CHAPTER III
The industrial revolution (1750) was the beginning of the emphasis on the importance of management. Management is one of the humanity's most notable discoveries. According to Drucker it is a key social institution (Drucker, 1954).

The success of man's quest for better living depends heavily upon the understanding of how to develop and apply the skills of management. Hence industrial psychologists are interested in the psychological aspects of managerial activity. Today's managers require a high capacity for identifying appropriate problems, isolating their causes, marshaling resources and initiating the actions of colleagues and subordinates.

Several studies reviewed in the earlier chapter have pointed out identifiable and significant characteristics in the careers of successful executives. Some of these studies have indicated the traits like sociability, adaptability, lack of inferiority feeling, cooperativeness, intelligence, integrity, leadership ability, masculinity and human and conceptual skills all of which significantly contribute to one's job
success; and other studies have reported socio-economic back-
ground, accidental factors like good health and good luck and 
hard work as being important for job success. However, there 
have been virtually very few significant studies on job success 
and related factors in India.

The studies referred to in the earlier chapter have impli-
cated personality and creativity along with a few other indi-
vidual and situational variables as being important to be viewed 
in relation to job success among the executives working in in-
dustrial organizations. Executive personality evidently has 
much to do with behavior, performance and success. The study 
of executive personality is not new, but it has progressed 
through an interesting kind of change. Research on personality 
now places more emphasis on concepts of total personality rather 
than on traits. Creativity is another aspect associated with 
executive success. Its application in industry is wide ranging 
from production to advertisement. However there have been a 
few studies in India regarding the relationship between job 
success and creativity among executives. There is also indi-
rect evidence to infer that the executive success varies from 
organization to organization, country to country and issue to 
issue. Moreover Indian culture and the status of industrial 
executives in India are not the same as what are obtained in 
other countries.

It is in this context that there has been a pressing need
to make a study of personality and creativity as correlates of job success among middle management executives employed in industrial establishments. The present study is an outcome of this need. Accordingly this study has been undertaken to assess the level of job success among the middle management executives and relate the same to their personality and creativity.

The objectives of the present study are: a. to assess the level of job success of executives working at middle management level in industrial establishments, b. to discriminate and classify the executives depending on their level of job success into three criterion groups, namely, top, moderate and low level success groups, c. to establish and compare the personality characteristic patterns of these three groups of executives and to draw profile differences among them, d. to compare the creativity of these three groups of executives and e. to investigate the contributions of each personality, creativity and personality and creativity variables put together for job success of the total sample of executives.

Keeping these objectives in view, the problem stated above has been investigated through the following hypotheses formulated with the aid of the review of the related studies and the instruments employed in the study.

Hypotheses

Managers seek, in general, to be successful in meeting
expectations and achieving goals. Success is not a one-dimensional concept. It is a label given in particular circumstances to describe in a relative sense the extent to which a manager has performed according to his capacities and potentials. Writers have defined success as the degree to which purposes are achieved. Any organization has its needs, demands, limitations and problems to which the manager must relate his experiences and abilities to be successful. In this, the managers differ from individual to individual. As such it is hypothesized that:

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

Industrial scientists have outlined several criteria in measuring success. Performance is one among them (Cummin, 1967; Lal, 1971; White, 1972). Hence to test this hypothesis it is planned to measure the performance of managers. Performance of an executive is proposed to be measured in terms of job description by using Leader's Check List (Adamson, 1970). A detailed description of the test is provided later in the chapter. This scale has a list of activities generally attended to by any successful manager in an organization. The executives are required to examine the extent to which these activities are performed in their jobs. Having these measures it is then proposed to identify three criterion groups, namely, top, moderate and low level successful groups among the executives (subjects) for further comparative study.
Several factors have been related to executive success at industrial establishments. Among them the personality of an executive as a non-cognitive factor is one of the most important factors which contributes to success. There have been studies indicating that certain personality characteristics make the executive successful to a remarkable degree. Apparently, any personality is suitable for business if it includes enough of the characteristics that help an individual to make good. In view of the above and considering the Indian context it is envisaged to investigate the personality differences among the executives in various levels of success. For the purpose of this study it is then hypothesized that:

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

To test the above hypothesis it has been planned to measure the personality characteristics of the executives by using Form C of the Sixteen Personality Factor Questionnaire (Cattell, 1962). The reasons for the choice of this test are discussed later in the chapter. The 16 PF Test, Form C is a composite of several factors. It is felt that all the sixteen factors of personality if considered discretely may not be related to executive success. As such, only some of the factors which in the investigator's view are likely to be related to success has been considered.
In the light of the above primary hypothesis, the following secondary hypotheses have been framed.

Intelligence is one of the personality dimensions which certainly contributes to success among the executives at industry as observed by Stogdill (1948), Ghiselli & Barthol (1956), Porter (1961) and Vinci (1976). Intelligence objectively identifies the successful executive. It is expected that a highly successful person will be more intelligent than the least successful. It is, therefore, hypothesized that:

2.1. The three criterion groups, namely, top level success, moderate level success and low level success group executives differ significantly among themselves in intelligence (Factor B of Cattell's 16 PF - Form C).

A successful manager must also be good natured, ready to cooperate and adaptable (Porter and Henry, 1964). He must be generous in personal relations (Utter, 1947). Though these characters are largely determined by heredity, they are felt important in managerial success. However, Cattell has related these traits to the cyclothymic nature of the person. In this context it is hypothesized that:

2.2. The three criterion groups, namely, top level success, moderate level success and low level success group executives differ significantly among themselves in affectothymia (Factor A of Cattell's 16 PF - Form C).
In a relatively demanding job area one would certainly anticipate that a successful manager tends to be emotionally mature, stable, calm (Guillford, 1952; Cheselli and Barthol, 1956; Irwin, 1976) and highly self-controlled (Porter, 1959; Irwin, 1976). Cattell clubbed these factors, viz., high ego strength (C+) and high self-sentiment (Q3+), under anxiety components. Obviously these factors connote freedom from anxiety. Hence, it is hypothesized that:

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

2.4. The three criterion groups, namely, top level success, moderate level success and low level success group executives differ significantly among themselves in self-sentiment (Factor Q3 of Cattell's 16 PF).

Sophistication is another distinguishing character of a successful executive (Porter and Henry, 1964; Inskeep, 1976). The polished, worldly and hard-headed nature of the executives are viewed as important pre-requisites in attaining success. Cattell has referred to this factor as Factor N in the description of sixteen factors of personality. Viewing this it is hypothesized that:

2.5. The three criterion groups, namely, top level success, moderate level success and low level success group executives differ significantly among themselves in shrewdness (Factor N of Cattell's 16 PF).
The findings of Henry (1949), Porter (1959), and Cummin (1967) has concluded that the successful executive is one who assumes greater responsibilities and more control over his environment. Cattell has attributed these characteristics to super-ego strength (Factor G). The executive of high super-ego, according to Cattell, tend to be responsible, strong in character, determined, consistent and well-organised. It is, then, hypothesized that:

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

In addition to this a successful manager is expected to be active (Stogdill, 1948; Henry, 1949) and enthusiastic (Irwin, 1976). Cattell, however, has ascribed these characteristics to surgency factor, Factor F, in his personality description. A person of high surgency tends to be cheerful, talkative, frank and expressive. He is frequently chosen as the leader. Therefore, it is hypothesized that:

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

Similarly, there is increasing recognition of the importance of creativity of the executives as a factor that is associated with job performance. Several studies, for
example, Murreh, (1971), Copeman, (1971) and Morris and Fargher (1974) on executive creativity in industry have revealed that high creativity is associated with job success. Creativity is defined as the ability to produce a number of original ideas when confronted with problem situations. The identification and prediction of scientific competence, especially creative scientific competence, is a difficult and hazardous undertaking. Nevertheless, it is quite apparent that the future of our progress as a society and a nation depends to a great extent upon our creative scientific talent in all fields. Hence to assess creativity among the executives in the three levels of success the following hypothesis is formulated.

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

To test the above hypothesis it is planned to measure the two cognitive characteristics - ideational productivity and uniqueness with the test battery prepared by Wallach and Kogan (1965) and adopted by an Indian scientist C.R. Paramesh (1972). Although they have designed ten tests to measure these characteristics, there is substantial inter-correlation among the tests. The present scale provide measure for ideational indices - productivity and uniqueness. Among the procedures one of the most reliable is the Pattern Meaning Test (PMT) which is used in this study. The details of this instrument
are provided later in the chapter.

Wallach and Kogan (1964) refer to creativity as "the ability to generate or produce associative content that is plentiful and unique" (P. 64). Nevertheless creativity is a cognitive style which admits flexible and creative ways of dealing with problems. It has been documented in Western studies that successful managers are characterised by a higher frequency of verbal acts (Bery, 1973; Graetz, 1977). They are fluent in the output of ideas, original in the quality of ideas and in the ability to reason well with words and other symbols (Jones, 1964). In fact there are very few studies in India correlating creativity with executive success. In view of this, to assess the two cognitive variables, viz., ideational productivity and ideational uniqueness among the executives of the three levels of success the following secondary hypotheses are framed.

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

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

It can be seen from the above that several hypotheses have been formulated to find the relationship between executive job
success and their personality, executive job success and their creativity and executive job success and their personality and creativity put together. To test the above hypotheses the investigator employed suitable method, materials and statistical procedures. These are discussed in the next Chapter.