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ABSTRACT
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The evolution of organizations has encouraged the emergence of a new type of professional, the Manager. It is through organization that management channelizes resources, binds people to a common pursuit, gives them an identity in the enterprise, defines their authority, responsibility, relationships and establishes channels of communication. Proper management is through the managers, who are constantly with other people, within or outside the organization, who can make the organization progress. Closely linked with organizational needs and goals are the needs and purposes of individuals that work in it.

A number of isolated studies have been conducted on the subject, but no comprehensive evaluation has been made on the topic. Thus based on the above fact the present study would synthesize relevant previous research in the field of study and try to develop a useful framework in Indian organizations for better performance and productivity.

The study aims to analyse the co-relates of managerial effectiveness by exploring the relationship between several variables, such as personal attributes of managers like credibility, communication styles, decision making and organizational culture with managerial effectiveness. It also aims to compare public & private sector units in terms of managerial effectiveness and its co-relates. Besides this certain valuable observations are made in view of identified deficiencies to improve the managerial effectiveness. This would in turn help in understanding managerial effectiveness, which when projected in the future would have definite implications in selecting, training and optimising the use of human resources through the manager, who may be considered a key to effectiveness. Such a venture may yield information useful to policy makers to improve performance of public sector units.

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STATEMENT OF THE PROBLEM

“A Study of Managerial Effectiveness and its Co-relates in Selected Indian Organizations”.

OBJECTIVES

The study focuses on the following objectives:

1. To analyse the prevalent co-relates which are being taken for managerial effectiveness in the sampled organizations.

2. To identify the deficiencies in the existing system of managerial effectiveness, particularly in relation to identified co-relates in the present economic scenario in the sampled organizations.

3. To make certain valuable observations in view of identified deficiencies, to improve managerial effectiveness for betterment of Indian organizations in general and sampled organizations in particular.

HYPOTHESIS

Higher the relationship with co-relates better will be the managerial effectiveness.

SAMPLE

The study was conducted in two organizations, one from private and the other from public sector. Both the organizations were of medium size. The representative sample of 150 from each organization was taken randomly for the purpose of determining characteristics of the population.

TOOLS FOR DATA COLLECTION

The under mention measures were adopted for the present study;

1. Information schedule for getting information about demographic variables
2. Credibility questionnaire developed by Klauss and Bass, 1982.

3. The communication style questionnaire by Klauss and Bass, 1982.

4. Managerial Effectiveness was measured by using scale developed by Kaur and Chadha, 1998.


6. Organisational Climate questionnaire was developed by Singh and Pandey in 1985.

**PROCEDURE FOR DATA COLLECTION**

For collecting the data, standardised questionnaires for different variables were used. Managers were selected from both public and private sector organizations, BHEL at Delhi and Pacific Internet at Bombay. They were contacted personally and given the questionnaires to elicit the information to achieve the objectives.

**STATISTICAL TREATMENT OF DATA**

Keeping in the view the aims of the study, appropriate statistical techniques namely; mean, standard deviation, t-test, correlation and multiple regression analysis were used.

**FINDINGS**

The study aims to analyse demographic and independent variables like communication style, decision making, credibility and organizational culture along with dependent variable managerial effectiveness. The major findings of the study are detailed below:
1. The managers from the two organizations i.e. private and public sector with regards to demographic variables have significant differences regarding age, salary, total experience and tenure in present position.

   a) Both the groups are found to be significantly different regarding age. The managers in the private sector are much younger than managers in the public sector. Differences between the groups, regarding educational qualifications and family size are not found to be significant.

   b) There are significant differences in the two groups regarding salary. It is much higher in the private sector organization than in the public sector.

   c) Significant differences are found between the two groups with respect to number of years in the present position, the number of years of experience is much greater in the public sector organization in comparison to private sector.

   d) Tenure of the executive at the present position is longer in public sector than in the private sector.

   e) There are no significant differences between the public and private sector organization with regard to educational qualification, however mean scores in the public sector are slightly higher.

   f) The average family size is slightly larger for managers in the public sector organization, though the differences are not found to be significant.

2. Significant differences are found between the private and the public sector organization with regard to all the communication styles taken together and the styles of careful listener, frank, brief and concise. It is also observed that there are no significant differences in the use of careful transmitter
open and two-way and informal styles of communication between the private and public sector organization.

a) No significant difference is found between the managers of private and public sector regarding the use of careful transmitter style of communication. It is the only style which is used more often by public sector managers.

b) Open and two-way style of communication also shows no significant difference between the two types of managers, though the mean in the private sector is more than the public sector.

c) Differences are found to be significant between the two groups of managers regarding the careful listener style of communication. The managers in the private sector are more attentive than in the public sector and listen to others carefully.

d) Managers in the private sector are more natural, relaxed and informal in communication than the managers in the public sector organization, though the difference is not significant.

e) Managers in the two groups show significant differences regarding the use of frank style of communication. Private sector managers are more assured and clear than the public sector.

f) Private sector managers show higher score than the public sector managers regarding the brief and concise style of communication. The differences are found to be significant.

g) Hence it may be concluded that managers in the private sector are better in communicating with others, which in turn leads to better management and productivity.

3. Credibility of the managers is found to be slightly higher in the private sector, though the differences are not significant. The private and the
public sector differ significantly only on two dimensions of credibility namely; informative and dynamic but they don’t differ significantly on trustworthy dimension of Credibility.

3.1 Manager in private sector are found to be more trustworthy fair, pleasant and friendly than in the public sector but the differences are not significant.

3.2 Public sector managers are more qualified, skilled and experienced than the private sector and the differences are found to be significant.

3.3 Private sector managers are more forceful, aggressive and energetic than the public sector managers. There is not much difference in the managers of the two groups on this co-relate.

4. It is observed that the managers of the two groups do not differ significantly regarding the use of all the decision making strategies. The two groups differ significantly regarding the strategies of intuition, thinking and feeling and they do not differ significantly regarding sensation.

4.1 The managers in the public sector see the world in holistic terms and use more creativity than in the private sector.

4.2 The managers in private sector score significantly higher than the public sector regarding intuition and feeling dimensions of decision making.

4.3 Public sector managers are more logical and use analytical approach to decision making than private sector. Differences are found to be significant.

4.4 Managers in the private sector show significantly higher use of gut feeling while taking decision than the managers in public sector.
5. The managers in the private sector are significantly higher than the public sector regarding organizational culture and managerial effectiveness. It means in the private sector managers perceive their organizational culture to be better and are more effective than the public sector managers.

6.1 Managerial Effectiveness is not related significantly with any of the demographic variables i.e. age, educational qualification, family size, salary, experience and tenure in the present position in private sector organization.

6.2 Managerial Effectiveness is significantly and positively related with age, experience and salary in public sector.

7.1 Managerial effectiveness is positively related to communication styles in both private and public sector organizations and the relationship is significant in public sector. It is also observed that managerial effectiveness is significantly and positively related with careful listener style of communication in private sector.

7.2 In the public sector managerial effectiveness is positively and significantly related with careful transmitter & informal style of communication. It is also related positively with careful listener and frank style though the relationship is not significant. In the private sector, managers are more attentive and careful in listening to others, whereas in the public sector they focus more on choice of words and informality in communicating. It means it is important to communicate effectively, but the style of communication is not important.

8. It is observed that there is no significant relationship between managerial effectiveness and credibility in private sector organization, but the relationship in the public sector is significant and positive.
Managerial effectiveness is positively and significantly related to all the three dimensions of credibility namely, trustworthy, informative and dynamic in the public sector organization.

It is found that there is no relation between effectiveness and credibility in the private sector whereas in the public sector credibility and all the dimensions of credibility, like trustworthy, dynamic and informative are positively and significantly related to managerial effectiveness. It can be concluded that, to be effective one has to be credible in the public sector organization whereas in the private sector performance is more important.

It is observed that in both private and public organizations, the relationship between managerial effectiveness and decision making is positive but it is significant only in public sector. It is also seen that there is no significant relationship between managerial effectiveness and decision making strategies in both private and public sector organizations, though it is important to take the right decisions.

Managerial Effectiveness has a positive relationship with the organizational culture in both the organizations, though the relation is not significant. It is therefore, important to have a conducive environment for higher performance.

The most important factors extracted from the private sector are, training, to have faith in the subordinates, motivating, decision making and effective management.

The most important factors in the public sector are co-ordination, developing credibility, communicating effectively, training, building trust and interpersonal relations.
DEFICIENCIES AND SUGGESTIONS

Certain shortcomings are noticed when the variables taken in the study are examined critically and percentages of scores on each dimension of the independent and dependent variables are studied in detail.

1.1 The basis of good understanding is good communication. The managers in both the organizations have low scores in some of the dimensions due to which the communication is not very effective.

1.2 Communication can be improved and be more effective if managers are careful while conversing, don’t drift from topic to topic and stick to the issue. Communication would be better if more managers become sensitive about not interrupting others before they finish a statement and stop jumping to conclusions. It is essential to be frank and say what one thinks about an issue and also give honest feedback to people for improving interpersonal relations.

2.1 The shortcomings in the decision making approaches are due to the low scores on many dimensions of decision making like praising other people’s common sense, giving more importance to production of the company than design of product, getting along better with imaginative people, being innovative, being careful about their rights and letting the heart rule over head.

2.2 Decision making will also improve and become better in terms of management if people made an effort to improve upon their deficiencies.

3.1 Managers in both the groups have scored reasonably well on this determinant of managerial effectiveness giving a response of more than 40 percent on almost all the dimensions of credibility.

3.2 Credibility will improve if people become fair in their dealings and are well trained in their job, this would lead to better production and effectiveness.
Similarly if managers feel certain about their authority over their subordinates and are able to give clear explanations to them concerning their areas of responsibility, their credibility will increase. Also a manager should neither be timid nor too authoritative while dealing with others.

4.1 In both the groups organizational culture has shortcomings in many dimensions like negotiating wisely, participative decision making, using innovative ideas, giving specific directions and instructions to the subordinates, following laid down procedures and going through proper channels.

4.2 Organizational culture can be improved if negotiations are carried out with intelligence, preparation and a sincere desire to achieve results. A participatory approach in interpersonal conflict resolution, a little autonomy given at all levels of hierarchy and decision making will lead to better performance and satisfaction. Organizational structure may be more horizontal rather than the conventional vertical one. Every person should be heard and given weightage for a positive organizational culture.

5.1 The shortcomings on the variable of managerial effectiveness appraise us with the dimensions where managers are lacking or showing weaknesses and hence they are important for improving the effectiveness of the organization. Deficient behaviour is shown in both the groups on the dimensions of rewarding a subordinate when he/she comes with an innovative idea or try to speak up and show disagreement. Resolving personal conflict is another area which is neglected by the management. Also most of the time tedious and unrewarding tasks are delegated to the juniors.

5.2 Intervention is needed in terms of improvement in the communication styles, decision making strategies, credibility and organizational culture of the organization. Improving the deficient behaviour will lead to increase in the managerial effectiveness. The effectiveness of the organization can be
improved if management rewards an innovative idea and proper planning is done. Better results will be achieved if subordinates are encouraged to speak their mind and are guided properly. Conflict resolution at personal as well as organizational level by the managers themselves will lead to better performance. Sloppiness of job should not be encouraged and difficult and tedious task may be taken up by the managers themselves and not delegated to the subordinates.

Hence it is important to note that, the present study, whose findings and conclusion are stated above to a certain extent highlight the importance of some behavioral dimensions in organizational effectiveness. In the present study a small effort has been made to study the determinants of managerial effectiveness in private and public sector organizations. The results indicate that in both the organizations it is important to communicate effectively, take the right decisions using participative techniques which have shown results in higher productivity, decreased turnover and increased job satisfaction. It is also observed that credibility is important in the public sector where performance is important. In the private sector promotions are not based on age or experience. Major thrust is on training the executives in effective communication, taking the right decisions using participation and developing a positive culture for better effectiveness.

Finally it must be stated that the above discussion is based solely on the responses of the respondents of the study. More extensive research needs to be undertaken before we can draw broad generalization in this context.

**UTILITY**

The study has been conducted to see the impact of communication styles, decision making, credibility and organizational culture on managerial effectiveness and therefore, the observations of the study may be of great use to improve managerial effectiveness in general and sampled organization in particular.
The study will strengthen the existing data bank on the subject.

The study will give new insights about limitations of the present study and to future scholars a view of the limitations of present study where further research could be conducted.

**SUGGESTIONS FOR FURTHER RESEARCH**

The present investigation has immense relevance for understanding the effectiveness of managers in the organizations. However a great deal more of insightful and detailed research would be required to extend this work. The following refinements and extensions of the present problem may thus be undertaken.

A large sample size may be included in the study. The study may have a broader picture if more organizations from the same manufacturing concerns are considered. As managerial effectiveness is a major topic for research, more variables that affect managerial effectiveness can also be studied. Observations and in depth interviews may be employed to validate the results of the present study. Case study method could be employed for assessment along with paper and pencil tests.