized (to subordinates) is a question of proper proportion. The problem is to find the optimum degree of centralization for each situation.</td>
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<td><strong>9. Scalar chain</strong></td>
<td>The line of authority from top management to the lowest ranks represents the scalar chain. Communication should follow this chain. However, if following the chain creates delays cross communication – a “gangplank” – can be allowed if agreed to by all parties and superiors are kept informed.</td>
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<tr>
<td><strong>10. Order</strong></td>
<td>People and materials should be in the right place at the right time.</td>
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<td><strong>11. Equity</strong></td>
<td>Managers should be kind and fair to their subordinates.</td>
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<tr>
<td><strong>12. Stability of tenure of personnel</strong></td>
<td>High employee turnover is inefficient management should provide orderly personnel planning</td>
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and ensure that replacements are available to fill vacancies.

13. Initiative : Employees who are allowed to originate and carry out plans will exert high levels of efforts.

14. Esprit de corps : Promoting team spirit will build harmony and unity within the organization.

(C) Max Weber and Bureaupcracy:
This theory proposed by German sociologist Max Weber. He developed a structural model that he argued, which the most efficient means by which organizations can achieve their ends. He called this ideal structure bureaucracy. Division of labour, a clear authority hierarchy, formal selection procedures, detailed rules and regulations, and impersonal relationship characterizes it. It is applicable to day's large size organizations.

(D) Ralph Davis and Rational Planning:
Davis has introduced rational planning perspective, which proposed that structure was the logical outcome of the organization's objectives. He stated that the primary objective of a business firm is economic service. The activities member engage in to create the organization's products or services generates the economic value. Their activities should be grouped by management in such a way, which form the structure of the organization. The rational planning perspective theory is simple and straightforward mode for designing the organization.

(E) Elton Mhyo and the Hawthorne Studies:
Hawthorne studies is an outstanding set of experiments undertaken at Western Electric Company's Hawthorne works Cicero, Illinois 1924-1927. This particular studies had a dramatic impact on the direction of management and organization theory. It ushered in an era of organizational humanism. Manager would no
longer consider the issue of organization design without including effects on work groups, employees attitudes and manager – employee relationship.

(F) Chester Barnard and cooperative system:
Chester Barnard presented his idea in the functions of the Executive, in which he drew upon his years of experience with American Telephone and Telegraph (AT&T) including the presidency of New Jersey Bell. He challenged the classical view that authority flowed from top down by arguing that authority should be defined in terms of the response of the subordinate; he introduced the role of the informal organization to organization theory, and he proposed that the managers major roles were to facilitate communication and to stimulate subordinates to high levels of efforts.

(G) Douglas McGregor and Theory:
According to this theory, there are two distinct views of human beings; one basically negative – theory X – and other basically positive - Theory Y. Under theory X, the managers hold four assumptions.
- Employees inherently dislike work and whenever possible, will attempt to avoid it.
- Since employees dislike work, they must be coerced, controlled or threatened with punishment to achieve desired goals.
- Employees will shirk responsibilities and seek formal direction whenever possible.
- Most workers place security above all other factors associated with work and will display little ambition. McGregor listed four other assumptions that he called Theory : Y.
- Employees can view work as being as natural as rest or play.
- Human being will exercise self-direction and self-control if, they are committed to the objectives.
- The average person can learn to accept even seek, responsibility.
Creativity – that is the ability to make good decision – is widely dispersed through the population and is not necessarily the sole province of those in managerial functions.

McGregor argued that theory assumptions are preferable and they should guide managers in the way that they envisaged their organizations and motivated their employees. He added that theory Y is more appropriate, since the assumptions advocate for participative decision-making, creation of responsible and challenging job for employees, and developing good group relations.

(H) Warren Bennis and the Death of Bureaucracy:
Warren Bennis claimed that bureaucracy's centralized decision making, impersonal submission to authority, and narrow division of labor was being replaced by decentralized and democratic structures organized around flexible groups.

(I) Herbert Simon and principles Backlash:
Simon noted that most classical principles were nothing more than proverbs, and many contradicted each other. He argued that organization theory needed to go beyond superficial and oversimplified principles to a study of the conditions under which competing principles were applicable.

(J) Katz and Kahn's Environmental Perspective:
Daniels Katz and Roben-Kahn's contributed open-systems perspectives for examining the important relations of an organization with its environment and the need for organizations to adopt to a changing environment if they are to survive. Since Katz and Kahn's work, numerous theorists have investigated the environment, structure relationship various types of environment have been identified.
(K) **The case for Technology:**
James Thompson have made an impressive case for the importance of technology in determining the appropriate structure for an organization. As with environment, no contemporary dimensions of organization theory would be complete without consideration of technology and the need for managers to mach structure with technology.

(L) **The Aston Group and organization size:**
According to this theory, large organizations have been shown to have many common structural components. Small organizations may be most important. The evidence suggests that these components follows an established pattern as organizations expand in size. Such evidence has proven valuable to managers in helping them to make organization design decisions as their organizations grew.

(M) **March and Simon's cognitive limits to rationality:**
March and Simon called for a revised model of organization theory. One which varies from the rational co-operative system view. This revised model would recognize the limits of a decision maker's rationality and acknowledge the presence of conflicting goals.

(N) **Pfeffer’s organizations as political Arena:**
This theory proposes (Pfeffer) that control in organizations becomes an end rather than merely a means to rational goal such as efficient production of output. Organizations are coalitions composed of varying groups and individuals with different demands. This theory argue that if we want to understand how and why organizations are designed the way they are, we need to assert the preferences and interests of those in the organization who have influence over the design decisions. This view is currently very much in vogue.
CONCEPTUAL UNDERSTANDING OF ORGANIZATIONAL EFFECTIVENESS:

In the present situation the concept of 'organizational effectiveness' is continuously being studied and explored. In the era of liberalization, privatization and Globalization, organizations are putting their best to achieve organizational effectiveness. To day, due to free market economy, organizations are passing through tough competition. Survival is a problem to them, in such situations the way-out is to prepare their own human resources, utilize them optimum, by giving proper understanding of vision, mission, culture and work environment. Organizations need to take care of proper working condition and work values.

The concept of organizational effectiveness differs from organization to organization. Different criteria for measuring organizational effectiveness may have to be applied, it all depending upon stage of life cycle of the organization. It is said that within the organization, effectiveness differ from unit to unit and person to person. It also varies from different sub system of organization.

Schein (1980) define 'organizational effectiveness' as 'Acknowledging that every system has multiple function's and also exists within an environment that provides unpredictable inputs, a system effectiveness can be defined as its capacity to survive, adopt, maintain itself and grow regardless of the particular functions it fulfils.

Miles (1980) the extent to which an organization is able to satisfy the claims of its owners, suppliers, customers and the Government can be considered as organizational effectiveness.

Singh (1978) distinguishes between the concepts of effectiveness and efficiency. Efficiency is an index of how well resources are used and is measured by the amount of input used to produce a unit of output. With its primary focus on input and output ratio, it is limited to expressing only economic and technical values.

Effectiveness, on the other hand, is a broader concept than efficiency. In defining it, generally accepted values, in addition to efficiency considerations are of fundamental importance.

Efficiency is a means of attaining the higher objectives of effectiveness. It is necessary but insufficient conditions for effectiveness. Therefore by implication, an organization may be efficient and yet not be considered effective.
Cameron (1978) has noted organizational effectiveness may be typified as being mutable (composed of different criteria at different life stages) comprehensive (including a multiplicity of dimensions) divergent (relating to different constituencies) trans positive (altering relevant criteria when different level of analysis are used) and complex (having non-parsimonious relationship among dimensions).

Mott (1972), it can be defined as the ability of an organization to mobilize its centres of power for action, production and adaptation.

Parrow’s (1972) views of bureaucratic structure as superior if the technology is routine which may mean that such organizations may be effective in their profit making or market share, though job satisfaction or morale may be low.

Burns and Stalker (1961) simply limited that effectiveness in terms of relevant feeling of satisfaction rather than profit or market penetration.

Larenoe and Lorseh (1969) suggested that the development of an organization can take place only if there is a good fit between the organization and the demand of its environment or a good fit between the organization and the need of the individual contribution to it or both; so if organizations is making more efficient transactions with its environment and if at the same time people within the organization are better satisfied and better able to contributes to its efficiency.

Etzioni (1960) developing there ideas suggested that organizational effectiveness has frequently been assessed in relation to achievement of the goals set for the organization. He advocated internal emptying multi functional systems model, through which effectiveness is assessed via the organization’s ability to use its resources optimally in relation to the defined functions.

Yuchtman and Seashore (1967) take the concept of effectiveness a good deal further by suggesting that the best measure of effectiveness would be the ability to the organizations to exploit the environment in the acquisition of scarce and valued resources, including among the resources where optimum is defined in relation to its long run ability to service.

Katz and Kahn (1966), they divided efficiency from other aspects of effectiveness notably the organization’s transaction with it’s environment and they suggested that both aspects were necessary component of overall effectiveness; which they measured in overall effectiveness and in terms of the maximization of total returns of all kind.
Further they distinguished between short terms and long-term effectiveness. They analyze the type of human behaviour needed within the organization to produce high effectiveness. People must join and remain in the organizations; they must perform dependable the role assigned to them and they must engage in occupational innovative and cooperative behaviour beyond the requirement of role but in the service of organizational object.

Taylor and Nevis, 1961 Guion-1967 Bray and Moses 1972 organizational effectiveness is one of the key problems in industrial and organizational psychology as evidence by the continuing efforts to clarify its theory and modify its measuring procedure.

Psychologically, it has come to mean a dependent or predicted measure for judging the effectiveness of behaviour results and organizational effectiveness (Smith : 1976).

Evan suggested that organizational effectiveness can be conceptualized in terms of four processes - inputs, transformation, outputs and feedback effects. As a multi-dimensional concept organizational effectiveness may be defined as “the concept of an organization to cope with all four systematic process related to its goal seeking behaviour”.

Geogropouiors and Tennenbanm (1957) suggested that effectiveness be measured as the extent to which an organization as a social system given certain resources and means, fulfills its objectives without incapacitating its means and resources and without placing undue strain on its members.

The above definitions and concepts of organizational effectiveness revealed that now if one wants to measure organizational effectiveness, there is no one criteria or dimension but multi-dimensions and multiple criteria are to be considered for measuring organizational effectiveness. Popular mechanism to measure organizational effectiveness are for profit maximization and goal achievement. But profit is subject to the vagaries of demand and supply. It also excludes non-profit organization from consideration. Goal achievement too is a criteria in which verifiability is difficult, i.e. It is difficult to verify the goal achievement of intangible groups e.g. satisfaction, moral etc. These might be neglected in favour of hard facts and statistics of the measurable ones. Moreover, each
organization has several internal groups. Evaluation of goal achievement differs from one such groups to another.

Benis (1966) gives the following criterias for measuring organizational effectiveness.

1. The flexibility of organization is to react with flexibility to change environmental demands.
2. The ability of the organization is to search out and correctly interpret those properties of the environments which have a relevance to its functioning.
3. Knowledge and insight on the part of an organization of what it is, what its goals are and what it has to do.

Schein (1969) defines following criteria for measuring organizational effectiveness.

1. Ability of the organization is to take in and communicate information reliably and validly.
2. Internal flexibility and creativity to introduce changes, which are demanded by the information, obtained.
3. Integration with commitment to the organizational goals of the members and willingness to change.
4. An internal climate of support and freedom from threat, since being threatened undermines good communication reduces flexibility and stimulates self-protection rather than concern for total system.
**Elements of the Organizational Effectiveness Cycle**

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<th>Customer's and other stakeholder's needs</th>
<th>▶ Organization must fulfill to survive.</th>
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<tr>
<td>Mission, vision and value</td>
<td>▶ The aspirations of the organization.</td>
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<tr>
<td>Strategy</td>
<td>▶ A detailed plan of how the organization will fulfill its mission, vision and values.</td>
</tr>
<tr>
<td>Processes</td>
<td>▶ What moves the mission, vision, value and strategy of the organization forward.</td>
</tr>
<tr>
<td>Culture</td>
<td>▶ The work habits, norms, and values that explain how the vast majority of the organization's employees operate.</td>
</tr>
<tr>
<td>Results</td>
<td>▶ What is actually produced by the organization.</td>
</tr>
<tr>
<td>People</td>
<td>▶ The programmes of the model. (Often, the people's paradigms, not the formal mission and strategy, set the direction for daily activities.)</td>
</tr>
<tr>
<td>Principles</td>
<td>▶ National laws that govern the success or failure of all organizational endeavours.</td>
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*Source: Study material OD, NMIMS, Mumbai.*
Organizational Effectiveness is an important variable in the area of organizational analysis. Organizational effectiveness implies that organizations are made up of interrelated sub parts. If any sub parts perform poorly, it will negatively affect the performance of the whole system. The concept of organizational effectiveness is not only related to qualifiable goals, but also includes qualitative goals. Intend of measuring the performance of an organization in terms of its profits or its input-output-ratio, organization should be evaluated on its ability to more and its actual movement towards the various goals it sets for itself.

Mc Gregor has argued in a similar way for the integration of personal and organizational goals. (1964) According to this theory if management develops practices built on a more valid set of assumptions about man, it will produce an integration and hence greater effectiveness.

Blake and Mouton (1964) argue for the integration of concern for production and concern for people. Organizational effectiveness according to Blake and Mouton is achieved when management succeeds being both production and people centered. To support this theory both have developed training programme which explicitly attempt to develop management style. In short, system level orientation of organizational effectiveness must be a multiple criterion involving adaptability, sense of identity, capacity to test reality and internal integration. The effectiveness is a multiple criterion, one need to be careful to avoid the help of concluding that it depends on merely one criterion.

Approach to organizational effectiveness, which depends upon good communication, flexibility, creativity and genuine psychological commitment. Such conditions are to be obtained by (1) recruitment, selection and training practice which stimulate rather than demean people, as more realistic psychological relationships based on a more realistic psychological contract (3) more, effective group action (4) better leadership in the sense of goal setting and value orient. The argument is that systems work better, if the parts are in good communication with each other, are committed, and are creative and flexible.

Organizational Effectiveness has attracted considerable research interest even since organizations achieved a major role in our society. In the beginning organizational effectiveness was measured by productivity or profits. Over a period of time humanistic
approaches to management emerged which has included individual satisfaction and need fulfillment.

The classic literature examines organizational effectiveness in terms of goals (Cyert & March, 1963 Price 1968) and organizational system (Clipp 1972, Katz & Kahn, 1978) Metaphors (Weick 1977) and professor (Steers, 1977). However, the very existence of multiple models of organizational effectiveness is likely to be only reflective of the multiple ideologies and views in organizational contexts in the field.

Schnieder (1983) explains interactionist perspective, how it is relevant to the study of organization and effectiveness.

1. Organizations are defined by the kinds of people who are attracted to them, selected by them and who remain in them.
2. As a result of attraction, selection, attribution cycle, organizations can become overtly homogeneous resulting in decreased capacity for adaptation and change.
3. In the face of turbulent environment organizations can remain viable by attracting, selecting and retaining people in differentiated roles, who are externally future oriented.


The effective organization is capable of accommodating a wide range of information. It has physical and human capacities, capable of monitoring the quality of information and of selective employment of information in problem solving and behaviour controlling activity. Seashore clams that three approaches are complementary referring to different but interdependent factors of organizational behaviour.

Weick and Daft (1983) interpretations of systems modes. The authors suggests that organization are much more than input-output, resource consuming, goal seeking systems. Organizations are interpretation of system. Some structure needs to be imposed on the apparent randomness of events and information that constitute and surround them. Organizations have mechanisms to transform this equivocally outside the organization in to specificity and direction within the organization. Six major indicators of effectiveness are taken (i) Detailed knowledge (ii) An elaborate taxonomy

1. Production :-

This reflects the ability of an organization to produce the quantity and quality of output (whatever it is) that the environment demands.

2. Efficiency :-

The efficiency can be defined as the relation of output to inputs.

3. Satisfaction :-

The conceptualization of the organization as a social system requires that some consideration to be given to the benefits received by an organizational participant, as well as by the customers. Satisfaction is the label for this criterion and its measure includes attitude turnover, absenteeism, tardiness and grievances.

CONCEPTUAL FRAMEWORK OF JOB-SATISFACTION :

In the present study, job satisfaction is one of the variables; for finding out its relationship with organizational effectiveness. In the present work era, employees give lot of importance to job satisfaction. In the many organizations, employees do care for job satisfaction than any other facilities or benefit. In the present study employees i.e. manager’s job satisfaction is studied.

Job satisfaction is defined as an combination of psychological, physiological and environmental circumstances that causes a person truthfully to say, I am satisfied with the job.

According to Oxford dictionary, "Job satisfaction is an application of effort to a purpose, force inaction doing something; a task of materials to be operated on doing or experience of specified kind employment especially as a means of earning money, things done or made a product or manifestations."
Bloom and Taylor, (1968) said that job satisfaction is the results of various attitudes possessed by an employees. These attitudes are related to the job and are concerned with such factor as wages, conditions of work, social relations on job, steadiness of employment and other similar terms.

Sinha, defines job satisfaction as it cover both the satisfaction deferred from being engaged in a piece of work, or in any pursuit of a higher order.

Lock (1970) specific aspects of job satisfaction are the most important source of job satisfaction. These aspects are working conditions, pay, self-esteem and relations etc.

Hackman and Lawler (1971) a moderate sized cluster of related tasks is optimal in generating job satisfaction. They say that employees feelings of accomplishments are also enhanced if they work as a whole piece of work or if their personal contribution to the whole is clear.

Herzberg (1959) illustrated the role of jobs satisfaction in the theories of work motivation. According to him main absence of the job satisfaction does not lend to job dissatisfaction and vice-versa.

Job satisfaction is defined as "Pleasurable or positive, emotional state resulting from the appraisal of one's job experience".

Job satisfaction will be defined as the amount of overall positive affect (or feeling) that individuals have towards their jobs.

Job satisfaction is the amount of pleasure of contentment associated with a job. If you like your job intensely you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction.

Job satisfaction is a set of favourable, unfavourable feelings with which employees views their work.

According to Robbins (1993) job satisfaction is defined as an employee's general attitude towards his job.

Kemelger (1982), job satisfaction or dissatisfaction is a function of perceived relationship between what one expects and obtains from one's job and how much importance or value be attributes to it.
Cawsey (1973), job satisfaction increases, as the individual perceives organizational climate as having more opportunities achievements.

Roben-kahon (1973) job satisfaction does seem to reduce absence, turnover and perhaps accident rates.

Graneberg (1972) job satisfaction is a set of favourable or unfavourable feelings with which employees views their work.

Fridlander and Margulies (1969) have shown that organizational climate (OC) is a significant determinant of job satisfaction.

McGregor (1960) Argyris (1964) have argued that root of job satisfaction, involvement lies in the need satisfying potential of the job environment.

Smith (1955) has defined job satisfaction as an employee's judgement of how well his job satisfied his various needs.

Bullock (1952) job satisfaction is an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job.

The above definitions gives clear understanding about the term 'Job satisfaction'. Job satisfaction depends upon many factors, it cannot be achieved by satisfying any single factor. The concept job satisfaction refers to one's feeling towards the job. The job satisfaction is often determined by how well outcomes met or exceed expectations. The term job satisfaction and job attitudes are typically used interchangeably. Both refer to effective orientation on the part of individuals towards their work, roles which they are presently occupying. Positive attitude towards the job are conceptually equivalent to job satisfaction and negative job dissatisfaction.

When employees join an organization, they bring with them a set of wants, needs, desires and past experiences that combine to form job expectations. Job satisfaction expresses the amount of agreement between one's emerging expectations and the rewards that the job provides, so it also relates closely to equity theory, the psychological contract and motivation.

Job satisfaction has many dimensions; it may represent an overall attitude, or it can apply to past of an individual job.

When we talk of job satisfaction we need to consider areas of job satisfaction and it effects on employees performance. Some managers may assume that high satisfaction always leads to high employees performance, but this assumption is not
correct. Satisfied employees may be high, average or even low producers, and they will tend to continue the level of performance that previously brought them satisfaction.

Job satisfaction is the results from the employees perception that the job content and context actually provide, what an employees value in the work situation. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. The positive emotional state is highly contributory to an employees physical and mental well being.

**SOURCES OF JOB SATISFACTION**:

Several studies have been conducted on job satisfaction and employees morale in order to establish some of the causes that result in job satisfaction. Studies revealed that certain variables are consistently correlated with job satisfaction. These factors have been grouped into four identifiable, categories.

1. **Organizational Factors**:

Under organizational factor there are three sources of job satisfaction i.e. salaries and wages, promotions and organizations policies.

*(a) Salaries and Wages :-*

Salaries and wages play an important role in determining the level of job satisfaction irrespective of the level of position that an employee holds in the organization. Locke studies revealed that pay is primary determinant of job satisfaction, especially when it is perceived as fair and equitable compared to others and relative to employee’s own efforts and contributions. Pay is another factor since it satisfied the first level need of Maslow’s model of motivation. Pay is considered to be symbol of achievement since higher pay reflects a higher degree of contribution towards organizational operations and welfare.

*(b) Promotions :-*

Promotional opportunities are considered to be an important source of job satisfaction; specially at higher level jobs, because a promotion indicates an employee’s worth in the organization which is highly morale boosting. It is observed that promotion is a higher source of job satisfaction for executives than for lower levels job.
(c) Organizations Policies :-

Organization structure and policies play an important role in establishing an environment which is conducive to job satisfaction. An authoritative and autocratic structure may produce more resentment on the part of employees who may want more open and democratic style of leadership. Policies govern employees behaviour and depending upon how strict or liberal policies are, can generate positive or negative feeling about the organization.

2. Work Environment :

The work environment in the organization is another important factor for the job satisfaction. Here, supervising style; work group and working conditions are important component of work environment.

(a) Supervisory Style :-

It is established that satisfied employees themselves create a social environment at work whose supervisors are more considerate of employees. The close relationship between the supervisor and employees and employees participation in decision making about such issues that directly concern the employees are highly conducive to job satisfaction.

(b) Work Group :-

The group size and the quality of interpersonal relations within the group play a significant role in employee's happiness. Larger group sizes usually lend to lower level of job satisfaction; since large group lead to poor interpersonal communication; reduced feeling of togetherness and difficult in getting to know each other more closely. Work group also serves as a social, moral and emotional support system for the employee. If the people in the group exhibit similar societal characteristics, such as attitudes and beliefs, they create good work climate and improve job satisfaction.

(c) Working Conditions :-

Proper working conditions are highly desirable because they lend to great physical comfort. If the working conditions and infrastructure are conducive, the job satisfaction will be high.
3. Work Itself:

The job content has two aspects, 'job scope' and job variety. The job scope involves the responsibility, work place etc. The higher the level of these factors, the higher the job scope and thus higher the level of satisfaction. The job variety is an important factor which is most effective, lack of autonomy and freedom over work methods and work pace creates a sense of helplessness. To provide high job satisfaction role ambiguity and role conflict are to be avoided.

4. Personal Factors:

These factors play an important role as to whether they are happy or not that should be studied and help should be provided accordingly. Age, seniority and tenure have considerable influence on job satisfaction, therefore it is necessary to take care of below mentioned components.

Above figure depicts source of job satisfaction. If the managers to derive high job satisfaction then organization must take care of working conditions, wages, work and type of work, work group, supervision and promotion chances etc. Today managers are interested in better working conditions with proper facilities and opportunity to contribute innovatively. They are interested in monetary rewards and incentives. They see work and type of work, if it is innovative which provide of their choice then they will work with all efficiency which provide them job satisfaction. They also look into workgroup with whom they are going to work. It is said that peer group and colleagues are important in getting job satisfaction. The people will get more job satisfaction if the
supervision process is positive, supportive and guiding. The very important source of job satisfaction is promotion and career advancement.

Job satisfaction is one of the methods used by organization for either measuring employee attitude or opinions for obtaining some impressions of them. It seems that work situations which people find most satisfying are almost invariably those, which provide opportunity for achievement, interesting and challenging work, genuine responsibility and scope for the individual advancement and growth. The employees desiring job satisfaction do not depend on certain structure of the organization. An individual satisfaction depends upon organizations reciprocating through various rewards and incentives.

In the present situation organization apart from being profit oriented also interested and entrusted to develop their human resources to meet future challenges. Organization's tries to provide necessary facilities, environment, clarity of work and values, which lead to job satisfaction.

Increasing job satisfaction is important for its humanitarian value and financial benefit (due to its effect on employee behaviour). As early as 1918, Edward Thomdike explored the relationship between work and job satisfaction in the journal of applied psychology. Bevendum Research incorporated, mercer Island, has included measures of job satisfaction in all employees surveys. According to this survey, employees with higher job satisfaction believe that.

♦ The organization will be satisfying in the long-run.
♦ Care about the quality of their work.
♦ Are more committed to the organization.
♦ Have higher retention rates.
♦ Are more productive.

Here attempt has been made to narrate the needs which are related to job satisfaction.

♦ Physical and security needs
♦ Social needs
♦ Egoistic needs
The physical and security needs of human beings include money, job security and advancement. Every employee needs money because social status in our society depends largely on the size of one's earning. The first demand most of the people make of the job, then it is that it provides them with enough to enjoy proper standard of living. Every individual in any organization works for higher salary which satisfies the primary needs like food, shelter, and clothing and improvements in the wage structure in the organization helps employees to improve and perform better so as to enhance the organizational effectiveness.

Job security is a fundamental human need for many people. It is more important than either pay, perks or incentives. In the recent years however, automation and other economic changes and LPG impact through unemployment to many who are thought their job is secured. The recent advent of hi-tech have created an environment of fear regarding job security which constantly keeps an individual in clutches of unemployment. Many organizations go for Re-structuring of total system, that also creates unemployment through voluntary retirement scheme (VRS) or compulsory retirement scheme (CRS).

There is always feeling of advancement. Every individual put efforts to achieve highest in one's own life. The advancement helps the individual to feel contended with the achievement. Therefore higher the advancement, higher the job satisfaction.

The social needs are another area of job satisfaction. The job provides a large part of social need satisfaction. The job satisfies other social needs besides the need for friendship, proper recognition and belonging to the organization. The organization needs to see that dignity of every individual is respected and properly maintained in the organization. Fair treatment is expected from the supervisors, which satisfies the social needs.

The organization needs to think of egoistic needs also. As one knows that the work accomplishment is rather rebellions, however it has meaning to different people. There is a close relationship between an occupation's prestige and the satisfaction that people get from working in the organization. Individual productivity is one of the factors contributing to accomplishment. The sense of productivity and accomplishment are particularly important to individual who are employed and to executives who monitor organizations.
MANAGERIAL EFFECTIVENESS (employees):

Here an attempt has been made to discuss managerial effectiveness, which is one of variables of the present study. During the last two decades, the issues of managerial effectiveness have been the forefront in the literature of management and researches, which has drawn attention of the corporate management. The manager is key person in the organization. He maintains a complex set of inter-relationship with persons both within and outside the organization. He continuously interacts with his subordinates and superiors as well as his peer groups and co-workers. He also acts as a liaison between his subordinates and superiors. In the organization most of the time manager spent time in guiding, informing, interacting and supervision of his colleague and subordinates. Manager’s role is important because he is considered to be a important and omni present. He is answerable, responsible and accountable to both management and colleagues. The manager should have knowledge of organization, its structure, vision, mission, policy and programme so that he can function effectively. The manager knows how to protect the environmental needs, how to motivate subordinates, how to manage conflict and also how to introduce change in the organization to achieve organizational effectiveness.

The managers of twenty first century would perhaps be different in the new environment, since there is an impact of liberalization, privatization and globalization. The manager will have to suit with new working system of multi-nationals. He has to adjust with new corporate structure and policy. Almost everyone in the organization would be working together in multi-disciplinary tenure.

The quality and cost have become the cutting edge for the success of any business organizations. All over the globe people are insisting on total quality as the fundamental business principles. Therefore, today’s managers have to put their best and work very hard to ensure future of themselves and their organizations.

Manager is defined as one who manages. It is also defined that, a manager gets thinks done through people.

Peter Drucker defined manager as 'A manager is knowledge worker (as oppose to a manual worker) who by virtue of his position and knowledge is responsible for a contribution that materially affects the capacity of the organization to perform and obtain the results.
The manager can play different roles in the organization. It all depend upon organization, situation, type of management and manager himself. The researcher has identified certain role for managers which are given as below.

**Managerial Effectiveness**

**ROLE OF MANAGER**

**COMMUNICATION**
- Exchanging routine information
- Processing mail
- Sending Reports
- Routine and General work

**TRADITIONAL MANAGEMENT**
- Planning
- Decision Making
- Controlling
- Setting goal and objectives
- Assigning tasks to employees
- Providing routine Instructions
- Handling day to day crisis
- Developing procedures
- Walking around
- Inspecting work

**HUMAN RESOURCES MANAGEMENT**
- Motivation
- Reinforcing
- Managing conflict
- Training & Development
- Giving positive feedback
- Providing group support
- Appealing to higher authorities
- Clarifying goal
- Coaching
- To take care of internal customers

**NET WORKING**
- Socializing
- Politicking
- Interacting with outsiders
- Informal discussion
- Deciding with customers, suppliers and vendors
- Attending external meeting
- Holding and attending community service events
- To take care of external customers

Managerial Effectiveness
According to Mishra and Pattanayak (2000) managerial effectiveness can be learned by acquiring following habits of mind.

- Effective executives know where their time goes. Managers work systematically in managing the little of their time that can be brought under control.
- Effective executives focus on outside contribution. They gear their efforts to results rather than work.
- Effective executives build on strengths their own strengths, those of their superiors, colleagues and subordinates and on the strengths in the situation.
Effective executive concentrate on a few major areas where superior performance will produce outstanding results. They do first things first, and second things, not at all.

**IMPLICATIONS FOR FUTURE MANAGERS:**

If organizations are changing, the nature of managerial work would change and it would make the manager's job more ambiguous and vague. After all, in a network organization, which are all self managing units and relying on intangible processes to organize organizational efforts, the traditional focus and meaning of managing world no longer be valid. Since influence within the organization would shift from vertical to horizontal, channels and means for communication would be changed, managerial and non-managerial activities would become indistinguishable, and relationships across organizational boundaries (e.g. with customers and suppliers) would be sources of power within the organization (Kanter : 1989) The conventional bases of managerial power would be considerably eroded.

Schein (1989) noted that implicit in the very concept of managing is the assumptions of hierarchy. As organization adapts non-hierarchical forms, the managerial concept of power, influence, leadership etc. will become obsolete and redundant. Malone (1987) suggested “electronic hierarchies” would exist without management with everyone contributing to the coordination of organizational activities.

New roles and opportunities for the future managers:

1. The effectiveness of the manager would depend less on managing tasks, and more on managing processes. In that sense, the role of the manager would shift from that of a “line” functionary to that of a "staff" functionary.
2. The increase in diversity and need for dealing with perpetual change, would place greater responsibilities on managers to design processes for integrating organizational efforts towards learning and change.
3. At the interpersonal level the task of the manager would be that of empowering, guiding, facilitating and coaching people, rather than that of monitoring and controlling their activities.
In the end, it is said that with greater external organizational focus, the competence of the manager would be indicated as much as by his/her ability to from external linkages (with suppliers, customers, collaborators, pressure group etc.) as by his ability to feel comfortable with internal social and professional diversity.

Managerial Effectiveness is the extent to which a manager achieves the output requirements of his position. Effectiveness is the best seen as some thing a manager produces from a situations by managing it properly.

Redden and Drucker defined managerial effectiveness as it is concerned with “doing the right things” and relates to output of the job and what the manager actually achieves.

Drucker also relates managerial effectiveness to essential practice such as the management of time and contribution in term of result rather than work, building on existing strength of people and in the situation, concentration on major areas of performance and establishing priorities and judgments in decision-making.

The concept managerial effectiveness is most precedent today. Every organization talks of managerial effectiveness. It is not uncommon today to hear comments on the needs for high quality and competent managers to meet the challenges of the coming decade (Shah 1990). Managers are concerned about improving their own effectiveness and also the effectiveness of their colleagues and subordinates.

Today it is difficult to define managerial effectiveness, however management, social sciences and organizational behaviour literature, says managerial effectiveness has been conceptualized and measured in different ways. Following three criteria are utilized to measure managerial effectiveness.

1. Accomplishment of Goals and Results:

Peter Drucker (1961) has emphasized on meeting higher standards’ as central to effectiveness. Resser (1975) emphasized development and implementation of plans to increase profit as a measure. Many authors have emphasized the goal model, focused on accomplishment of organizational goals as measure to managerial effectiveness. (Gulon 1965, Pripariya, Ram and Dutt 1977).

Managerial effectiveness may lend to more effective organization, there appears to be no direct Indian study establishing this linkage. (Ganesh 1981). There are internal
and external factors as well as environment, which are influencing the organizational goal accomplishment.

2. Characteristics / Traits and Skills of the Individual Manager:

Different traits and behavioural characteristics like, initiative, intelligence, insight, task motivation, self assurance, adaptability etc. have been identified as being desirable and required for managerial effectiveness. Ghiselli's (1971) study on managerial talent is possibly the most significant contribution to the trait approaches. The finding shows that a number of traits which stand out as indicative of managerial talent are, supervisory ability, occupational achievement, intelligence, self-actualization, self-assurance and decisiveness. Bennis (1984) identified four competencies common to all leaders: (A) Management of attention (B) Management of meaning (C) Management of trust (D) Management of self. Waters (1980) has given a model with four skill areas (A) context skills such as goal setting (B) Practice skills such as active listening (C) Insight skills such as group observation (D) Wisdom skills such as the use of power. This particular approach has been much criticized on account of lack of universal traits found to be possessed by effective managers (Joshi – 1991).

3. Appropriate Behaviours and Actions:

Mintzberg (1973) had suggested that manager’s job are similar and all work of managers can be useful to be described by common sets of behaviours or role. He stated that all managers job can be defined in terms of ten roles: (1) Interpersonal (three) (2) Informational (Three) and decisional (four). According to this approach, managers are effective in different ways at different times depending on the combination of different roles at each level. The traits approach focusing on behaviour and actions has also been criticized on account of there being no single manager who has been observed to exhibit all the exemplary behaviours required of an effective managers. Mintzber (1975) stated that in spite of the ten common roles, managers are effective in different ways at different times. In the Indian context there have not been much empirical research on managerial effectiveness. Saiyhduin and Monapph (1977) explore into socio-person background, Chakraborty (1989) explore into value and belief of Indian managers.
After looking into criteria for measuring managerial effectiveness now, researcher would like narrate qualities for effective manager, openness, filters, personal needs, asking questions, curiosity and learning, interpersonal relationship, management of market environment, action, etc. are the good qualities of managerial effectiveness.

Quality relationship between managers and their staff are the engines of organizational effectiveness. Customers decide whether an organization is effective or not. It matters little, if managers think they are effective when customers are dissatisfied. Primarily front-line staff serves customers, as especially upper-level managers do not interact much with customers. The energy and dedication staff-bring to customer interactions determine the quality and effectiveness of those interactions. Customers evaluate quality to a large extent on how they are treated. Energy and dedication of staff are the functions of climate established within the organization by upper management in general and employees' supervisors in particular. An effective climate is promoted by high quality relationships between managers and their staff. Customers are consistently served well by employees who have a valued and mutually respectful relationship with their managers, such a relationship cannot be developed or maintained by managers who lack curiosity about themselves and about their subordinates.

Curiosity is tied in with effectiveness, in the sense, curious managers understand the vital connection between their actions and those of staff and they further understand staff's relationship to satisfied customers. These managers continuously ensure that their behaviour is not an obstacle to staff performance and energy but is instead a generation of excitement and hard work.

Managers who are not curious about their own behaviour often respond rigidly and act out their personal needs, sapping energy from people and undermining effectiveness. Curiosity means the willingness of a manager to examine his/her own motives and behaviour and to determine the impact of those on others. It further reflects a need to act on what they understand to improve themselves and others, which leads in turn to greater individual and organizational effectiveness. Their focus is on people starting with themselves. These managers want to know if their behaviour helps or hinders staff performance. What they learn from observing behaviours is used to assess the quality of relationships at work and to improve those relationships. These
managers are curious about the behaviour of others because it gives them insight into what works in a particular relationship and what doesn't. Curious managers are very alert and dedicate much of their effort to ensuring that relationships are positive and energizing.

**Openness:**

Openness is the hallmark of the curious manager. The attitude of openness is expressed in the free flow of information, no matter how challenging or difficult, and includes manager's ability and willingness to disclose how they think and feel. Openness is a core element of organizational effectiveness.

**Filters:**

Effective managers are aware that people have well-developed, usually unconscious filtering mechanisms. Filtering must take place or we would be overwhelmed. How the filtering occurs is unique to each of us and depends on our particular frames of reference, which include (among other things) our beliefs, mental models, expectations, assumptions and personal needs. These internal constructs drive our behaviour. There is evidence we do not change our internal constructs and the behaviour they generate without help from others (Harris). For many managers the problem is opening themselves up to feedback (especially from those who report to them) about their ways of behaving and seeing the world can be fearful and threatening. When managers open themselves by asking others for feedback on their values, the quality of their communication, their ability to be, fair etc. they risk raising their own anxiety levels and defensiveness. Yet effective result can be obtained only through continual examination of the utility of frames of reference.

**Personal Needs:**

People's personal needs can surface powerfully in anxiety-ridden situations, usually without them being aware of it. Those needs are expressed primarily non-verbally and most of the managers have little conscious awareness of their non-verbal communication patterns, especially when they are under stress. It is critically important for the top manager to control his own personal needs so he can find out what is really
going on. It is really impossible to develop quality relationships with staff when personal needs are acted out. Staff will not trust the manager's emotional responses and people do not work their hearts out for manager they do not trust.

**Asking Questions:**

Curiosity is about asking questions. Asking the right questions is a vital part of a manager's ability to be effective. The curious manager want to know where the staff member's perception came from, since the manager knows that often he/she contributed to the problem. The greatest improvement in effectiveness on a day-to-day basis comes from high quality behavioural interactions because they build similarly high quality relationships. Both internal and external customers are served best when managers have established a climate in which people willingly work their hearts out. Demonstrating curiosity about their own behaviour and its impact on staff further reinforces trust. These actions produce enormous positive outcomes in terms of energy and performance; they are the real leverage for effectiveness. Managers whose personal needs rule them are unlikely to ask the right questions or to ask them properly. Those who do not control then personal needs can dramatically and positively affect staff relationship.

**Curiosity and Learning:**

Real organizational learning requires major adjustments in the relationships in the staffs. Curiosity plays a key role in making these adjustments and many managers have not been up to it. Sustained openness are required for strong relationship to develop and be maintained.

Learning is about acquiring information and modifying behaviour. To learn I must be willing to explore what is really meant by what I see and hear from others. I do not have to agree or like what I get but to be an effective manager I have to address it. Since the manager has a far greater degree of control of relationships with who must take the initiative and examine with staff the quality staff members than they do it is the manager of these relationships. Curious managers are intensely alert when people's feelings come out, which they do all the time, especially in changed circumstances. Such managers know at least intuitively feelings drive meaning is expressed primarily non-
verbally. The curious manager pays much more attention to the indirect message coming from the looking away then to the words. The words tell him what he would like to hear but the looking away may tell him something of much greater importance. Learning of this kind requires very careful listening and observation coupled with supportive questions. Learning comes from asking others (curiosity and questions again) to examine our thinking and opinions with us, searching constantly for the greatest value.

**Action:**

Curiosity by itself is insufficient to improve personal or organizational effectiveness. Curiosity must lead to action. Managers of managers must play a major role in helping their reporting managers examine their behaviour and the need to change relationships. To be credible, these higher level managers must themselves be modeling openness and quality relationships. Higher level managers must be able to assist their staff managers to learn to manage behaviour and relationships. This is critically important since it is relationship managers have with their staffs that engender energy and commitment not those managers job competence. The climate for curiosity and the quality of relationships is set at the top. Things will not improve significantly until manages realize this and act on it. Developing and actively maintaining the proper relationship climate means both greater effectiveness and higher chances of success in a turbulent world. "Look in the mirror. If the chief ain't curious the troops ain't likely to be." (Peters).

**CONCEPTUAL FRAMEWORK OF PERSONALITY TRAITS:**

Here, an attempt has been made to discuss an understanding about personality, theories of personality and determinants of personality.

Maddi (1980) personality is a style set of characteristics and tendencies that determine those commonalities, differences in the psychological behaviour (thought, feeling and action) of people that have continuity in time and that may not be easily understood as the role result of the social and biological pressures of the moment.

The above-mentioned definition, indicates that people do have some traits which are common with others. Maddi's definition does not imply that people do not ever
change. This means that an individual do not change drastically overnight and his thoughts, feelings, values and actions remain relatively stable over a time. Change in the personality takes place in an individuals. A change occurs slowly over an extended period of time therefore, by understanding certain dimensions and traits of personality, managers can predict the behaviour of employees.

**Definition on Personality:**

Hilgard (1975) : Personality may be understood as the characteristic pattern of behaviour and modes of thinking that determine a person's adjustment to the environment.

Ruch (1963) : Personality can be described as how person affects others, how he understands and views himself and his patterns of inner and outer measurable traits.

Allport : Personality is the dynamic organization within an individual of those psychological systems that determine his unique adjustment to his environment.

The 'term' personality represents the sum total of several attributes which manifest themselves in an individual, the ability of the individual to organize and integrate all the qualities so as to give meaning to life, and the uniqueness of the situation which influences behaviour of the individual.

Carl Rogers : Personality in term of self, an organized, permanent, subjectively perceived entity which is at the very heart of all our experiences.

Gordon Allport : Personality as what an individual really is, as an internal 'Something' that guides and direct all human activities.

Sigmund Freud : Personality as composed of three elements the id, ego, and super ego.
The above-mentioned understanding of personality concepts clearly indicates that the meaning of personality in psychology extends far beyond the original superficial social image concept. It refers to something much more essential and enduring about a person.

Some of the personality theorists emphasize the need to recognize the person in situation, interaction as a social learning aspect of personality. The social learning interpretation may be the most comprehensive and meaningful to the overall study of organizational behaviour.

Here, five personality traits have been emerged related to job performance.

1. Extraversion - sociable, talkative and assertive.
2. Agreeableness - Good natured, co-operative and transiting.
3. Conscientiousness - Responsible, Dependable, Persistent and Achievement oriented.
4. Emotional Stability - Viewed from a negative standpoint tense, insecure and nervous.
5. Openness to experience - Imaginative, artistically sensitive, and intellectual.

The personality traits that relate to performance indicate the important role that personality plays in organizational behaviour.

After discussion of personality definition and traits, let us find out determinants of personality.

1. Heredity
2. Culture
3. Family background
4. Experience in life

**Heredity:**

This is one of the personality determinants. It is said that there are some generic factors, which play a part in determining certain aspects of personality. The person is tall or short, experience good health or ill health, quickly irritable or patient, is the
characteristics depend upon heredity. How one can handle others depend upon inherited traits of personality, and how personality is shaped.

**Culture:**

Culture has been given importance since it shapes the personality of an individual. The people born in different cultures have different personalities, which significantly influence to their behaviour. It is said that people born in the same culture will also differ from each other in many characteristics. For instance, some Indians will be more assertive or less differential to their superiors than others.

**Family Background:**

It is said that the status of the family, number of children in the family, education of parents and family members influence the shaping of the personality. Further it is said that family members mould the characteristics of children, by expressing and expecting children to conform to their own values. Therefore, family background is an important factor for personality determination.

**Experience in Life:**

The experience in life is very important trait. Miserly or generous, high or low self esteem etc. are the part of personality characteristics, if one has repetition of same experiences then he tends to develop his understanding accordingly. Thus personality is a function of both heredity and other external factors.

**Personality Factors and Behaviour at Work:**

It is said that some of the personality factors determine, kind of behaviour that are exhibited at work. This includes as follows:

(a) Need patterns
(b) Locus of control
(c) Introversion and Extroversion
(d) Tolerance for Ambiguity
(e) Self-Esteem and self-concept
(f) Authoritarianism and Dogmatism
(g) Machiavellians
(h) Type A and type B personalities
(i) Work-Ethic orientation

(A) Need Patterns:
Steers and Branstein (1976) developed a scale for the personality needs which manifest themselves in the work setting. Those personality needs are achievement, affiliation, autonomy and dominance.

+ Achievement – Proactively in work behaviour and proud for their success and achievement.
+ Affiliation – Cooperative with others
+ Autonomy – Dislike close supervision
+ Dominance – Actively legitimate authority

(B) Locus of Control:
The locus of control concept denotes whether people believe that they are in control of events, or events control them.

 Internals locus control – control and shape the course of events in their lives.

 External locus of control – Events occur purely by chance or due to factors beyond their own control.

 Here internal locus of control seek more job related information, try to influence others more at workplace actively look at the opportunities for advancement, rely more on their own abilities and judgments at work.

(C) Introversion and Extroversion:
Introversion – Inward, experience and process feelings, thoughts and ideas within themselves.

Extroversion – Searching for external stimuli with which they can interact. They are more sociable, lively gregarious and seek outward stimuli such
people can be more successful in public relation department, sale managing etc.

More quite reflective intellectual people, preferring to interact with man intimate circle. Introverts are likely to be successful when they can work on Research and development work.

According to Heliriegel solcure and workman (1986) since manager has to certainly interact with individuals, influence people to achieve the organization goal, it is believed that extroverts are likely to be more successful as manager in the organization.

(D) Tolerance for Ambiguity:

Tolerance for Ambiguity, personality characteristic indicates the level of uncertainty that people can tolerate with experiencing stress and can still function effectively. In the organization managers have to work well under conditions of extreme uncertainty. Managers who have to work well under conditions of extreme uncertainty. Managers who have a high tolerance for ambiguity can cope well. Managers who have a low tolerance for ambiguity may be effective in structured work settings but find it difficult to operate effectively in the changing situations.

According to Lorsch and Morse, (1974) tolerance for ambiguity is an important dimension necessary for managerial success, and effectiveness.

(E) Self-Esteem and self-concept:

The self-esteem and self-concept dimension of personality is very important. The self-esteem denotes, an individual consistently regards themselves as capable, successful, important and worthy individuals. Self-esteem is an important personality factor that determines how managers perceive themselves and their role in the organization. Self-esteem is an important to self concept, that is the why individuals define themselves as to who they are and derive their sense of identity.

High self-esteem provides a high sense of self concept high self concept, in term reinforce high self esteem. (Nirmal Singh – 2000) Thus, the two are mutually reinforcing individuals high in self-esteem will try to take on more challenging assignments and be successful; thus enhancing their self-concept they would tend to define themselves as
highly valuable and valued individuals in the organizational system. The higher the self-concept and self-esteem, the greater will be their contribution to the goals of the organization; in turn it will help for organizational effectiveness.

(F) Authoritarianism and Dogmatism:

In this particular personality character an individual tends to use his power with his subordinates, while the same time being deferential to his superiors.

Dogmatism refers to a person's rigidity or inflexibility in being open minded to other's view.

It is said that combination of high authoritarianism and dogmatism is obviously not conductive to creativity and organizational effectiveness. The new ideas views of subordinates will not be considered.

(G) Machiavellianism:

Manipulation of others as a primary way of achieving one's goals is what Machiavellianism. In this characteristics, an individual tends to be Machiavellianism, to be cool, logical in assessing the system around him, willing to trust them, to influence others and try to gain control of people, events and situations by manipulating the system to his advantages. This particular character can help time being. The manager with this type of personality tends to be distrusted and disliked by many in the organization, and ultimately it affects to the organizational effectiveness.

(H) Type A and Type B personality:

Here, the explanation says that type A persons feel a chronic, sense of time urgency, are highly achievement oriented, exhibit a competitive drive, and are impatient when their work is slowed down for any reason. Type B persons are easy-going individuals, who do not sense the time originally and who do not experiences the competitive drive (Friedman and Roseman – 1974). Type A persons help the organizational to move ahead in a relatively short period of time, but the caution is such person may suffer health problem, which affect to the organization achievement and thereby effectiveness.
(I) Work – Ethic Orientation:

This personality character reflects that some individuals are highly work-oriented others try to do the minimum. The positive work oriented person gets greatly involved in the job. Extreme work ethic values could lead to traits of "Workoholism". The high level of work ethic orientation of members is good for the organization to achieve its goals. Thus, sustained individual and managerial success can only ensure when individual have high work ethic values.

Here, an attempt has been made to identify above-mentioned nine different personality pre-dispositions, which are important for individual, managerial and organizational effectiveness. This information will certainly help to understand how managers can be more effective or ineffective in solving problems of the organization.

Jang’s Psychological Functions:

According to Carl Jung (1923) there are four psychological functions:

- Sensation
- Intuition

Sensation and Intuition:

Sensation and intuition are two psychological functions. Individuals gather data either through processing the facts and details in the environment in a very methodical fashion – sensation types – or through global visualizations of what the scene depicts – intuition types.

Sensational Individual type - Depend on a lot of information to assess the situation
Pragmatic, down to earth and concentrates on the present time.

Intuitive type - Relies on hunches and non-verbal cues, simultaneously considers several alternatives and quickly discards and
non-variables one’s, very imaginative, more futuristically oriented.

Thinking and Feeling:

People evaluate and make judgements either in an impersonal and objective fashion – the thinking type or in more personal and subjective fashion – the feeling type.

Thinking - Make systematic inquiry unemotional, highly analytical and rational in decision making.

Feeling - Much reliance of human feelings and emotions, empathic, sentimental and tries to read between the lines”, while evaluating situation.

The thinking type individuals feel comfortable when logic and good analysis are the base of decision-making, unemotional and less sensitive to the feeling of others. Feeling types enjoy pleasing others dislike telling people unpleasant things, and heavily emphasize the human aspect of organizational matters (Hellriegel, Solcure, and Woodman, 1986).

| Sensation – Thinkers | - Managers with these pre-dispositions create effective structure for organizations, which ensure stability.  
- Dependable lender.  
- Extreme impatience.  
- Ineffective changes. |
|----------------------|--------------------------------------------------|
| Intuitive – Thinkers  | - Managers are proactive change master.  
- See relationship between goal and activities.  
- Insensitive to the feelings of other, face difficulty in handling interpersonal relations. |
| Sensation feelers     | - Managers are pragmatic, seek co-operation from employees.  
- Know effectively use of resources.  
- Unable to introduce new things. |
MADDI’S MODELS OF PERSONALITY (1980):

Maddi has grouped all personality theories that exist, under three categories or models.
- Conflict model
- Self-fulfillment model
- Consistency model

The Conflict Model:

This model of personality depicts people to be constantly caught in the grip of two opposing powerful forces. Both the forces could operate within one’s self or one of the opposing forces can come from the environment.

The Self-fulfillment Model:

This model depicts one great, beautiful positive force, which the individual drives the person either to self-actualization or to reach perfection. The perfection version of the model depicts behaviour as oriented towards attaining perfection in one sphere to compensate for one’s inadequacies in another area.

The Consistency Model:

Here, in this model of personality person and the environment get most interlocked. Every individuals have their own self perception of who they are, their ability and strengths and their weaknesses and drawbacks. The consistency model explains behaviour as driven by the need to seek consistency and equilibrium. Reducing the inconsistencies between self perceptions and feedback from the environment, not only includes the alternatives of modifying one’s self concept and avoiding certain domains of experience so that cognitive dissonance is not felt, but it also encompasses the more irrational techniques of distorting facts and denying aspects of the real world.
**ERIKSON’S DEVELOPMENTAL MODEL OF PERSONALITY (1953):**

This model of personality described eight developmental stages as we grow from childhood to adulthood.

<table>
<thead>
<tr>
<th>Erikson’s Stage</th>
<th>Age</th>
<th>Success in meeting requirements of stage brings</th>
<th>Failure to meet requirements offstage brings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Infancy</td>
<td>Birth to one year</td>
<td>Basic Trust Vs</td>
<td>Mistrust</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pursuit of affection and gratification of needs, recognition.</td>
<td>Result of consistent abuse, neglect, deprivation of love, too early or hard weaning, artistic isolation.</td>
</tr>
<tr>
<td>2. Early childhood</td>
<td>One to three years</td>
<td>Autonomy Vs</td>
<td>Shame &amp; Doubt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Child views self as a person in his own right apart from parents, still dependent.</td>
<td>Feels inadequate, doubts self, curtails learning basic skills like walking, talking, wants to 'hide' inadequacies.</td>
</tr>
<tr>
<td>3. Play age</td>
<td>Four to five years</td>
<td>Initiative Vs</td>
<td>Guilt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lively imagination, rigorous reality testing, imitates, anticipates rallies.</td>
<td>Lacks spontaneity, infantile jealousy, suspicions, evasive, role inhibition.</td>
</tr>
<tr>
<td>4. School age</td>
<td>Six to eleven years</td>
<td>Industry Vs</td>
<td>Inferiority</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Has sense of duty and accomplishment, develops scholastic and social competencies, undertakes real tasks, puts-fantasy and play in better perspective, learns world of tools, task identification.</td>
<td>Poor work habits, avoids strong competition, feels mediocrity, lull before the storms of puberty, may conform as slavish behaviour, sense of futility.</td>
</tr>
<tr>
<td>5. Puberty and adolescence</td>
<td>Twelve to twenty years</td>
<td>Ego Identity Vs</td>
<td>Role confusion</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Erikson's Stage</th>
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</tr>
</thead>
<tbody>
<tr>
<td>6. Young adulthood</td>
<td>Twenty to twenty four years</td>
<td>Intimacy Vs Capacity to commit self to others. Attitude of care, respect, and responsibility towards another</td>
<td>Isolation Avoids intimacy, feelings of social emptiness and isolation. Seeks interpersonal encounters which are purely formal (employer-employee). Insulate themselves against any type of real involvement. Attitudes of futility and alienation regarding their vocations.</td>
</tr>
<tr>
<td>7. Middle adulthood</td>
<td>Twenty-five to sixty-five years</td>
<td>Generactivity Vs Productive and creative for self and others, parental pride and pleasure, mature, enriches life, establishes and guides to next generation.</td>
<td>Stagnation Egocentric, unproductive, early invalidism, excessive self-love, personal impoverishment, self-indulgence, feeling of hopelessness and meaninglessness.</td>
</tr>
<tr>
<td>8. Late adulthood</td>
<td>Old age (Sunset years)</td>
<td>Integrity Vs Appreciates continuity of past, present and future fully satisfied. Death not feared, 'wisdom of old age' comes into being.</td>
<td>Despair Time is too short, finds no meaning in life, has lost faith in self and others, wants second chance at life cycle with more advantages, fears death. Often senile, depressed spiteful and paranoid.</td>
</tr>
</tbody>
</table>

**Type Theories : Kretschmer and Sheldon :**

In this theories relationship was sought to be established between features of face or body and personality a short plump person was said to be sociable, relaxed and even tempered, a tall, thin person was characterized as restrained, self conscious, and fond of solitude, a heavy set muscular individual was described as noisy, callous and fond of physical activity.
Trait Theories:

This theory are another way of understanding personality. A trait of an individual is abstracted from his behaviour and serve as useful "unit of analysis" to understand personality. The trait theory assumes that a personality can be described by its position on a continuous dimensions or scales, each of which represents a trait. It is important to remember that traits are reactions, not something a person "Possesses". For example one does not possess shyness, he feels and acts shy under some circumstances. The trait theory, gives recognition to the continuing of personality. The theory has also contributed to personality ratings and factor analysis techniques to behavioural science.

Trait Theory of the personality includes certain traits of an individual. There are many traits that are common to most of the people, there are many other traits that are unique to a person and are not shared by other individuals. It is fact that on the basis of the trait theory individual can be described as aggressive, dominant, loyal, flexible, harmonious, sentimental, impulsive, cool and co-operative. Personality traits are the basic element of personality and it can be used to summarize individual behaviour.

Psychoanalytic Theory (Sigmund Freud):

This theory is based on the in-depth study of individual personalities. Freud linked the mind to an iceberg- only a small segment of which protruded above the surface of the water. From this small portion of the mind represents conscious experiences; while the much larger mass below water level represents the unconscious - a storehouse of impulses, passions and primitive instincts that affect our thoughts and behaviour. His unconscious portion of the mind that Freud sought to explore and he did so by the method of free association. The method requires that the person talks about everything that comes into conscious mind, no matter how ridiculous or trivial it might seem. By analyzing free association, including the recall of dreams and early childhood memories, Freud considered basic determinants of personality. Freud saw personality as composed of three structures id, ego and superego.

The Id:

It is the mental agency containing everything inherited; present at birth, and fixed in the individual's constitution – especially instincts operating on a primitive basis,
it is free from all inhibitions. It is raw, animalistic, unorganized, knows no laws, obeys no rules and remains basic to the individual throughout life.

The Ego:

Here, according to Freud, mental images do not satisfy needs. He said starving man couldn't satisfy his hunger by eating images, realities must be considered which is a role of ego. The ego develops out of the Id because of the necessary for dealing with the real world. The hungry man must have food if the tension of hunger is to be reduced.

The Super Ego:

According to Freudian theory if person is to function constructively in society, he should acquire a system of values, norms, ethics, and attitudes, which are reasonably compatible with that society. Super ego, represents the internalized representation of the values and morals of society as taught to the child by the parents and others. According to the standards of society, the superego judges whether an action is right or wrong.

<table>
<thead>
<tr>
<th>ID</th>
<th>Ego</th>
<th>Superego</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pleasure</td>
<td>Tests reality</td>
<td>Strives for perfection</td>
</tr>
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</table>

Freud personality theory and organizational behaviour.

1. Creative behaviour: For instance, certain stages of the creative processes are unconscious in nature.

2. Dissatisfaction: Behaviour of employee such as daydreaming, forgetting apathy, rationalization, and even some sickness, disability, and pain are often analyzed in psychoanalytic terms.

3. Group development: Descriptions of the stages which groups must go through to become "mature" are heavily psychoanalytic in nature.
4. Leadership and Influence: Study of the emergence of leadership, the nature of Leader's relationship to his followers, and styles of leadership.

Social Learning Theory (B.F. Skinner):

According to this theory much of human behaviour is either learnt or modified by learning. Through learning one acquires knowledge, language, attitudes, values, manual skills, fear, personality traits and self-insight.

There are two ways of learning:
- Learning through reinforcement
- Learning by observing

This particular theory of personality regards the situation as an important determinant of behaviour. This theory believes in reciprocal behaviour patterns. Situation is no doubt capable of evoking, maintaining or modifying behaviour patterns of individuals. An individual in turn, is able to mould conditions of situations.

Roger's self-Theory:

This theory is the study of the individual's subjective experience, feelings and private concepts as well as his views of world and self.

The basic of Roger's personality theory are two concepts; self and self-actualization. The self consists of all the ideas; perceptions and values that characterize 'I' or 'me' it include the awareness of "What I am and "What I can do". Self-actualization, according to Rogers, is the basic motivating force representing the inherent tendency of the organism to develop all its capabilities in ways, which serve to maintain or enhance the person.

Personality is an important determinant of employee behaviour. The individual personality characteristic influence selection of individuals to occupy various positions in an organization. The personality helps organization to understand why and how their employees behave. The understudying of personality helps in the selection of right person for right job.