IMPLICATIONS & SUGGESTIONS FOR FUTURE RESEARCH
Effectiveness is one of the key issues in any organisation, more so in a government department. There are definite personal and organizational parameters of effectiveness in this context. The aim of the present study was to identify such personal and organizational predictors of Effectiveness among Judicial Officers. For this purpose, 150 District level Judges all over the country comprised the sample. They were further divided into two groups viz., Group I comprising Judicial Officers selected directly from the bar (Direct Recruits) and Group II consisting of Judicial Officers selected initially through competition and promoted thereafter (Promotee Officers). Predictors were categorized into five areas viz., Personality; Motivation; Occupational Stress, Strain, Daily Hassles, Burnout, Ways of Coping; Job Attitudes; and Quality of Working Life.

The main purpose of this research was to find out various factors pertaining to Effectiveness in Judicial Officers which may enable one to suggest ways and means to the concerned quarters to enhance it. Consequently results have revealed Group I to have a more positive profile - i.e., higher Job Satisfaction, more positive perception of Quality of Working Life, lower Occupational Stress and higher Effectiveness than Group II. Probable reasons cited were more promotional avenues within a limited time-frame along with more job satisfaction in this group of Judges as they perceived more chances of promotion to the High Court benches and beyond. These Officers of Group I have around 90 percent chances of being elevated as the High Court Judges, whereas, because of lesser promotional avenues, Officers in Group II usually retire without any such promotion to High Court besides having comparatively shorter tenure as District Judges. One likely implication of this finding is that in order to enhance Effectiveness of Group II Officers, more promotional avenues must be created and better Quality of Working Life conditions should be provided. This might lessen their stress and frustration.

Another interesting feature of the present study was regarding personality correlates of Effectiveness. An effective Judicial Officers has been found to be Impulsive and Venturesome besides being high on Psychoticism and Machiavellianism, Type A Behaviour but low on Empathy. This profile is, however, in contrast to that of effective teachers, managers and other executives. It might be elaborated that given the nature of the job of a Judicial Officer, tough mindedness, Machiavellian tendencies,
aloofness, being low on social desirability, being cold and insensitive to social approval - helps them to deliver justice impartially, without seeking any approval, to be professionally effective; or their job requirement has systematically made them insensitive, impulsive, machiavellian and sometimes even venturesome.

Motives of need for Approval contributed negatively while need for Achievement contributed positively to Effectiveness. The Judicial Officers also tended to attach a lot of importance to higher order needs of Autonomy and Self-Actualisation. A positive perception of some Quality of Working Life dimensions was also found to be contributing to enhanced Effectiveness.

A distinct feature in the present study of Judicial Officers was a total absence of association of Burnout to Effectiveness. Usually professional autonomy and meaningful work are antidotes for burnout. In the process of dispensation of justice, judges enjoy a fair amount of independence and autonomy in decision-making and some of their judgements have been known to alter the very fabric of our society - hence the absence of Burnout in their case. May be this is another reason why they experienced only moderate stress while this optimum level of Occupational Stress rather contributed positively to their Effectiveness. Distancing as a way of coping was found to be related positively to Effectiveness, bearing in mind their need of remaining detached and aloof while administering justice. Work satisfaction was positively related while Job Involvement was negatively related with Effectiveness in their case. One would like to emphasize once again, even at the risk of repetition, that Judges can’t be personally too involved in the cases they are working on and it is better for them to remain aloof to maintain objectivity in their task.

Thus, as expected, the results of this study provided a great deal of information in an area where very little information exists at present i.e., what makes a Judicial Officer effective. Given the importance of their job and nature of their vital contribution to society, this study is likely to have far reaching implications.

Now, a word of caution : one would also like to add however that this study had several limitations too, as the data have been collected from self-reports which might have introduced an element of social desirability. Secondly, not all the variables which may possibly influence Effectiveness, have been included in the estimated model of Effectiveness used in the present study. It is therefore felt that future studies of this
nature should also include some measure of mental health, values, attitude towards criminology and a measure of stress in different dimensions rather than one holistic measure of Occupational Stress.

Since most of the Judges comprising the sample were from States/Union Territories in the Northern Zone of India viz., Punjab, Haryana, Delhi, Chandigarh, Rajasthan, Uttar Pradesh, Jammu and Kashmir, Himachal Pradesh, West Bengal and Bihar, these findings thus would need to be replicated in other parts of the country if any national generalization is to be attempted.

Like all such studies which try to extend their boundary, this one has the advantage of being independent of earlier academic fit along with a major limit in predicting, generalizing and applying the outcomes of this research to the process of selection, training and reorientation of the Judges.

It is hoped that the findings of the present investigation would get due and serious consideration by all those who are involved in the administration of law so that the dispensation of justice could be more streamlined and humanized in order to provide expeditious as well as effective legal service to the common man.