SUMMARY
The primary aim of the present investigation was to study the relationship of Self-Rated Effectiveness in Judicial Officers in relation to Eysenckian Personality dimensions of Extraversion, Neuroticism, Psychoticism and Social Desirability; Type A; Machiavellianism; Impulsiveness, Venturesomeness and Empathy; Optimism, Irritability and Self-Esteem; Locus of Control; Manifest Hostility; the four motives of need for Achievement, need for Affiliation, need for Approval and need for Power; need Satisfaction in areas of Self-Esteem, Self-Actualization, Autonomy, Social and Security needs; Job Involvement; Job Satisfaction and its dimensions of Work Satisfaction, Supervisory Satisfaction, Co-Worker Satisfaction, Pay Satisfaction and Promotion Satisfaction; Daily Hassles and Uplifts; Occupational Stress; Burnout; Strain; Ways of Coping and its eight dimensions besides all the seventeen dimensions of Quality of Working Life.

The total sample consisted of one hundred and fifty Judicial Officers randomly chosen from the District Judiciary all over India. The entire sample was further divided into two groups: Group I comprised Judicial Officers who were directly selected from the bar (Direct Recruits) while Group II comprised Judicial Officers who were selected through competition and thereafter promoted (Promotee Officers).

The following standardized tests were used for studying various personal and organizational variables as correlates of Effectiveness among the proposed sample: 

*Eysenck's Personality Questionnaire-Revised* (Eysenck et al., 1985) to study the personality dimensions of Extraversion, Psychoticism, Neuroticism and Lie (Social Desirability); *Type A scale* (Cooper et al., 1988) to study the Type A behaviour pattern; *Mach IV Scale* (Christie and Geis, 1970) as a measure of Machiavellianism; *Impulsiveness Questionnaire IVE* (Eysenck and Eysenck, 1978) to study the personality dimensions of Impulsiveness, Venturesomeness and Empathy; *Optimism Scale* (Scheir and Carver, 1985), *Irritability Scale* (Buss and Durkee, 1957) and *Self-Esteem Scale* (Cheek and Buss, 1981) to study the variables of Optimism, Irritability and Self-Esteem respectively; *Motives Scale* (Misra and Tripathy, 1980) to study the four motives of need for Achievement, need for Affiliation, need for Approval and need for Power; *Rotter's Internal-External Locus of Control Scale* (Rotter, 1966) as a measure of Externality; *Manifest Hostility Scale* (Kool, 1980) to study the personality dimension...
of Hostility; Job Involvement Questionnaire (Kanungo, 1981) to study the Job Attitude of Job Involvement; Job Description Index (Smith et al., 1969) as a measure of Job Satisfaction; Need Satisfaction Questionnaire (Porter and Lawler, 1968) to study need satisfaction in the need areas of Self-Esteem, Self Actualization, Autonomy, Social and Security; Daily Hassles and Uplifts Scale (Kanner et al., 1981) to study the daily Stressors and Uplifts; Occupational Stress Index (Srivastava and Singh, 1984) as a measure of stress at work; Maslach Burnout Inventory (Maslach and Jackson, 1981) as a measure of Emotional Exhaustion, Depersonalization, Personal Accomplishment and Total Burnout; General Health Questionnaire (Marshall and Cooper, 1978) as a measure of Strain; Ways of Coping Questionnaire (Folkman and Lazarus, 1988) to study various problem-focused and emotion-focused styles of coping; Quality of Working Life Inventory (Sinha and Sayeed, 1980) to study various aspects of work life; and Self-Rated Effectiveness Scale (Valecha, 1987) as a measure of Effectiveness among Judicial Officers.

The raw data was processed statistically and means and standard deviations were calculated. The total sample was divided into two groups and t-ratios were computed for both the groups.

Further, Inter-correlation, Factor Analysis and Regression Analysis were run for the total sample as well as Groups I and II.

T-RATIOS

The total sample was divided into two groups. t-ratios were calculated to study the difference among these two groups viz., Group I comprising of Judicial Officers selected directly from the bar and Group II consisting of Officers selected initially through competition and thereafter promoted, to be conveniently referred to as 'Direct Recruits' and 'Promotee Officers', respectively.

Significant differences were found between the two groups on Promotion Satisfaction, Work Satisfaction, Total Job Satisfaction, Positive Reappraisal and Intra-Group Relations with means being favourable for Group I.

The two groups also differed on the variables of Occupational Stress, Social Need Deficiency, need for Approval, Career Orientation and Neuroticism, the means being higher for Group II.
CORRELATIONAL ANALYSIS

Results of correlational Analysis revealed the following significant correlations for the total sample as well as Groups I and II.

Self-Rated Effectiveness was correlated significantly and positively with the personality dimensions of Impulsiveness (+) and negatively with Job Involvement (-) in the total sample as well as Group II.

Self-Rated Effectiveness was correlated significantly and negatively with Ways of Coping sub-scale of Accepting Responsibility (-), Planful Problem Solving (-) and Quality of Working Life dimension of Union-Management Relations (-) in Group II.

Self-Rated Effectiveness was significantly and positively correlated with the Importance of Need for Self-Esteem (+) and Quality of Working Life dimension of General Life Satisfaction (+) in Group I.

FACTOR ANALYSIS

Factor Analysis yielded 28 factors for the total sample; 23 factors for Group I (i.e. directly recruited Judicial Officers) and 27 factors for Group II (i.e. promotee Judicial Officers).

REGRESSION ANALYSIS

In order to facilitate the interpretation of results, all the personal and organizational variables under study were arbitrarily categorized into five blocks:

1. **Personality**
   Comprising the dimensions of Extraversion, Psychoticism, Neuroticism, Lie (Social Desirability); Type A; Machiavellianism; Impulsiveness, Venturesomeness, Empathy; Optimism, Irritability, Self-Esteem; Locus of Control; and Hostility.

2. **Motivation**
   Comprising the four motives viz., need for Achievement, need for Affiliation, need for Approval, need for Power and Need Satisfaction in the areas of Self-Esteem, Self-Actualization, Autonomy, Social and Security needs.
3. **Occupational Stress, Strain, Daily Hassles, Burnout, and Ways of Coping**
   Comprising the variables of Occupational Stress, Strain, Daily Hassles, Burnout and its three dimensions and various styles of Coping.

4. **Job Attitudes**
   Comprising the variables of Job Involvement and Total Job Satisfaction with its five dimensions.

5. **Quality of Working Life**
   Comprising the seventeen dimensions measuring individual's attitude towards work-environment on the whole.

**Personality and Effectiveness**

Results of the regression analysis with Self-Rated Effectiveness as the criterion variable revealed the following variables as significant predictors of Effectiveness in the total sample, Group I as well as Group II:

- Impulsiveness, Type A and Empathy emerged as significant predictors of Effectiveness in total sample as well as Group II. Machiavellianism contributed significantly to Effectiveness for the total sample as well as Group I. Psychoticism emerged as a significant predictor of Effectiveness for Group II. Venturesomeness and Externality resulted as significant predictors of Effectiveness for Group I.

**Motivation and Effectiveness**

The motives of need for Approval and need for Achievement, and Importance of Need for Self Actualization emerged as significant predictors of Effectiveness for total sample and Group II. Importance of need for Autonomy and deficiency of Self-Actualization need satisfaction resulted as significant predictors of Effectiveness in Group I.

**Occupational Stress, Strain, Daily Hassles, Burnout, Ways of Coping and Effectiveness**

Daily Uplifts and Planful Problem Solving emerged as significant predictors of Effectiveness in total sample as well as Group II while the Significant predictors of Effectiveness in Group I were Occupational Stress and Distancing.

As Occupational Stress emerged as a significant predictor of effectiveness, a separate regression equation was run to study in detail the effect of Occupational
Stress as predictor of Effectiveness.

It was noticed that for all three groups, following variables emerged as significant predictors of Occupational Stress:

Neuroticism emerged as a significant predictor of Occupational Stress for all the three groups.

Machiavellianism, need for Approval, deficiency of need for Security Satisfaction, deficiency in Social need Satisfaction, Distancing and Job Involvement emerged as significant predictors of Occupational Stress in total sample and Group II.

Impulsiveness was an important predictor of Occupational Stress in total sample and Group I.

Total Job Satisfaction and Organizational Climate emerged as significant predictors of Occupational Stress in total sample.

Effectiveness, Extraversion, Importance of Social need, Importance of Self-Esteem need, Importance of Security need, deficiency of Autonomy need Satisfaction, Importance of Autonomy need, Confrontive Coping, Pay Satisfaction and Mental State contributed significantly to Occupational Stress in Group I.

Self-Esteem, Supervisory Satisfaction, Promotion Satisfaction, Work Satisfaction and Control, Influence and Participation emerged as significant predictors of Occupational Stress for Group II.

Job Attitudes and Effectiveness

Job Involvement emerged as significant predictor of Effectiveness in total sample and Group II while Work Satisfaction emerged as significant predictor of Effectiveness in total sample.

Considering the significant contribution of Job Involvement and Job Satisfaction to Effectiveness, separate regression equations were run for all three groups with these variables as criterion variables respectively.

For all these three groups, following variables emerged as significant predictors of Job Involvement:

Effectiveness, Locus of Control, Empathy Type A, Irritability, Hostility, need for Affiliation, Importance of Security need, General Health Score, Control, Influence and Participation and Career Orientation emerged as significant predictors of Job Involvement for total sample as well as Group II.

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Occupational Stress emerged as significant predictor of Job Involvement for total sample.

Importance of Autonomy need, deficiency of Social need satisfaction, Importance of Social need, Planful Problem Solving, Accepting Responsibility, Depersonalization, Escape Avoidance, Positive Reappraisal, Supervisory Satisfaction, Self Respect, Mental State and Union - Management Relations emerged as significant predictors of Job Involvement for Group I.

Deficiency of Self-Actualization need satisfaction and Confidence in Management emerged as significant predictors of Job Involvement for Group II.

For all the three groups, following variables emerged as significant predictors of Job Satisfaction:

Effectiveness, Importance of Self-Actualization need and Occupational Stress emerged as significant predictors of Job Satisfaction for total sample.

Self-Esteem emerged as significant predictor of Job Satisfaction for all the three groups.

Locus of Control, Lie (Social Desirability); Optimism, Deficiency of Social Need Satisfaction, Hassles, Confrontive Coping and Meaningful Development emerged as significant predictors of Job Satisfaction for total sample and Group II.

Employee Commitment and Control, Influence and Participation emerged as significant predictors of Job Satisfaction for total sample as well as Group I.

Irritability, Psychoticism, Importance of Self-Esteem need, Self Controlling, Escape Avoidance, Career Orientation, Sense of Achievement versus Apathy, Advancement on Merit, General Life Satisfaction and Intra-Group Relations emerged as significant predictors of Job Satisfaction in Group I.

Deficiency in Autonomy Need Satisfaction, Importance of Social Need, Positive Reappraisal, Total Burnout, Accepting Responsibility, Depersonalization and Effect on Personal Life emerged as significant predictors of Job Satisfaction in Group II.

Quality of Working Life and Effectiveness

Union Management Relations emerged as significant predictor of Effectiveness in Groups I and II.

General Life Satisfaction, Control, Influence and Participation, Employee Commitment and Advancement on Merit emerged as significant predictors of
Effectiveness in Group I.

Within the limitations of the present study, it could be stated that formation of groups based on different modes of selection in the present investigation has been justified, as clear differences have emerged on Self-Rated Effectiveness and its correlates between these groups.