CHAPTER - II

REVIEW OF LITERATURE

Review of various researches is of prime importance to prove the current trends. Present chapter attempts the same covering researches on organizational effectiveness, job satisfaction, managerial effectiveness and personality traits.

In the contemporary business environment, organizations are in a constant state of competition. As the intensity of competition increases, the need for the organizations effectiveness also increases, the organizations need to improve key performance areas and also should see that how best they can compete with other organizations locally as well as globally. To become effective, organizations have to look into its policy, approaches to manage people, innovative Human resources interventions etc.

According to Buddha (1996) the future challenges before Human Resources practitioners are to find out the various factors which affects Human Resources Management, so that appropriate Human Resources practice can be formulated and successfully implemented. The Human Resources Management must focus on continuous innovation by responding positively to new ideas and constantly keeping track of new trends. Innovative Human Resources interventions designed to ensure that people respond spontaneously to the critical demand of the organizations have tremendous potential to build successful and effective organizations.

Here, researcher would like to review the literature on organizational effectiveness supported by research studies.

Organization consists of individual and groups, therefore organizational effectiveness consists of both individual and group effectiveness. But organizational effectiveness may be more than the sum of individual and group effectiveness. Organizational effectiveness is the result of the blend of vast number of variables including technology, environment, competence of the employees and the innovative policy and abilities of the management. The individual effectiveness is the result of physical attributes, personality traits, motivation and morale. The group effectiveness is the result of group efforts, leadership, teamwork communication and cooperation.
David Lawless highlighted the importance of three different perspectives of effectiveness at individual, groups and organizational level.

**APPROACHES TO ORGANIZATIONAL EFFECTIVENESS:**

There are four broad approaches to the organizational effectiveness.

1. Goal attainment approach
2. System approach
3. Strategic constituencies approach
4. Behavioural approach

**[1] Goal Attainment Approach**

This is the first approach to organizational effectiveness. Goal attainment, is the widely used criterion of organizational effectiveness. The degree of accomplishment indicates the degree of effectiveness. Organizational effectiveness is appraised in terms
of the accomplishment of ends rather than means. This approach has widespread common sense and practical appeal.

Price has made conceptual studies on goal attainment approach. The author reviewed and analyzed fifty studies and developed a model comprising of dependent variables called 'effectiveness' and five intervening independent variables viz: productivity, morale, conformity, adaptiveness and institutionalization. Price adheres to a goal attainment approach and provided an inventory of propositions obtaining the determinants of organizational effectiveness as defined by their level of attainment of goal. Price has given model of goal attainment approaches with five systems.

[1]. Economic system
[2]. Political system (Internal & External)
[3]. Control system
[4]. Population system
[5]. Environment system

Price has provided comprehensive list of propositions derived from the review of literature on organizational effectiveness. (a) Organization, which have a high degree of division of labour are more likely to have a high degree of effectiveness. (b) Organizations which have a high degree of vertical communication are more likely to have a high degree of autonomy.

Mahoney and Weitzel, an empirical study reveals that there are three sets of criteria in determining organizational effectiveness. Viz: Ultimate, intermediate, and
immediate. The ultimate criterion is the achievement of final goal and the 'intermediate criterion' and the 'immediate criterion' are the midrange criteria that are generally applied to the short run assessment of effectiveness. Their primary emphasis is on memorable midrange organizational criteria, which are used as short run substitutes for the more subjective long run criteria for organizational effectiveness.

Mahoney and Wietzel have developed models for two types of organizations; general business organizations and research and development organizations. They have identified twenty-four variables that are useful in predicting effectiveness. The important variables in business organizations are productivity, support and utilization, planning, reliability and initiation. The important variables for research and development are reliability cooperation and development. Business organization has ultimate goal of profitability, productivity and efficiency while research and development organization has goal of professional competence and development.

[2] System Approach

A system approach to organizational effectiveness implies that organizations are made up of interrelated and interacting elements. The effectiveness of the total system is dependent on the performance of all the sub-parts. The open-system perspective emphasis on the inter-relationships between various parts of an organization and its environment as they jointly influence effectiveness. The system approach aims at such factors as relations with environment to assure continued receipt of input and positive acceptance of output, flexibility of response of the organization to chasing environment the efficiency with which the transformation takes place in the organizations, the level of employees job satisfaction and the classification of communication etc. Managers as such have a responsibility to understand the nature of their environment and to set realistic goals that accommodate the environment. The more effective organizations then are those that successfully adopt structure, work technologies, policies with the changing environment to facilitate the goal attainment.

Seashore and Yachtsman at Michigan University have identified ten effectiveness dimensions in their study of seventy-five insurance agencies. They label their theory as "a systems resource approach to organizational effectiveness". They visualize the effectiveness of organizations in term of bargaining position that is attained between the
competency organizations. According to them, the key problem in assessment of effectiveness is identification of the competitive dimensions in inter organizational transactions. They conclude the highest level of organizational effectiveness itself became of depletion of its resource producing environment or the devaluation of the result or due to stimulating of countervailing within that environment.

Georgopolous and Tunnenbakm have studied organization that specialized in the delivery of retail merchandise. The concept of effectiveness subscribes the following three criteria.

[1]. Organizational productivity
[2]. Organizational flexibility in the form of successful adjustment to internal organizational change and successful adaptation to externally induced changes.
[3]. Absence of intra-organizational strain or tension and of conflict between organization sub groups.

The study revealed that 'effective studies were more productive'; lower in inter group strain and conflict and somewhat flexible, than non-institutionalized effectiveness.

Friendlander and Pickle studied ninety-seven firms. They attempted to define the criteria of organizational effectiveness to reflect the interdependent relation of organization with the environment.

Paul Moft noted the criteria for the organizational effectiveness consist of production, adaptability and flexibility. His main concentration is on the internal orientation views of effectiveness.

Schein, suggested that the maintenance of effectiveness is made possible through the adaptive coping cycle.

Prasad (1994) throws light on the three subsystems to determine the degree of effectiveness in the organization. There are economic, technical and social sub systems.

[3] The Strategic constituencies Approach

Strategic constituencies approach considers the interdependencies among different sub-systems in the organization, but it is not concerned with the entire environment.
To measure effectiveness through this approach certain steps should be followed which are as under;

a) Management should identify all integral constituencies in the environment on which survival of the organization depends.

b) The relative power of each constituencies should be evaluated by considering the degree of dependence of the organization on them.

c) Identify the expectations of those constituencies hold for the organization.

d) Management should then arrange those constituencies in order of their power and expectations.

e) Organizational effectiveness then would be assessed in terms of its ability to satisfy their constituencies that are ranked.


This approach emphasizes the role of individual behaviour as it affects to organizational success or failure. When employees agree with the objectives of the organization then it results in perfect integration of the individual and organizational goal. This leads to high degree of organizational effectiveness.

In this approach Human relations is given emphasis. Human relations training aims at creating better employees. Employees or manager – subordinates relations. (E. Fleshman – 1988). It emphasizes employees oriented leadership and participative management. The basic idea of the former is that if a boss is nice his subordinates the latter will reciprocate by meeting the work related goal of the boss. This approach focused on sympathetic to the grievances and aspirations of subordinates meeting their needs, defending them before higher management helping them to get proper training and other opportunities for development keeping them informed about work and organization related development etc. (Khandwala – 1992).

Rensis Likert studied organizational effectiveness and suggested three variables, (a) Casual variables, (b) Intervenient variables, (c) output or end result variables. The authors suggested that above three variables determine effectiveness.
Studies on 'Organizational Effectiveness':

Ogunrinde and Raef Olakere (2001) have conducted a study on 'strategic Human Resources Planning and Organizational Effectiveness. This study examined the extent of informal comprehensive strategic Human Resource Planning. The researcher have found whether or not comprehensive HR strategies were related to higher performance and efficiency. The researcher has analyzed and compared firm performance before and after implementing formal Human Resources Planning in term of organizational effectiveness.

Minis and William Carey (2001) have studied 'The relationship between measures of perceived organizational effectiveness and actual financial performance in the medical group practice environment. The study focused the relationship of perceived organizational effectiveness and financial performance in medical practice organizations. Due to the high constituent pressure on the physician practice, the research includes an effort to measure the perceived levels of constituency, pressures on the managers and considered the impact on performance and effectiveness. Further, the laws of control of the managers are considered as a factor that may moderate the organizational effectiveness and performance.

Phadke (2002) conducted study on 'A study of organizational culture, organizational effectiveness and productivity. He found that the legitimization dimension of organizational effectiveness is positively correlated with organizational commitment dimension of organizational effectiveness.

Job involvement dimension of organizational effectiveness is positively correlated with need for independence and organizational commitment dimension of organizational effectiveness. Further, it is found that the job satisfaction is positively correlated with job satisfaction dimension's of organizational effectiveness.

Khanna (2002) has studied 'A study of organizational environment with reference to organizational learning capacity, organizational Health and organizational effectiveness. The finding reveals that productivity, commitment and independence dimensions of organizational effectiveness are significantly correlated and score is quite positive. The another dimensions like recognition, need for innovation and communication score is moderately positive and it is positively correlate with organizational effectiveness.
Pathak (2002) studied 'A study of HRD sub system with reference to individual relations and organizational effectiveness. It is concluded that majority of the respondents are from service category and are willing to do their work without much expectations of any reasons. A large majority of the respondents agree that they make efforts to make themselves more effective in their own work, which may lead to organizational effectiveness.

Further, it is found that a large number of respondents felt that functioning of HRD sub system in the organization help to create and maintain better harmonious relations and organizational effectiveness.

Mulimath (1999) studied Dynamics of power in organizational effectiveness. It is found that managers perceived themselves as having a high level of involvement and total commitment to the organization. Total commitment involvement and loyalty were higher in the top levels, administrative departments and manufacturing divisions; whereas identification was greater among top level administrative department and ancillary service division.

Anderson (1995) made survey on 'organizational effectiveness' in community college and business partnership. Analysis of the data revealed that there is a relationship between the culture of the organization and the effectiveness of the partnership.

Dhanwane (1997) conducted study with regards to organizational effectiveness in term of work values, initiative, job commitment, belongingness and job satisfaction; majority of the respondents from the low, middle and with income group view organizational effectiveness at a medium level while majority of low income level view organizational effectiveness at a high level. Majority of the experienced group have a low view of organizational effectiveness, while the high experiences group view it at a high level.

As regards the organizational effectiveness in terms of job commitment, it is found that medium HRD activities, low job commitment, high HRD activities high, job commitment. With regards to job satisfaction it is found that low HRD activities level of job satisfaction and high level of HRD activities high level of job satisfaction.

Daftuar (1998) studied organizational culture and organizational effectiveness. The study revealed that there is positive correlation exist between the cultural beliefs
and culture of an organization on the one hand and the effectiveness of the organizational on the other hand. The consensus dimension of organizational effectiveness is correlated to competitiveness culture.

James, Joseph, and Philip (1997) have studied 'organizational effectiveness' in labour intensive companies: small to medium size CPA firms. The objective was to identify the important variables affecting to effectiveness. The finding reveals that CPA firms perceived personnel criteria as the most important in assessing organizational effectiveness. Personnel is a combination of emphasis on employees (worker productivity, compensation, training) an emphasis on the output of the audit process (output quality and quantity) tying there two together, the management style. In the study this factor was considered most important in contributing to overall success of the organization. It was found to be significantly different from that of the other four derived factors at the .05 level using a two tailed T-Test. The second and third derived factors (organizational stability, fin stab / growth). Over considered substantially less important in contributing to the effectiveness of the firm than the first factor, and the fourth and fifth derived factors (prestige image, specialized interests) were considered substantially less important than there two. The finding supports the use of the constituent approach in measuring effectiveness in (PA firms).

The study conducted by V.V. Subramanghsarma (1997) 'Leadership style and effectiveness of organizational process'.

The researcher concluded that;

[1]. The organizational effectiveness is influenced by decision-making process in the public enterprises. Scarc resource, Government policies, union interventions, competition from private sector and implications of public policy are the key factors influencing the decision making process. Flexibility, quickness, fairness and acceptance of the decisions are manifested by the top management action. Delay in decisions, distortions in communication of decisions change in the top management structure violation of their own policies by the top management said to have been exercising adverse influence on the organizational effectiveness.

[2]. There is considerable evidence to state that in selected public enterprises lack of flexibility and limited adaptability with regards to corporate policies and procedures have resulted in negative influence on organizational effectiveness.
[3]. In selected public enterprises integration of activities, logical organization of tasks
and inter departmental exchange of information are not given adequate emphasis
in the organization processes. Here the role of top management in the coordination
process is very important.

[4]. The goal setting has to be effective. Lack of perception regarding fairness and
reasonableness of goal are the reasons for inadequate participation and
commitment for the attainment of goals.

[5]. The analysis of the impact of characteristics of communication on organizational
effectiveness has identified serious lapses and bottlenecks like lack of time sense
and technical, physical and personality barriers.

[6]. Management control in selected public enterprises are found to be ambiguous and
least effective in improving the organizational effectiveness. There is a wide gap
between perceived controls and existing controls.

[7]. The present organizational arrangements for training and development are not
adequate for improving the organizational effectiveness. Training goals, methods,
contents are not oriented towards the skills requirements of the organization.

Kline and Russell (1998), conducted study to explore the commitment levels of
maximum employees in a U.S. The finding revealed that job satisfaction participative
decision making, and age were predictive of organizational commitment. Furthermore, it
was found that leaders behaviour and tenure were significantly correlated with
commitment, whereas perceived organizational effectiveness tended to be correlated
with commitment.

Johnson and McIntge (1998) conducted research on organizational culture and
culture correlates of job satisfaction. The measures of culture most strongly related to
scores on job satisfaction were empowerment, involvement, and recognition. Measures
of climate most strongly associated with scores on job satisfaction were communication
followed by goals, creativity and innovation and decision-making. The results have
meaningful relevance to organizational effectiveness.

Jans and Jans (1989) have studied the relationship between organizational
effectiveness and the perceived degree of bureaucracy and the priority given to Human
Resources Management. The sample was drawn from the Australian public sector and
broader of common wealth agency. The data collected supported to the hypotheses of
the researcher of that organizations which gives high priority to the Human Resources Management functions are likely to be more effective than those whose cultures gives low level of support to Human Resources Management. The data also support to the second hypothesis of the research that organizational that are hierarchical in their working arrangements are less likely to be effective than those which are non-institutionalized hierarchical. Most organizations surveyed apparently did not give with high priority to Human Resources Management functions, particularly regarding the lower levels. In the organization studies have shown that organization which encourages work related and person centered values, organization effectiveness is better in such organizations. Organizational effectiveness is seen in terms of the effectiveness of the organization in meeting the need of both its internal and external customers.

Maheshwari (1980) studied the decision-making styles of a Indian corporation, which includes public sector and private sector in the study "Decision styles and organizational effectiveness". The researcher tried to measure how far each organization had a participatory and an entrepreneurial style of decision-making. High scores on the participatory style indicated a management committed to decentralization, operating autonomy for the managers, a consultative leadership and group decision-making. Low score indicated a centralized, autocratic mode of management. High scores on the entrepreneur orientation indicated a management that was good at anticipating problems, trends and emergencies and quickly responding to them, diagnosing the weaknesses of the organization making intuitively right decisions, strongly committed to getting results and getting organizational members excited about big goals. Low scoring management were seen as conservative, traditional, slow and bureaucratic.

Hendrix and McNichols (1984) measured 'managerial situational and organizational effectiveness factors among 4786 military and civilian personnel. Results showed that one managerial style group processing style was associated with higher scores on all three criterion. Findings indicates that for the managerial style and situational environments utilized in the study, effectiveness was not dependent on different styles being effective in different situations.

Kotter (1978) argues that the importance of power oriented behaviour in managerial career success, organizational health and organizational effectiveness depends on factors that define management jobs. It was found that the large number of
job related dependence, more time and energy will be put into power orientated behaviour.

Organizational theorists seem to agree that organizational effectiveness is multi-dimensional, and there is also reason to believe that determinants of organizational effectiveness vary. The organizational theory holds that the structural features of an organization should fit the demands of environment and technology. The organizational design alone will not ensure organizational effectiveness.

The researcher would like to narrate review of literature on other variable of the study i.e. job satisfaction.

**Job Satisfaction:**

The concept of job satisfaction is central to many aspects of industrial and organizational behaviour. To day organization put their best to increase job satisfaction among their employees, because it can keep to achieve desirable goal of the organization and thereby organizational effectiveness.

Job satisfaction defined as the amount of overall positive affect (or feelings) that individual have towards their job. When it is said that an individual has high job satisfaction, means that individual generally likes and value the job highly and feels positively towards it.

Job satisfaction may be defined as a general attitude towards one's job. Job satisfaction is one of the key factors in organizational dynamics and is generally considered to be a primary dependent variable in term of which the effectiveness of an organization's Human Resources evaluated.

When employees join the 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.

One of the perspectives views job satisfaction as a variable reflected in the discrepancy between wanted reward and realized reward. This would mean that less the discrepancy greater the amount of satisfaction. Satisfaction according to dictionary
meaning is a feeling of contentment felt when one has or achieve what one needs or desires. Now, contentment is being satisfied with what one has.

Over the past many years alone there have been well over 3000 studies that have tried to discover, what specific aspect of the job situation are the most important source of general job satisfaction. The voluminous research on the causes of job satisfaction has been driven by three major perspectives (Locke 1976).

(A). Industrial Engineering

(B). Human Relations Movement

(C). Work itself (or growth)

(A) Industrial Engineering:

It is said that during 1920 industrial engineers were investigating the impact of working conditions and pay on job satisfaction. The variables like piece-rate incentives, rest pauses and environmental factors such as light and noise all figured in to early industrial engineering researches on job satisfaction. Frederick Taylor's scientific management was predicted on the assumption that work designs, working conditions and compensation plan could all be harnessed together to insure high production and high employees morale.

(B) Human Relations Movement:

During the 1930 and 1940 more and more attention was paid to the role of the work of group and the supervisor in determining job satisfaction. In the Hawthorne studies of employees satisfaction at Western Electric, Mayo (1933) and Roethlishger and Dickson (1939) found strong evidence that employees satisfaction with their work groups and supervisors influenced their job performance. A series of studies of leadership concluded with the armed forces during world war-II (EG: Halpin & Winnor 1957) Further reaffirmed that impact of supervisory practices and the informal work group on general job satisfaction.

(C) Work Itself (or growth):

An important monograph published by Herzberg in 1959 signaled a new trend which was to refocus attention on the work itself as a determinant of job satisfaction.
This new emphasis suggested that real satisfaction with the job could only be provided by allowing individuals enough responsibility and discretion for them to be challenged. Much of the work on job re-design in the 1960's addressed itself to specifying which attributes of the job itself were most critical in determining job satisfaction.

To support above three factors of job satisfaction, attempt has been made to examine few important studies related to job satisfaction; working conditions and wages (Industrial engineering traditions), the work group and the supervisory process (Human relations traditions), the job itself and promotional opportunities (the work itself or growth traditions). Each of these factors is important because it affects to the job satisfaction. These factors are also important because it helps to determine the job satisfaction.

In a study of managers Lawler and Porter (1963) found that the amount of wages received was very positive related to satisfaction, even with managerial level it observed constant. Smith and Kendall (1963) reported strong relationship between the annual earning and job satisfaction.

But all researches do not rank pay as an important source of job satisfaction. While above-mentioned two studies do consider pay as an important key determinant of job satisfaction. Pay can serve as a symbol of achievement and a sources of recognition. Generally benefits have been found to be having less strong influence on job satisfaction than that of direct wage. (Lawler, 1971).

Herzberg, Mansuer and Syndermall research (1959) have given importance to the work itself for determining job satisfaction. The research evidences suggest that work pace and work methods are strongly linked to job satisfaction (Hackman and Lawler 1971). In two classic studies of the auto industry, the mechanical pacing of the job was the most disliked features of the work (Walker and Guest 1952, Walker and Marrott – 1951). The work itself should provide variety in job, which leads to job satisfaction. It seems that a moderate sized cluster of related tasks is optimal in generating job satisfaction. Employees feelings and accomplishment are also enhanced if they work on a 'whole' or rather than a piece of work or if their personal contribution to the whole is clear and visible. (Hackman and Lawler 1971).

There is substantial evidence that promotional opportunities do affect job satisfaction. Vroom (1964) suggests, a promotion to a higher level in the same
organization, typically involves changes in supervision, job content, coworker or colleagues and pay. The job in higher level in a single organization or in society as a whole are generally highly paid and less repetitive and they provide more freedom and require less physical efforts than other jobs which are lower in the level of the organization. What constitutes the rewards of a particular promotion differs greatly from one situation to another. The desires to be promoted are strong, especially among business executives (Porter 1962). Locke (1976) suggested that the roots of desire for promotion include the desire for higher earnings; the desire for social status, psychological growth and justice etc.

Supervisors, who establish a supportive personal relationship with subordinates and take a personal interest in them, contribute to their employees satisfaction. (Halpin and Winer, 1957) The other dimension of supervisory style that seems to contribute to employee satisfaction is influence and or participation in decision-making. In two well known field experiments in factory settings, e.g. Group that participated in decisions about changes in the work flow displayed a much higher level of job satisfaction (Coch and French 1948), (French, Israel, 1960) while employee centeredness and influence in decision making have fairly consistently been found to be positively correlated with employees satisfaction. It is also important to note that there are personality and situational variables that determine how much impact supervision has on general satisfaction (Greanet at, 1977).

The workgroup is an even stronger source of job satisfaction, when members have similar attitude and values, they are very satisfied with their relationship with their coworkers. Having good relationship with coworkers is not as important to employee as most other factors, whereas Renarick and Lawler (1978) found that while employees were very satisfied with the friendliness of their coworkers.

There is a positive correlations between working conditions and job satisfaction (Barnowe et al 1972) working conditions are valued by employees because they can facilitate them. Pursuing hobbies, flexy time. Job sharing and shorter work weeks are all managements responses to employees' desires to have more time off to pursue their own interest and to have more control over them.

In the above research review (Daniel Feldman & Arnold (1983)) it is found that pay and the work itself are the most important sources of job satisfaction, promotional
opportunities and supervision are moderately important sources of job satisfaction, and
the work group and working conditions are relatively minor sources of job satisfaction.

Studies on Job satisfaction:

There are number of studies on job satisfaction with different perspectives and
dimensions. The job satisfaction is considered to be the most significant aspect of
organizational effectiveness, therefore it is necessary to identify and work for the areas
of job satisfaction. Here, an attempt has been made to review available literature and
researches on job satisfaction.

Vaidya (2002) conducted study on employees satisfaction, with objectives to
access employees views on work environment and examine their motivational value to
employee satisfaction, productivity and effectiveness. The data revealed that there is a
need to have open communication system. Researcher found that employees should be
involved and allow to participate in the decision making. This study suggests that there
is positive correlation with job satisfaction and decision making processes. There is a
need for equitable rewards and recognition based on performance which may leads to
employees satisfaction.

Parmar (2002) studied job satisfaction and found that organization should be
proactive to take positive and corrective measures for the overall development of its
employees. There is positive correlation between working condition, changes for
promotion and job satisfaction.

Dhomse (2001) conducted the study on 'job satisfaction among the managers of
HR departments. He studied HRD-KAP with reference to industrial relations, productivity
and job satisfaction. The researcher found that qualification, years of services and
income have no impact on job satisfaction. However he found need for better working
conditions and work culture for job satisfaction among the managers.

Baldev Sharma and K. Kaur (2000) conducted the study on 'Determinants of
managerial motivation in a public sector manufacturing organization; with a purpose to
examine the relationship between job satisfaction and organizational characteristics'.
Researchers found that executives are moderately motivated. They are highly satisfied
with the designed of the jobs. They felt that jobs allow them to use their own ideas and
abilities. This study shows positive correlations with independence and job satisfaction.
An improvement in organizational characteristics likely to improve motivation and job satisfaction amongst executives.

International network service (1999) job satisfaction reports conclude that the overall, two-third of net working professional are satisfied with their current jobs, leaving the remaining third dissatisfied. This outcome is an improvement from the survey conducted in 1998, when only 56% of respondents were satisfied with their jobs, and 44% were unsatisfied. In fact, nearly one quarter (22%) of the respondents in 1999 describe themselves as very satisfied with their current job, compared to only 17% are year ago.

Bavendhum Research incorporated (2000) Island surveyed over 15,000 white collar employees nationwide from all levels of the participating organization. The survey revealed that promotion from within when possible, promote a balance of work and personal lives. The survey also revealed need for training for the managers. There is need to encourage communication between employees and customers. The survey revealed that all employees should have input in decision-making process. There is positive correlation between leadership, Decision-making process and job satisfaction.

Nazir A. Nazir (1998) studied perceived importance of job facets and overall job satisfaction of Bank employees with a objectives to measure the overall job satisfaction. It is found that job satisfaction to be affected by both motivators and hygienes, factors. There is a need to maintain and improve the maintenance factors, which includes changing the nature of the work to make it more challenging and intrinsically rewarding.

Joshi and Sharma (1997) conducted the study on Determinants of managerial job satisfaction in private organization. One of the findings of this study gives ample support to the premise that contextual factors do have a major role to play in influencing job satisfaction. The job content and training together account for more than half of the variance in job satisfaction. Both belong to the group of variables identified by Herzberg as satisfiers of motivators.

David Blanchflower (Dartmouth College, US) and Andrew Oswald (Warwick University, UK) 1997.
New research from the University of Warwick reveals that Britain trails at number 17 in the job satisfaction international league table. Using newly released data, Professor Andrew Oswald and an American colleague David Blanchflower surveyed 19,000 employees in face-to-face interviews across a large number of nations. Denmark was the top-ranked country, with 62% of workers completely or very satisfied with their jobs. In Great Britain, by contrast, the equivalent figure was only 36% of employees.
Joseph (1996) conducted the study on job satisfaction and job anxiety. The study revealed that respondents have two levels of job satisfaction on the relation with independent variables like age, sex, income, education, experiences and department. It is conducted that organization should have positive approach to increase job satisfaction. Organization should provide the better working conditions, raw materials, good recognition of individual capacities and chances for the future growth.

Lumbart (1991) found that jobs that provided employees with the opportunity to do a variety of tasks and to do work that was personally meaningfully promoted job satisfaction job involvement and intrinsic motivation.

Sinha and Singh (1995) found that nature of work and human relations contributed directly to satisfying nature of job in case of managers.

Hakim (1993) in his study found that the job satisfaction and performance is that satisfaction which is psychological phenomena. There has been considerable interest in the influence of satisfaction of various organizations itself. There is attitudinal change in the satisfied and dissatisfied employees. The study revealed that satisfied employees are necessary and essential for the organization. An organization has to have such policies which makes its employees contended with organizational setting and their growth.

Mathew (1992) identified the relative frequency of various activities actually performed by managers in different types of organizations and found that there had been significant impact on their satisfaction with jobs.

Postoryee (1990) reviewed studies on job satisfaction and supported that majority of the studied have provided evidence for correlation between job satisfaction and participation.

Heneman (1985) argued that personnel in modern organization can have general attitude towards pay as well as certain specific attitudes towards particular policy that affect selected aspect of their well beings. Heneman covered five dimensional scale for pay satisfaction including (1) pay (2) pay growth (3) pay structure (4) pay administration (5) Benefit. The pay level of perception pertains more to be basic biological and survival need of the individual, the perception of pay growth has to do more with the individual career aspirations.

Jhabawalla and Jain (1984) studied job satisfaction from different aspects. In the study, using organization as a unit of analysis the results revealed that certain
organizational objectives are more sensitive to some job satisfaction factors while other contributes nothing to satisfaction.

Shantamali (1982) studied job involvement and job satisfaction. Finding reveals that job involvement increase the increasing level of satisfaction with motivator variables. Satisfaction with hygiene variables seem to be less related to job involvement. There is high and significant correlation between overall job satisfaction and job involvement and advancement is not significant in both the studies. It seems quite natural that persons having job involvement are more concerned about job satisfaction variables of others like recognition, achievement, work itself, responsibility for the advancement.

Pratap and Srivastava (1985) conducted the study on job satisfaction and organizational climate in private and public textile organizations. The study reveals that there is significant differences between private and public sector employees in terms of job satisfaction and organizational climate. The overall correlation between job satisfaction and organizational climate was found to be significant.

Srivastava (1985) studied A comparative study of job satisfaction among private and public sector employees, with reference to achievement motivation. The study was conducted to compare the non-achievement and job satisfaction. The study reveals that the private and public sector employees are significantly differ in the level of non-achievement and job satisfaction. Non-achievement and job satisfaction are positively and significantly correlated for both private and public sector employees.

In the year (1976), A extensive survey of managerial professional and technical employees was carried out to study the correlates of exempt pay satisfaction. The finding revealed that pay discrepancy was first regressed on service, educational level, performance, salary and community costs. The results indicate that community costs and salary had significant direct effects on perceived pay discrepancy. Higher salaries are associated with smaller discrepancy while higher costs were associated with larger discrepancies.

Locke (1976) reviewed the research work done on job satisfaction during preceding 40 years beginning with classic study of Hoppock (1935). A studies indicated that although there is no direct or consistent relationship between job satisfaction and productivity. The scholars and management practicenor's are still interested in the study.
of job satisfaction for the following reasons, which have broad implications for the individual, the organization and the society at large:

[1]. Absenteeism is higher among dissatisfied employees (Hackett & Guinn 1985, Scott & Taylor, 1985).

[2]. Dissatisfied employees are more likely to quit (Price – 1977).


[4]. Job satisfaction is infectious and carries over to life outside the work place (Haward and Frink, 1996).

Kanungo (1979) maintains that job satisfaction does not necessarily depend on job characteristics that allow for satisfaction of needs for control and autonomy. He argues that employees have a variety of needs, some more salient than others, which are shaped by their past socialization and constantly modified by present job condition.

Kiricki Carson and Bohlander (1992) found that Human Resources Management policies, like employees training, advancement opportunities, job security etc. do influence job satisfaction positively.

Sarveswara Rao (1985) conducted empirical study with the use of two factor theory of job satisfaction. (Motivational and Hygiene). The results reported in the study partly confirm and partly rejects the postulates of the two-factor theory. The results further revealed, the study is in agreement with the findings of Herzbev. According to researcher people seek their jobs with two kinds of expectations on the one hand individual desire and expect to have responsibilities. While, on the other hand achievement and interest in the work and have the desire to be praised and recognized for their work.

Sears, Roebuk and company surveyed its managers (1978) and found that they were dissatisfied with the firm’s relocation policies, since these led to frequent moves. They felt that the location had a negative impact on their families and cost them extra money. Even it was unnecessary for career development. Therefore to provide job satisfaction to managers. Company has to provide proper facilities, better working conditions and chances of career development. The research findings were used
positively by the company and change the policy accordingly, which help the managers for job satisfaction and effective functioning.

The review of literature and studies, revealed that job satisfaction is most important for employees in the organization. If organization wants to achieve goal, increase productivity and profit, then there is a need to keep employees satisfied. There is no one factor which is responsible for job satisfaction but variety of factors contributes for job satisfaction therefore organization has to take care of variety of factors to provide job satisfaction and thereby to achieve organizational effectiveness.

**Employees (i.e. Managerial) effectiveness:**

The researcher would like to narrate about employees, i.e. managerial effectiveness which is one of the components of the present study. The concept of managerial effectiveness is important because it has linkage with organizational effectiveness. The areas of managerial effectiveness, which are studied namely; confidence in subordinates, communication and task assignment, Net working, colleague management, discipline, informal communication, management market of environment, conflict resolution, integrity and communication, client management and competence, motivating delegation, image building, welfare management, consultative, inspection and innovation.

During last few decades, issues of managerial effectiveness have been in the forefront in the management literature and research studies. Managerial effectiveness is a complex and multi-faceted phenomenon. Number of factors is responsible for the managerial effectiveness. To measure managerial effectiveness one has to study from configuration of personal characteristics of the job behaviour and activities to consequences of behaviours. The managerial effectiveness is expected to bring in productivity, enhancement and profitability to the organization, besides that employee's satisfaction, individual development and the contingent research for the performance.

It is said that, managers, in comparison with others have a great and significant role to play in present business world. The manager must be having forward thinking, development orientated and creative ideas on organizational issues and problems. Manager needs to analyze organizational design, culture imperatives, employee's
problems and performance that give results. The manager should be effective, energetic, ideals, icon and versatile in his activities.

During last decades, the issue of managerial effectiveness has been in the forefront in the management literature. It has also attracted the attention of the corporate management. Today organization needs high quality and competent managers to meet the colleagues of the coming decade (Shah 1990) managers are concerned about improving their own effectiveness as also the effectiveness of their subordinates. Consequently, increasing attention is being directed in Indian organization towards building managerial effectiveness.

In the management and organization behaviour literature, managerial effectiveness has been conceptualized. The following themes have been running through most of the literature on managerial effectiveness.

1. Accomplishment of Goals and Results:

Peter Drucker (1961) had emphasized on the meeting of higher standards as central to effectiveness. Number of authors has emphasized the goals model, which focuses on accomplishment of organizational goals as measures of managerial effectiveness (Ram and Dutt 1977).

2. Characteristics / Personality traits and skills of the individual manager:

Certain personality traits and behavioural characteristics such as initiative, intelligence, insight, task motivation, self assurance, adaptability etc. have been identified as being desirable for managerial effectiveness. Ghiselli (1971) managerial talent is possibly the most significant contribution to the trait approach. The result of this study shows that number of traits which stands out as indicative of managerial talent the super ability, occupational achievement, intelligence, self actualization self assurance and decisiveness.

Waters (1980) offered a model in which four skill areas necessary for managerial effectiveness (a) skills of goal setting (b) skills of listening (c) skills of group observation (d) skills of use of power.
3. Appropriate Behaviour and Action:

Mintzberg (1973) suggested that manager’s jobs are remarkably similar and that the work of all managers can be usefully described by common sets of behaviour or roles. He said, managerial job can be defined in terms of roles: interpersonal informational and decisional. Accordingly, managers are effective in different ways at different times depending on the combination of different roles at each level.

After discussing concept and important aspects of managerial effectiveness, researcher would like to narrate review of literature to support the importance of managerial effectiveness.

Studies on Employees (i.e Managerial Effectiveness):

According to Reddin and Druker, managerial effectiveness 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, an outward contribution in terms of result rather than there work, building on existing strength of people hard in the situation, concentration on major areas of performance and establishing priorities and judgments in decision-making.

Sayeed and Shanmngum (2002) studied ‘occupational need and managerial effectiveness, an empirical study, with a objectives to assess the managerial effectiveness of the Indian executives. It is observed that the correlation between managerial effectiveness dimension and achievement need was at significant level. This suggests that there is definite relationship between managerial affiliation as expressed in the work context and the managerial effectiveness dimension under behavioural and management process.

Ravichandran and Nagabrahmam (1995) studied managers of 57 organizations. The study was conducted through participatory observation and interactions for a period between 8 and 10 weeks revealing certain attribute in the manager (N=87) across organizations. Essentially, certain managerial leadership qualities were identified. This study summarizes a few reasons for the emergence of this state of managers. (1) Are managers in their coping behaviour acquiring leadership skills as well ? (2) Are the managers born with some leadership attributes (traits theory) ? (3) Does the academia
including the training institutes provide sufficient grounding to the managers to emerge as successful leaders in organization?

Based on the study, researcher provides certain guidelines.

♦ Identifying and building imaginative and intuitive capabilities in the managers who are otherwise dominantly considered as logical and rational.

♦ Helping managers to develop skills of building togetherness and shared membership who are otherwise considered as good organizers and integrators through organization structure policies and procedures.

♦ Prepare the managers towards nurturing the high quality organizational membership.

♦ Train the managers to be more supportive to the members with such qualities as helpful, sympathetic, reassuring and encouraging.

Helode (1994), found that managers from both government and private organizations have shown significantly more concern for production than for workers. And their subordinates also perceived in their managers such differential concerns to the significant extent. Managers from both government and private organizations, did not differ significantly with respect to their concern for production which is moderately high but managers from government organizations show a little higher concern for working than managers from private organization.

Okechuku (1994) compared the influence of managerial abilities, traits and motivations to assess effectiveness of managers in the China and Hong Kong; Canada.

Managerial characteristics studied included supervisory ability, achievement, motivation, intellectual ability, self-actualization, self-assurance and decisiveness. Many characteristics were significant predictor of managerial effectiveness in both the systems cultures in Canada. Senior managers in China were quite similar to their counterparts in Canada, but different from these in Hong Kong in their use of these characteristics to the effectiveness of their subordinates. The most important predictor of managerial effectiveness rating was self actualization in Canada, self assurance in Hong Kong, and intellectual ability in China. Supervisory ability was the second most important predictor in each country.
Srivastava and Sharma (1992) conducted the study of executives. The study revealed that there is significant relationship between managerial effectiveness and low task. There is no significant difference between executives and supervisors emerged in terms of managerial effectiveness.

Gallantly, Paunomeu, Merger, Jackson and Doughias (1991) studied personality, vocational interests and cognitive ability predicted on the job performance and satisfaction of managers. The predictors were evaluated against several performance criteria, such as effectiveness in training and managing unit personnel and against a measure of promotability. It was demonstrated that cognitive ability, personality and vocational interest measures predicted managerial effectiveness but that the cognitive and non-cognitive predictors were related to different aspects of performance.

Sharpe and Winter (1991) developed a set of working hypothesis about the conditions, thought processes and behaviour that define managerial effectiveness. The overall hypothesis is that differences in managerial effectiveness are specifically linked to the timing, completion, frequency and duration of particular thoughts and action performed by the manager that are focused on the allocation of resource to meet value based goal and events.

Keshore (1991) in the study of managerial behaviour, reported relationship between lifestyle orientation and locus of control, power needs and managerial styles to suggest that managerial style and need patterns are related factors.

Balaraman (1989) study attempted to determine whether certain personal characteristics of individual managers were predictive of his effectiveness.

Steve, Narendran and Sumith (1999) conducted study to test the effects of individual risk preferences on managerial risk propensity. The respondents were managers from India and Singapore. Finding from the block wise regression analysis demonstrated that the following groups of managers were significantly more willing than others to take risks; male manager, managers in India, managers with more modern cultural values, managers working in organizations with higher perceived risk willingness, manager with a higher need for achievement and type A managers. It was noted that individual risk willingness preferences influenced managerial beliefs regarding the perceived riskiness of risk related decision.
Joshi (1991) studied managerial effectiveness as perceived by chief executives. Who have considered dynamic and inspiring leadership as the most important criterion of managerial effectiveness.

Effective managers at all levels and functions in the organizations have perceived a desire to achieve and directing resources towards maximizing results. They talked of achieving results through people. They considered an effective manager to be sensitive to his people, he knows his subordinates handles employees well, develop personal relations with subordinates and colleagues and is friendly, open and receptive to ideas.

The respondents have strong identifications with the company and its goals. They reviewed it as pride in the organization. They are able to identify their real job and get on with it rather than being just responsible for their subordinate's performance. The respondents perceived effective managers as having a problem solving attitude, being sensitive to problems/situations and able to handle problems/situations well. The respondents considered the effective managers as being innovative, coming out with creative options and taking initiative in doing something new. The study revealed that loyalty to the organization has been accorded the lowest rank in order of importance.

Luthans, Welsh, and Taylor (1988) investigated the activities that make manager effective. 78 managers were directly observed in natural settings. Using canonical correlation analysis, a descriptive model of managerial effectiveness was developed. These are dimensional model consist of a continue ranging from a quality-oriented human resources manager, (who exhibited considerable staffing and motivating/reinforcing activities and was perceived to have quality oriented performance in the unit) to a quality oriented traditional manager (who exhibited a lot of interaction with outsider, controlling and planning activities and was perceived to have quality performance in the unit.)

Luthans (1988) studied, what managers do through freely observing them in their natural environment.

- Planning, decision making and controlling behaviour.
- Processing paper work and exchanging routine information behaviour.
- Training, developing, managing conflict.
- Interacting with outsiders and socializing politicking behaviour.
It was found that managers in general did their four major activities with about the same frequency.

To define effectiveness that would cut across diverse organizations, a combined measure of perceived organizational unit effectiveness and subordinate satisfaction and commitment was used. Calculating correlations between the directly observed behaviours of a sample of 178 real managers activities and the combined effectiveness measure filled out by their subordinates, the relative strengths of the contributions of the four major activities to effectiveness.

[1]. Communication activities (45%)
[2]. Human Resources Management activities (26%)
[3]. Traditional Management activities (19%)
[4]. Net working activities (11%)

The study revealed that effective managers do give relatively more attention to the human, rather than the conceptual or informal, dimensions of management. Effective managers in the study give more attention to communication and Human Resources Management activities.

Brenner and Joseph (1980) investigated the relationship between aggression indicative of higher drive and managerial effectiveness in a sample of 86 managers. Managerial aggression was positively correlated with group task accomplishment and their overall effectiveness, and was negative correlated with their potential for advancement to a top management position. The latter aspect of the finding is suggestive that making to the top demands, something more than the drive.

Moha and Jahangiri (1985) have studied “Managerial effectiveness in relation to occupational goal values. The finding shows that managerial value different in terms of managerial age. Contrary to this, it is believed that sex, corporate ownership, climate, seems to go with occupational goal values.

Dayal (1984) based on his consultancy, experience, identified four important factors of managerial effectiveness: (1) Clear understanding of the mission (2) Shared
organizational values (3) Concern for customers (4) Concern for developing the capabilities of employees.

Manager's personal values help shape their perception of a situation, influence their analysis of alternative solutions to a problem, and have an effect on the ultimate decision. The research conducted by Gorge W. England, O.P. Dhingra and Naresh Agrawal (1974) found that American and Japanese managers tend to be very pragmatic. Their personal values emphasize productivity, profitability and achievement. Managers from India on the other hand, tend to be less pragmatic and more moralistic. Their values emphasize equity, fairness and the overall good of the work force.

David C. M. Clelland (1961) found that manager's background may also influence the why their subordinates are led. Research shows that American managers come from every economic strata lower, middle and upper. An increasingly large percentage are college educated, but because performance is important to promotion, there is no guarantee to attending a certain school will lend to success. Many American managers from all types and sizes of colleges have made it into the upper ranks.

Besides educational background, class and family background also make a difference. In the United States, managers come from all claves. In Turkey, many of top managers come from upper class. In Poland, most of the business leaders come from lower middle class. In Argentina and Peru, business leaders come from the middle class, in Chile, the landed aristocracy are the managerial leaders.

There is research evidence that managers differ across cultures in their interpersonal skill. B.M. Bass and P.C. Burger (1979) conducted a comprehensive study of managers in the United States, Belgium, Britain, France, Germany - Austria, Iberia, India, Japan, Latin America and Scandinavia. Some of their relevant findings in relation to interpersonal styles and skills, include the following:

- Spanish and Portuguese managers were most willing to be aware of other feelings, to be concerned with their subordinates' welfare, and to accept feedback from others. The Germans, Austrians and French were less willing to do these things. The other countries felt between there two extremely different groups.
- Manages from India were the most concerned about bureaucratic rules, the Japanese were the least concerned.
Managers from India saw themselves as most dependent on higher authority, German and Austrian managers viewed themselves as very independent.

Dutch managers were the most willing to cooperate with others, the French were the last willing.

Japanese managers had a greater desire to be objective rather than intuitive than did managers from any other country.

Japanese and Dutch managers were most locked in by group commitments and were less likely to deviate from their initial positions. Managers from the United States and Latin American showed the least commitment to their group positions, were able to reach compromises faster than the other groups; and were deadlocked much less often.

Latin American managers and US demonstrated much greater interpersonal competence than other managers.

The reviews of literature gives clear understanding about areas, criteria, characteristics, and aspects of managerial effectiveness. The literature definitely helps to develop insight for identifying horizons of managerial effectiveness thereby organizational effectiveness.

**PERSONALITY TRAITS:**

Personality is a concept that is used continuously in day to day routine. Whenever there is dealing with people, people talk about good, bad, arrogant or aggressive personality. In the organization, a manager must understand that all subordinates are not alike and that each subordinate is unique and may or may not respond to the same stimuli, such as pay or reprimands.

The trait theory of personality is most important. A trait of an individual is abstracted from his behaviour and seen as an useful 'unit of analysis' to understand personality. The trait theory assumes that personality can be described by its position as a continuous dimensions or scale, each of which represents a trait. It is important to remember that traits are reactions, non something a person 'possess'. The trait theory, gives recognition to the continuing of personality.
STUDIES ON PERSONALITY TRAITS:

Researcher would like to review various studies on personalities of the managers, which can help for making them more effective thereby organizations can achieve organizational effectiveness.

Nair and Yuvaraj (2002) studied executive/managers of private organizations who were participants of management development programme of NITIE, Mumbai. The study was conducted with a specific objective of ascertaining whether locus of control dimension is significantly related with a measure of self perceived managerial effectiveness, and to ascertain whether internals will be higher in self perceived managerial effectiveness as compared to externals. The study concluded that locus of control, which represents an important personality dimension, is associated with self perceived managerial effectiveness. As predicted internally controlled managers have been found to be higher than overall managerial effectiveness as compared to externally controlled managers. But, locus of control dimension has served as a significant source of variance only in six factors of managerial effectiveness. Therefore, the predictions contained in the hypothesis regarding sixteen factors of managerial effectiveness have not been fully supported by the results. The results of the study indicates that it is possible to identify the potentials of existing employees for higher level managerial job based on their locus of control beliefs and accordingly develop career plans for them.

The study conducted by Nation largest financial service company of United States (2001). The study compared the personality traits of over 500 most productive and least productive managers using comprehensive personality profile (CPP).

The more successful managers, as defined by the company's quartile system, had higher scores on six of the basic seven scales. They had a higher "E" (Emotional intensity) score that indicates more results-oriented drive and motivation to short-term goals. This high score also reflect their desire to handle many different jobs, duties at one time. The top managers had a higher "I" (intuition) score that indicates a preference for the "big picture" (the forest) and a desire to avoid excessive details (the trees). This high score on intuition also describes the visionaries of the organization as opposed to the analytical who have a pre-disposition towards organizing or researching complex data. Rather than getting bogged down in the detail, these managers prefer to delegate the detail to others and employee their high intuition to understand and act...
upon larger issues that affect the entire company. When the top managers "R" (Need for Recognition) score was compared to the bottom managers, the top managers have higher scores, their high scores reflect a "social drive" to be part of groups and make new acquaintances, as a part of the job description.

The single scale where low – producing managers scored higher was the "S" (Sensitivity to the needs of others) scale. From data, it reveals that the nurturing and the relationship center needs of the "S" scale can actually contribute to lower productivity. Lower "S" scores are characteristic of more task-oriented behaviour that is more efficient and time-managed.

The more top-producing managers had significantly higher "A" (Assertiveness) scores indicating the importance of controlling the day-to-day operations. The low assertiveness can produce an inability to confront low producing sales personnel and a reluctance to terminate them for poor performance. "A" low score can indicate a more pessimistic attitude than comes from feeling of inadequacy. The "T" i.e. Trust score, though often a product of demographics was higher for the top quartile managers than the lowest quartile. The good impression/exaggeration scores were also higher for the top managers since high "X" scores represent strong ego defenses, these results could be representative of the rejection defenses left over from the days of selling financial services.

The study conducted by Dunn, Mount Barrick, Muray (1995) on "Relative importance of personality and general mental ability of managers". The finding reveals that general mental ability and conscientiousness were the most important attributes related to applicant's liability and that emotional stability. Conscientiousness, and agreeableness over the most important attributes related to counter productivity.

Joshi studied (1995) managerial effectiveness and its correlates i.e. personality traits, with a objective to gain greater insights into the characteristics of effective managers working within organization, at the same time to assess the impact of organizational factors on managerial effectiveness.

The study reveals that the effective managers were more stable in their jobs in the sense that, they had made few job changes. They were more satisfied with their careers and perceived their career future as bright. The analysis yielded four organizational factors and seven personality factors as significantly discriminating.
between the two groups. The strongest organizational factor discriminating between the two groups were career future followed by organizational politics, general uncertainty and prejudice. The effective managers perceived their career future more positively; organizational politics or knowing and influencing the right people had greater influence on career opportunities, prejudice did not play any role in this and that their work was influenced by general uncertainties.

Srivastava (1986) conducted study of employees with special reference to different personality characteristics in public sector. The difference has been statistically significant in terms of job satisfaction. The study reveals that on the basis of calculated data, marked significant differences were observed between technical and non-technical employees in terms of job satisfaction. There are no significant differences between the technical and non-technical employees in terms of personality traits. The correlation between job satisfaction and different personality traits are found quite significant.

Pandey and Parekh (1984) found significant relationship between various aspects of personality and job satisfaction. Further it is found that respondents with high achievement motivation were more satisfied than those with low achievement motivation.

Gable and Topal (1987) study revealed that there is significant negative correlation between Machiavellianism and job satisfaction.

Personality traits are highly correlated with managerial performance, therefore it is desirable to have glimpse of personality traits to Indian managers.

A study of perception of personality traits of manages (20 managers from public sector and 30 from private sector) shows that managers have given relatively high importance to aggressive, dominant, conforming, independent and poised; and such personality factors as flexible, persevering.

Menson S.A. (1974) conducted study, which reveals that on the basis of a study of 26 managers, persons who are aggressive, less security minded, more communicative, less anxious, more imaginative, less dependent. High achievement oriented, less cynical, more open minded, less angry, more work-oriented, less depressed, less inhibited, more energetic, more status – oriented, more risk-taking, more money-oriented, and more sensitive seem to develop attitudes favourably founds their organization.
Ghosh and Munerikar (1975) conducted study on similarities and differences in personality characteristics of Indian managers. Data revealed that Indian managers are shy, aloof, emotional, anxious, tense and excitable on the one hand; and on the other, independent and different but resourceful with moderate self sentiment. As compared to this they have found that American managers are more matured, calm, somewhat suspicious, talkative and persistent.

Patil and Munerikar (1976) conducted study on The profile of Indian executives (1976) In their study they found that executives are active, ambitious, relaxed, self confident, and somewhat depressed.

Seen (1976) conducted study's on 'A study of the personality make-up and off the job activities in a group of Executives seen has studied the 15 personality traits of 25 senior executives in a commercial bank and found that dominance, order, deference, achievement, and introspection are the main characteristics of bank executives.

Saiyandain and Monappa (1977) conducted "Profile of Indian Managers on various facets of the life and work of 172 middle level managers from both public and private sector organizations representing various functional areas on two personality characteristics, viz; Authoritarian (traits like rigidity, lack of tolerance, over weak and submission to powerful, adherence to connections and traditional values) and Machiavellianism (traits like being cool and detached in manner, manipulative and indifferent to individual needs). The study disclosed that there is equal distribution of those on the high side and those on the low side of the scale; whereas two traits of the managers have scores higher than average on such personality traits as competence and need for achievement.

Dwivedi has studied personality traits among managers. The study included 22 public and 30 private sector managers. The study was carried out by means of 13 items questionnaire. The highest ranging traits were cooperative, intelligent and energetic while the lowest were aggressive, dominant and conforming. Moreover, highly significant correlation found between the two groups of manages from public and private sector. This means that the two groups of managers had virtually identical views on the relative importance of personality traits.

Porter (1963) studied, what personality traits do executives consider to be important for managerial success ? The study reveals that out of 10 personality traits
studies, 6 showed no clear discernible increasing or decreasing trends from smaller to larger companies. There were 4 traits, 2 other directed traits 2 inner-directed traits, which shows definite trends. These 4 traits are forceful imaginative, cautious and tactful. Further it is found that large company managers placed relatively more emphasis on the traits forceful and imaginative as being necessary for success in their jobs than small company managers, and small company managers attached relatively more importance to being cautious and tactful than the large company managers.

The Literature survey gives us ample evidences that concepts like job satisfaction, personality traits and managerial effectiveness have got definite interlinkages. Empirical data also prove that the organizational effectiveness is also linked with these variables. That is how the present chapter prepares grounds for the next chapter i.e Research Methodology.