CHAPTER VI
SUMMARY AND CONCLUSIONS

Introduction

Many areas of everyday life are already being influenced by the practical application of psychology and industry is no exception. For any organization the key to success is good management. Management is the art and science of achieving goals through people and other resources. And the field of management offers abundant opportunities for self-expression and financial remuneration to those who can and will qualify.

The key man in good management is the manager. Technological developments and industrialization has brought change in the developmental life styles of Indian business executives. To meet the organizational responsibilities successfully managers should possess certain personal qualities and be able to perform the basic managerial functions. Accordingly for managerial success the personal characteristics and capabilities are primary assets and these are continuously influenced by the organization's climate. In India such studies have been
sporadical. The present study, therefore, was envisaged in this area.

The Present Study

The present study was an attempt to assess the level of job success among the middle management executives employed in industrial establishments of Andhra Pradesh, India, and relate the same to their personality and creativity.

Objectives of the Study

The objectives were as follows:

a. to assess the level of success of the middle management executives,
b. to understand the contribution of personality for job success,
c. to understand the contribution of creativity for job success, and
d. to understand the contribution of personality and creativity put together for job success.

The present study was undertaken to accomplish the aforesaid objectives.
Problem

The problem was derived on the basis of an exhaustive review of related studies in this area. Consequently it is a study of personality and creativity as correlates of job success among middle management executives employed in industrial establishments.

Hypotheses

The above stated problem was investigated through the following hypotheses formulated with the aid of the review of related studies.

Principal Hypotheses:

1. There will be significant differences among the middle management executives in the level of job success.

2. The three criterion groups, namely, top, moderate, and low level success group executives differ significantly among themselves in personality.

3. The three criterion groups, namely, top, moderate, and low level success group executives differ significantly among themselves in creativity.

Based on the above principal hypotheses the following secondary hypotheses were framed.

Secondary Hypotheses with Reference to Personality and Job Success: 
2.1. The three criterion groups, top, moderate, and low level success group executives differ significantly among themselves in intelligence (Factor B of Cattell's 16 PF).

2.2. The three criterion groups, top, moderate, and low level success group executives differ significantly among themselves in affectothymia (Factor A of Cattell's 16 PF).

2.3. The three criterion groups, top, moderate, and low level success group executives differ significantly among themselves in ego-strength (Factor C of 16 PF).

2.4. The three criterion groups, top, moderate, and low level success group executives differ significantly among themselves in self-control (Factor O3 of Cattell's 16 PF).

2.5. The three criterion groups, top, moderate, and low level success group executives differ significantly among themselves in shrewdness (Factor N of Cattell's 16 PF).

2.6. The three criterion groups, top, moderate, and low level success group executives differ significantly among themselves in super ego-strength (Factor G of Cattell's 16 PF).

2.7. The three criterion groups, top, moderate, and low level success group executives differ significantly among themselves in surgency (Factor F of Cattell's 16 PF).

Secondary Hypotheses with Reference to Creativity and Job Success:

3.1. The three criterion groups, top, moderate, and low level success group executives differ significantly among themselves in ideational productivity.

3.2. The three criterion groups, top, moderate, and low level success group executives differ significantly among themselves in ideational uniqueness.
Sample

The sample of respondents consists of 137 middle level management men executives who are employed in industrial organizations of Andhra Pradesh, India.

Variables Considered

Sixteen personality factors as developed by Cattell (Cattell, 1962) have been considered under personality variables.

Ideational indices, i.e., ideational productivity and ideational uniqueness have been considered under creativity variables.

Method Employed

Executives employed at middle level management of industrial establishments served as the sample. In view of these respondents educational qualifications and the nature of study self-administering questionnaires (Paper and pencil tests) were employed.

Tools

The following tools have been selected on the basis of the requirements of the present problem.

a. The Leader's Check List (Adamson, 1970) to assess the level of job success among the business executives.

b. The Sixteen Personality Factor Questionnaire, Form C, (Cattell, 1962) to study the personality characteristic patterns of the business executives.
c. The Wallach and Kogan Creativity Instrument (an adopted version by Paramesh, 1972) to assess the creative ability of the business executives.

These above tests have been found to be most suitable for the present study and therefore chosen.

Procedure

The questionnaires were distributed individually to all the executives chosen for the present study. The responses were collected personally by the investigator in order to facilitate the mechanics of the process and also to personally verify if the questionnaires were properly understood and completed.

Data Collection

Following types of data collected for the purpose of the present study.

a. Degree of job success of the total sample through the measure of job performance.

b. Data on personality variables for the total sample through personality questionnaire.

c. Data on creativity variables for the total sample through creativity test instrument.

Statistics Employed

The raw scores obtained through testing were retained for analysis.
To find out the differences between the three groups, viz. top, moderate, and low level success group executives with regard to job success, personality, and creativity were tested for significance by one-way analysis of variance and t tests wherever applicable.

Analysis of variance for profile data (Morrison, 1967) has been applied to observe the differences among the above said three groups in personality using all the sixteen factors in a single analysis.

Step-wise regression analysis (Kerlinger and Pedhazur, 1973) was undertaken to understand the separate and collective contribution of the independent variables for the variance of the dependent variables.

An Overview of the Findings

The main findings indicated within the limitations of the study are as follows:

1. Significant differences exist among the middle management executives in the level of job success.

2. The three criterion groups - top, moderate, and low level success group executives differ significantly among themselves in personality characteristics.

2.1a. The three criterion groups - top, moderate, and low level success group executives differ significantly among themselves in intelligence (Factor B).
2.1b. Among the three groups, the top level success group executives are high in intelligence (B+), whereas the moderate, and low level success group executives are low (B-).

2.2a. The three criterion groups - top, moderate, and low level success group executives differ significantly among themselves in affectothymia (Factor A).

2.2b. Among the three groups the top level success group executives are low in affectothymia (A-), whereas the moderate, and low level success group executives are high in affectothymia (A+).

2.3a. The three criterion groups - top, moderate, and low level success group executives have not differed significantly among themselves in ego-strength (Factor C).

2.3b. The executives of all the three criterion groups are high in ego-strength (C+).

2.4a. The three criterion groups - top, moderate, and low level success group executives differ significantly among themselves in self-sentiment (Factor Q3).

2.4b. The executives of all the three criterion groups are high in self-sentiment (Q3+).

2.5a. The three criterion groups - top, moderate, and low level success group executives differ significantly among themselves in shrewdness (Factor N).

2.5b. Among the three groups the top, and moderate level success group executives are high in shrewdness (N+), whereas the low level success group executives are low in shrewdness (N-).

2.6a. The three criterion groups - top, moderate and low level success group executives differ significantly among themselves in super ego-strength (Factor G).
2.6b. Among the three groups the top, and low level success group executives are high in super ego-strength (G+), whereas the moderate level success group executives are low in super ego-strength (G-).

2.7a. The three criterion groups - top, moderate, and low level success group executives differ significantly among themselves in surgency (Factor F).

2.7b. Among the three groups, the top, and moderate level success group executives are high in surgency (F+), whereas the low level success group executives are low in surgency (F-).

2.8a. The three criterion groups - top, moderate, and low level success group executives differ significantly among themselves in parmia (Factor II).

2.8b. Among the three groups - top, moderate, level success group executives are high in parmia (H*), whereas the low level success group executives are low in parmia (H-).

2.9a. The three criterion groups - top, moderate, and low level success group executives differ significantly among themselves in tenderness (Factor I).

2.9b. The executives of all the three criterion groups are low in tenderness (I-).

2.10. The personality profiles of the three criterion groups, as revealed by analysis of variance for profile data, differ significantly among themselves.

3. The three criterion groups, - top, moderate, and low level success group executives differ significantly among themselves in creativity.

3.1a. The three criterion groups - top, moderate, and low level success group executives differ significantly among themselves in ideational productivity.
3.1b. Among the three groups - the ideational productivity mean scores increases from low to moderate, and moderate to top level success group executives respectively.

3.2a. The three criterion groups - top, moderate, and low level success group executives differ significantly among themselves in ideational uniqueness.

3.2b. Among the three groups, the ideational uniqueness mean scores increases from low to moderate, and moderate to top level success group executives respectively.

Inferences Drawn from Regression Analyses:

A. Job Success - Personality

1. By using the personality measure, Cattell's 16 PF, Form C, one can explain approximately 43 per cent of the variance in the criterion measure, viz., job success. Of this, the significant predictors -
   a. Factor A accounts for about 13 per cent of the variance and is negatively proportionated.
   b. Factor F accounts for about 14 per cent of the variance and is positively proportionated.
   c. Factor H accounts for about 5 per cent of the variance and is positively proportionated.
   d. Factor N accounts for about 3 per cent of the variance and is positively proportionated.
   e. Factor M accounts for about 2 per cent of the variance and is negatively proportionated.

   The remaining variables adds individually less than 2 per cent and their predictive powers were found insignificant.
B. Job Success - Creativity

1. By using the creativity measure, Wallach and Kogan Creativity Instruments, one can explain approximately 5 per cent of the variance in the criterion measure, viz., job success. Between the two variables, ideational productivity is a significant predictor of the job success. Ideational productivity accounts for about 5 per cent of the variance and is positively proportionated.

C. Job Success - Personality and Creativity

1. By using both the personality (16 PF, Form C) and Creativity (Wallach and Kogan Creativity Instruments) measures, one can explain approximately 44 per cent of the variance in the criterion measure, viz., job success. Of this, the significant predictors -
   a. Factor A accounts for about 13 per cent of the variance and is negatively proportionated.
   b. Factor F accounts for about 14 per cent of the variance and is positively proportionated.
   c. Factor N accounts for about 5 per cent of the variance and is positively proportionated.
   d. Factor B accounts for about 3 per cent of the variance and is positively proportionated.
   e. Factor M accounts for about 2 per cent of the variance and is negatively proportionated.

2. The addition of remaining personality and creativity variables increases the predictive power by 5 per cent and were found statistically insignificant predictors.
3. Statistically significant predictor, ideational productivity (Creativity variable) which contribute 5 per cent of the variance was found as an insignificant predictor when combined with personality measure.

**Implications**

The study is intended in the present area since it is evident from the over-view of earlier research that such attempts have been surprisingly lacking and extremely limited especially in the Indian context. It is envisaged that a study such as this will provide relevant information in the understanding of the complex nature of managerial success. This, it is further thought, will be specifically useful to aid in selection and placement of executives, and to derive possible programmes for executive development.