INTRODUCTION
In this world of inequality, injustice and imperfections only the concept of the Almighty is perfectly just. The search for the perfect leads mankind to be helpful and loving, but the urge to be equal leads to view others with the same standards. Perhaps, more than the discovery of fire or wheel it was the creation of the rule of law which made man civilized, social and humane. The very quality of man is to evaluate fellowmen (including himself) and develop a code of conduct which could make him godlike. Certainly the evolution of man is a slow, arduous but systematic march towards a society in which people abide by the rules developed by them to preserve the overall social fabric. From voice of God or voice of conscience or a voice of consensus, ultimately emerged the modern concept of justice. It was again left to some thinkers and scholars to enact the law, as well as to enforce it in order to impart justice. Thus, more than the law maker or enforcer, the dispenser of justice is the focus of this venture. Therefore, the attempt would be to understand him, and his effectiveness along with correlates of effectiveness in the broad realm of psychology.

"Justice is the greatest interest of man on earth. It is the ligament which holds civilised beings and civilised nations together. Wherever her temple stands, and so long as it is duly honoured, there is a foundation for social security, general happiness and improvement and progress of our race......" (Justice Story, 1841).

In the words of Justice Brennan (1984), "Nothing rankles more in the human heart than a brooding sense of injustice..... Democracy's very life depends upon making the machinery of justice so effective that every citizen shall believe in it and benefit by its impartiality and fairness." According to Justice Gupta (1998), "Justice is the constant desire of man. It is the policy of a civil society. The people are always hungry for it. Delays defeat justice. Each law and law court must aim at removing the speed-breakers on the highway to justice. Only then, we can wipe the tears in the people's eye....."

The endurance of the civilized societies can be ensured only by a well-established, well-administered and effective Judicial System that keeps the scales even in any dispute between the rich and the poor, the mighty and the weak, the state and the citizen - a system that is equally, efficaciously, effectively and expeditiously available to the poorest in the land. Only in such a system lies the salvation of the inhabitants of not only this nation, but this entire planet.
Since times immemorial, law and the justice have played a vital role in the Indian polity. Its importance has been recognised in the ancient scriptures. The Constitution accords a place of pride to the Judiciary by conferring it with the power of judicial review of legislative and administrative action and entrusting it with the task of enforcement of the fundamental rights guaranteed under the Constitution. There is indeed a basic continuity of structure in the Indian Judicial System from the days of unrecorded history till today. Agarwala (1993) gave a detailed account of the evolution of the judicial system over the ages in the Indian context.

*Ancient India*

In an attempt to maintain order in the society, people must have felt the need for some justice-oriented mechanism. In primitive times under the tribal system the Chieftain or Sardar (elected, selected or otherwise) being a wise man with personal knowledge of events in a small community, tended to pass fairly impartial justice in a rough and ready manner. Through social evolution when tribes gave way to kingdoms or “nation-states”, the King became the fountain-head of justice or the main arbiter. Indeed in such a situation the quality of justice depended mainly on the personal character of the Chief or the King.

In ancient India during the Vedic period, in return for the tax paid by the people, the King was supposed to perform the duties of a judge, as indicated by some references in Rig Veda. Thus the maintenance of an orderly society through punishment of offenders, was the most important function of a King. During those ages, life was simple because of which the maintenance of law and order was effective and well-organised. Since the King was a personification of civil and criminal justice, the Vedic literature contains no reference about courts or any other distinct judicial system. Thus dispensation of justice was the sole responsibility of a monarch.

The social evolution through the subsequent centuries ushered in distinct periods in ancient India known as Mauryan and Gupta ages. By then the ancient law makers or jurists like Brahaspati, Narad, Manu and Kautilya had evoloved perceptible laws of procedure and of evidence through the establishment of various types of courts, besides the popular institution of Panchayats at the village level. However, the ancient
Indian justice was administered according to the Smritis, and it was considered to be one of the most important and obligatory functions of a King. It was his foremost duty to ensure welfare of the people through proper and impartial administration of justice.

The evolution of judicial organisation and legal procedures gradually got crystallised during the Mauryan period into Kautilya’s *Arthasastra* which was the very first concept of basic law; though stringent, but comprehensive and all-embracing in character. According to Kautilya, law was the eternal order, it was justice and duty. The laws were made to synchronise with people’s needs and economic conditions. The State power was based on ‘dand niti’ or theory of punishment. The King was the highest authority which was, however, expected to follow ‘dharma’ and not to be arbitrary in the administration of justice.

**Middle Ages**

Even before and during the Mughal period the time-honoured mode of settlement of disputes through village Panchayats was widely prevalent and encouraged by the rulers because of its simplicity, efficacy and expedition. It reeds no reiteration that non-compliance of decisions by Panchayats was almost unheard of. This mechanism of disputes resolution by village elders was made primarily on the basis of customs, practice and faiths of the parties—and hence its effectiveness.

During that period the nomenclature of the various types of courts got changed. The grassroots level court was presided over by an officially appointed judge known as Qazi. However, the pristine status of village level Panchayats was duly recognised, maintained and encouraged. Incidently, in the later period even the Britishers tended to patronise this village level institution acknowledging its effectiveness. Moreover, Sher Shah Suri and thereafter Akbar too took special measures to give a more effective shape to the judicial system of that time.

**Modern Age**

The advent of the Britishers on the Indian soil led to their tinkering with the so-called native system of administration of justice through imposition of the British model. However, due credit must be given to the new rulers of this country for a distinct attempt at making the judicial system more systematic and uniform through
codification and simplification of law. The first tangible result was the Code of Civil Procedure (1859) followed by Code of Criminal Procedure (1861), supplemented by Indian Succession Act (1865), the Hindu Wills Act (1870) and the Evidence Act (1872) besides other enactments. Substantially, the entire criminal law of India was codified, but the codification of civil laws was far from complete then (and has remained a problematic issue till the dying years of the twentieth century).

Another interesting fact of this era is the establishment of the High Courts of Madras Bombay and Calcutta in 1861 followed by High Court at Allahabad (1866), Patna (1915) and Lahore (1919).

A notable feature of the British Judicial System in India was the sentence of whipping and solitary confinement in jail. As there was no separation of executive and judicial functions, the District Magistrate (or Deputy Commissioner/District Collector) was the head of the District Magistracy with sentencing powers equivalent to the present day Chief Judicial (Presidency) Magistrate (i.e. imprisonment up to seven years). Moreover, there was no independence of judiciary as even the highest judges held office at the pleasure of the Crown. The Britishers followed this policy lest the position of the Collector (and thereby that of the British Raj) should be weakened, in any manner.

Independent India

After breaking the shackles of slavery on August 15, 1947 the most significant achievement of the independent nation was ushering in of a model Constitution on 26th January, 1950 followed by the inauguration of the Supreme Court of India (a couple of days thereafter) to function as an Apex Court which lays down the law of the land. As was the case even in ancient Indian Judicial system (as noted above), the modern jurisprudence maintains a distinction between civil courts and criminal courts (all over the world).

As in the erstwhile British period, the District Magistrate (or Deputy Commissioner / District Collector) remains the head of the District Executive Magistracy - having no connection with the judicial branch. The Executive Magistrates are exclusively concerned with the problems of maintenance of law and order in the area while specific provisions of Criminal Procedure Code lay down the precise extent
The study of Psycho-social correlates of Effectiveness in judges, which is the focus of the present investigation has been a field largely untouched by the researchers in the area of Effectiveness. As there is scanty literature as regards direct studies in Judicial Effectiveness, the 'concept' of Effectiveness and the various 'characteristics' of Effectiveness will thus be discussed in the organizational context relevant to the present study.

WHAT IS EFFECTIVENESS

There is an enormous range of definitions of "Executive Effectiveness" which has been offered over the past few decades. However, there is still no widespread acceptance by either executives or academicians of the 'one best way' to define or measure effectiveness. Sometimes, the terms 'Effectiveness', 'Efficiency' and 'Performance' are used interchangeably. Though these terms imply a similar meaning in a broad sense, yet there exists a very subtle difference in efficient and effective executives.

According to Reeves(1994), Effectiveness is, at its most basic, about getting effects. An Effective executive is one who is able to get the effects that he or she wants. An 'effect' according to the Oxford English Dictionary, means 'something caused or produced, a result, a consequence, something attained or acquired by action, an accomplishment'. 'Effective' in a management context thus means more than simply being efficient, it is about being efficient to a good purpose. To manage effectively is to manage in a manner that produces a desired effect, a result, an accomplishment. Writers on management who have attempted to define Effectiveness are broadly in accord with this dictionary view of managerial effectiveness. Worthwhile accomplishment, explicitly or implicitly, is a common theme in their definitions.

Campbell (1970) defined Executive Effectiveness as "any set of managerial actions that are optimal for identifying, assimilating and utilizing internal and external resources with the aim of sustaining the functioning of the unit for which the executive is responsible". Dempsey (1973) maintained that executives have capacity for judgement, fairness, stability, persistence and initiative. The truly great executive is the one who can think and decide.
In this context, J. Reddin, one of the pioneers of research in the field of Effectiveness who put forth the model of Managerial/Executive Effectiveness, defined it as "the extent to which an executive achieves the output requirements of his position (Reddin, 1981)."

According to Reddin (1970), Efficient Executives do the following:

- Do things right rather than Do right things
- Solve problems rather than Produce creative alternatives
- Safeguard resources rather than Optimize resource utilization
- Follow duties rather than Obtain results
- Lower costs rather than Increase profits

In his book, *The Effective Executive*, Drucker (1982), another stalwart, opined that efficiency is doing things right. Effectiveness, on the other hand, is doing the right things. There is nothing so useless as doing with great efficiency what should not be done at all. Anything worth doing is worth doing right.

Mohan (1975) opined that an effective executive must have drive, education, stability, mental alertness and analytical skill, breadth of knowledge and understanding, good judgement, willingness to take risks, loyalty and dedication to purpose, toughness, ability to stand up under pressure and take action even though the action may be unpopular; he also must be unselfish.

According to Rangnekar (1976), the executive, in order to be termed as Effective, has three major functions to perform:

(a) He should be able to render the service he is intended for;
(b) The services are rendered with a minimum of expenditure;
(c) He should have a public image of being good, i.e. he is alert to the responsibilities of his work.

Roger and Vicky (1979) opined that "executive effectiveness is the relationship between performance and task objectives and between achievement assessed against goals and purposes, within the constraints imposed by the executive himself, by his position in the organisation and by the socio-economic environment".

Pareek (1987) also expressed his views about an Effective executive: "An effective executive is one who integrates his skills and capabilities with his role, attempts to be pro-active and creative, faces problems, considers his role important,
has capacity to influence important decisions, sees opportunities to grow in his role, links his job with those of others, helps others and seeks help of others and likes to contribute to something beyond his own."

In describing an effective executive, Peters and Waterman (1982) and Peters (1989 and 1992) gave the following guidelines for being effective:

- Have the mental and emotional flexibility to manage paradox and ambiguity;
- Get close to consumers/clients and to be highly responsive to their needs;
- Stay close to the action - have a hands-on approach and empower people to be productive.
- Never lose sight of values and purpose;
- Get initiative and entrepreneurship (i.e. leadership) to emanate from all levels;
- Manage everything as if it were a project.

**CHARACTERISTICS OF EFFECTIVE EXECUTIVES**

People think, feel and behave in ways which make them more or less effective. A number of views of what being an effective person entails are based on:

(i) Self-awareness and self-understanding;
(ii) The 'character' to produce results and go on doing so;
(iii) A set of positive and negative traits; and
(iv) A set of personal competencies (Reeves, 1994).

Describing the various traits of effective executives, several researchers have defined them to be “intellectuals preferably from democratic backgrounds, embodying in themselves the qualities of courage and competence” (Row 1965; Ray, 1970; Mathur, 1972; Irwin, 1976). The need for personal qualities like integrity, ethical obligations, and morality as the requisites of an effective executive, have been stressed upon by Kapur (1963) and Nagarjan (1986).

Campbell (1970) presented a list of behavioural pattern of effective and successful executives:

- They manage work instead of people.
- They plan and organise effectively.
- They set goals realistically.
- They derive decisions by group consensus but accept responsibility for them.
They delegate frequently and effectively.
- They rely on others for help in solving problems.
- They communicate effectively.
- They are stimulus to action.
- They co-ordinate effectively.
- They co-operate with others.
- They show consistent and dependable behaviour.
- They win gracefully.
- They express hostility tactfully.

Hampton (1973) stressed the presence of analytical capabilities to be termed as effective. Johnson et al. (1976) opined that a truly effective executive needs to be concerned with the values of society which expressed the essential spirit of an age. Piparaiya et al. (1977) identified Arjuna as the epitome of an effective executive for he symbolized mastery over many skills, willingness to listen to advice from elders, ability to analyse situations, capacity of selfless action.

According to Hill (1979) and Singh (1985), “an effective executive has a great deal of fairness and sense of equity in him.” McFarland (1980) proposed various ‘Action Strategies’ on how to achieve more effective results. According to him, achievement for many people is habit. Once they learn the knack, they continue doing it for a life time. The habit is acquired through long, arduous practice and through continuous learning from experience. The minimum conditions necessary for achievement are energy coupled with constructive goals and ambitions. He listed various worthwhile endeavours in which achievers could find their niche. They are: Making most of yourself; communication abilities; solving and preventing problems, leadership skills; the Change-Agent role; as a Consultant; and Conformity.

Peter Drucker (1982) gave a list of habits that should be acquired to become an effective executive: Managing time; focus on goals; caring for people; right things at right time; and effective decision making. Ninomiya (1991) saw the skills of effective executives as essentially the same, and he summed them up in seven roles they played: Listener and Communicator; Teacher; Peacemaker; Visionary; Self Critic; Team Captain and Leader.
Covey (1992) postulated seven habits of 'highly effective' people which formed the basis of their character. The seven habits are:

- **Habits of independence**
  1. Be proactive;
  2. Do things with a goal in mind; and
  3. Manage your personal priorities.

- **Habits of interdependence**
  4. Operate on a win-win basis;
  5. Empathize - first understand, then be understood; and
  6. Work to create synergy.

- **The Habit of renewal**
  7. Preserve and enhance your productive capacity - physical, social/emotional, mental and spiritual.

Garg and Handa (1992) stressed the importance of Effectiveness being the central issue in management. In analysing the dynamics of executive effectiveness, they reported certain qualities and characteristics most descriptive of successful key executives viz., Decisive, Aggressive, Self-starting, Productive, Well-Informed, Determined, Energetic, Creative, Intelligent, Responsible, Enterprising and Clear Thinking (Jurgensen, 1970).

Gupta (1994) opined that 'Time' is a measure of life and every kind of work should be adjudged according to it. One of the most important things to be termed as effective is not to spend too much time on working on problems. The first duty of being a manager is to get effective results, not activity. The effective manager eliminates the non-essentials. He gives away the marginal activities because he knows that they cost him the most valuable resource that he has - his time. Moreover, unless managers have a clear conception of the basic activities they are supposed to perform, they will not be able to make plans or establish priorities for self-improvement.

Reeves (1994) concluded that to be termed as effective, one needs to:

- Have a purpose to accomplish, and actually to accomplish it - it is hard to see how anyone could reasonably be described as having managed effectively if one did not actually achieve anything. The purpose needs to be a worthwhile one, combining organizational and personal aspirations.
- Ensure that one is sufficiently knowledgeable and competent for what one is doing.
- Apply one's personal capabilities to one's managerial tasks, and not to allow self-doubt, or unwarranted self-criticism to stand in the way of one's doing so.
- Ensure that what one is doing contributes to a wider whole.
- Be true to oneself, be authentic in what one does. Some non-managers believe that to become a manager is to sell your soul to the devil. Once you adopt this thinking, you have compromised your integrity as an individual of moral standing. Managing can be a thorny path to tread, and there are sometimes invidious decisions to be made or executed that affect people. Managing effectively is often about maintaining your integrity in the face of difficult ethical choices. To be personally effective as a manager, therefore, means to have a sense of purpose, a view of how one wants to shape one's bit of the world, and the knowledge and skills to be able to leave it different from how one found it.

That means more than simply performing at one's present level of competence. It means remedying any lack of knowledge or skill and handling any inner or outer block that is an impediment to achievement. It means deploying one's talent and capabilities to the best advantage.

Verbeke (1994) studied personality characteristics that predict effective performance of sales people. Results suggested that sales people's personality traits include the ability to elicit information from others, to self-monitor during conversation and to adapt during conversations and are good predictors of successful performance.

Caprioni (1997) appreciated the basic concepts for being more effective as given by Covey (1992) and highlighted the fact that efficiency could bring balance in one's life.

Mathias (1997) described the profile of IAS Officers as projected by Singh and Bhandarkar (1994) in their book, IAS Profile - Myths and Realities. It was found that IAS Officers turn out to be more adaptors than innovators, intolerant of ambiguity, largely self-determined with only average belief in the importance of chance and the influence of powerful others. It is encouraging to note that they perceive the most important factors for performance improvement as self-development, less political interference, a greater link between rewards and performance. Hard, work is the
principal factor, in their opinion, for the advancement of their careers, together with ability to convince others and the patronage of superiors and politicians. Strangely, they do not think team work is important for their personal growth; and, as one would expect, they believe that risk-taking would not help. IAS officers see the following as the principal blocks to effective functioning: short tenure, poor government decision-making, insufficient support from superiors, political interference and lack of adequate power.

MODELS OF EFFECTIVENESS

The various models of Effectiveness are discussed under two headings:

(i) Personal Models of Effectiveness
(ii) Models of Managerial/Executive Effectiveness

Models of Personal Effectiveness

The models of Personal Effectiveness start with a concept of what personal effectiveness is and then go on to suggest what a person needs to be or do in order to attain this concept of Effectiveness.

In *The Successful Self* Rowe (1988), looked at one aspect of the spectrum - the successful or effective person. Rowe's successful self is thus built around:

- **Awareness** - not just insight into oneself but also into others.
- **Understanding** - both having theories about the causes of events and people's behaviour and being aware of how we come to form these theories.

The Management Character Initiative (MCI) : Personal Competence Model

This model of personal competence is based around four areas of 'clusters' of competence, all geared to 'optimizing results' (MCI, 1990).

*Planning to achieve results*:
- show concern for excellence;
- set and prioritise objectives; and
- monitor and respond to actual events in the light of plans.

*Managing others*:
- show sensitivity to their needs, and be able to:
- relate to them;
- obtain their commitment; and
- present oneself positively to them.

Manage oneself:
- show self-confidence and personal drive;
- manage personal emotions and stress; and
- manage personal learning and development.

Use Intellect
- collect and organize information;
- identify and apply concepts; and
- take decisions.

This model views personal effectiveness to be the possession of a range of personal competencies. The personal competencies presume the existence of underlying qualities, viz., Conscientiousness, Motivation, Awareness, Sensitivity, Sociability, Leadership, Positive Self-Image, Self-Confidence and Energy, Emotional Resilience, Inquiring Mind and Ambition, Capacity for analysis, Conceptual Thinking and Resolution.

A Composite Model of Human Effectiveness

The composite model is drawn from various approaches that analyse the characteristics of effective persons. This model represents effectiveness in the context of counsellors. This is not a 'perfection model'; rather these are characteristics that are generally found in effective counsellors who are continuously striving as below:

Effective counsellors are open to and accept their own experience; are aware of their own values and beliefs; are able to allow themselves to be seen by others as they actually are; accept personal responsibility for their own behaviours; and have developed realistic levels of aspiration (Mearns and Thorne, 1995).

Models of Managerial/Executive Effectiveness

Various researchers have formulated theories which go in to propose various conditions that facilitate enhancing executive effectiveness in different work situations:
Reddin's 3-Dimensional Model of Effectiveness

The research in work context categorized two types of Managerial Styles (i) the task (output) i.e., task orientation (scientific management movement); or (ii) a concern for relationships (people) i.e. relationship orientation (Human Relations Movement). Reddin (1970) incorporated an additional third dimension of Effectiveness in his theory. According to the Model of Effectiveness as proposed by Reddin, Effectiveness depends on the requirements of a situation. If situational requirements and managerial styles are in line with each other, one becomes more 'Effective' whereas if they contradict each other, one becomes "Ineffective".

Reddin gave four basic styles which he said may be more effective or less effective depending upon the particular situation in which they are used. Effectiveness results from a style's appropriateness to the situation in which it is used (Reddin, 1970). As is shown in Table A, each basic style has its 'more Effective' or 'less effective' counterpart:

Table A

<table>
<thead>
<tr>
<th>When used inappropriately and therefore less effectively</th>
<th>Basic Style</th>
<th>When used appropriately and therefore more effectively</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deserter</td>
<td>Separated</td>
<td>Bureaucrat</td>
</tr>
<tr>
<td>Missionary</td>
<td>Related</td>
<td>Developer</td>
</tr>
<tr>
<td>Autocrat</td>
<td>Dedicated</td>
<td>Benevolent Autocrat</td>
</tr>
<tr>
<td>Compromiser</td>
<td>Integrated</td>
<td>Executive</td>
</tr>
</tbody>
</table>

The same is shown in Fig. A. Thus, Reddin (1967, 1970) gave the following four Effective Styles:

i. **Bureaucrat Style**: The Bureaucrat executive follows orders, rules and procedures. He maintains a mask of interest. He uses a low task orientation and low relationship orientation in a situation where such behaviour is appropriate and is, therefore, more effective.

* The terms 'Executive' and 'Managerial' have been used interchangeably in this study.
FIG. B: THE 3-DIMENSIONAL MANAGERIAL STYLE MODEL

ii. **Developer Style**: The Developer executive listens, is supportive and co-operative, trusting and works well with others. He provides a conducive work atmosphere and uses high relationship orientation and low task orientation in a situation where such behaviour is appropriate and is, therefore, more effective.

iii. **Benevolent Autocrat Style**: The Benevolent Autocrat executive is decisive, committed and obtains results. He places implicit trust in himself and is concerned with both the immediate and the long-run tasks. He uses a high task orientation and a low relationship orientation in a situation where such behaviour is appropriate and is, therefore, more effective.

iv. **Executive Style**: The executive style is concerned with using team work in decision making; he induces commitment to objectives; encourages higher performance and co-ordinates others in work. He is perceived as a good motivating force who sets high standards and treats every one somewhat differently. He uses a high task orientation in a situation where such behaviour is appropriate and is, therefore, more effective.

Besides these effective aspects of the four basic styles, Reddin also gave four less effective aspects of the basic managerial styles:

i. **Deserter Style**: An executive with this style uses low task orientation and a low relationship orientation in a situation where such behaviour is inappropriate and is, therefore, less effective, passive or negative.

ii. **Missionary Style**: A missionary executive uses high - relationship orientation and a low - task orientation in a situation where such behaviour is inappropriate and is, therefore, less effective.

iii. **Autocrat Style**: An Autocrat executive is critical and threatening and uses high-task orientation and a low - relationship orientation in a situation where such behaviour is inappropriate and is, therefore, less effective.

iv. **Compromiser Style**: A Compromiser executive is basically yielding and weak and uses high task - orientation and a high - relationship orientation in a situation that requires a high - orientation to only one or neither and is therefore, less effective.
Leary and associates (1986) identified three areas of effectiveness. All three need to be brought together to achieve a holistic, integrated approach:

- **Input effectiveness** - what executives put into their activities and tasks.
- **Process effectiveness** - how they carry out their work (particularly that involving others).
- **Output effectiveness** - what contribution the output makes to their explicit or implicit objectives.

The relationship between these three areas of effectiveness is illustrated in the diagram B on the following page.
Effectiveness involves:
- Analysis of the situation
- Assessment of blockages, boundaries etc.
- Problem formulation
- Decision-taking
- Setting aims and objectives
- Planning and preparation
- Setting up development processes
- Processes of change
- Change strategies

FIG. B THE MODEL OF EFFECTIVENESS BY LEARY ET AL. (1988)

Managerial Effectiveness : An Indian Model

According to Chakraborthy (1987), there is a fundamental difference between traditional wisdom and modern knowledge. The central concern of traditional wisdom - both in the east and the west - has been man's inner world of permanent bliss and beauty. The effectiveness of man - be he a king or a laity - was viewed primarily in terms of subjective parameters. And so we got the models of 'rajarshi' in Bharatvarsha, and of 'philosopher - king' in Greece. Modern knowledge has, however, turned the focus outwards. Objective parameters, it claims, are its forte. External achievement, even at the cost of inner demolition, is the contemporary human's slogan for effectiveness.

Chakraborty (1987) brings the concept of 'knowledge worker' given by Peter Drucker (1982), face to face with 'wisdom worker', which he calls a 'saving grace'. According to him, 'knowledge worker' symbolizes the modern world characterized by an accelerated process of exteriorized human existence - both in thought and form. He reiterates that restoring the inner gravity, the 'wisdom worker' within us can provide the much needed foil to the 'knowledge worker'. An understanding of what 'should' be the goal of man's aspiration is dependent upon wisdom and wisdom workers. He treats wisdom worker and an integrated personality as synonymous, leading to the effect that 'A manager cannot be wise without being integrated ; an integrated personality cannot be but wise.'

The Psycho-Philosophical Model as Proposed by Chakraborty (1987)

Drawing upon the concepts, theories and laws which have been handed down by the Indian - thinkers of the past and which are very pertinent for managerial/executive effectiveness, Chakraborty(1987) repays the faith reposed in them by outlining a psycho-philosophical model. According to this model, every manager/executive is an energy processor. Therefore, managerial effectiveness is to be judged by the proficiency attained in energy - processing in the psychological sense.

The Integrative Model

Singhal (1994) stresses upon the integrative approach to effectiveness as effective executives are expected to score high on several dimensions simultaneously.
There is a feeling of being in control of the situation, professional commitment, integration, concern for the performance of others, sensitivity to the rights of coworkers, an openness to changes in the traditional structure of power distribution and an awareness of profitability, investment returns and efficiency.

The focus of the present investigation is to study psycho-social correlates of Effectiveness among the district level judiciary.

ROLE OF DISTRICT JUDICIARY

"The most exalted function with which a man can be entrusted is the administration of justice to his fellow beings. One of the earliest views of God is as a Judge eternal of the universe. In English theory, a Judge exercises the King's power of dispensing justice since he cannot do it himself" (Justice Desai, 1986).

In this vital process of dispensing justice, District Judiciary plays a pivotal role. In the words of Justice Choudhary(1990): “On an anthropomorphic view of our judiciary, I choose to liken the Subordinate Judiciary to the eyes and ears and hands and legs of the judiciary on the whole while I compare the superior judiciary to its mind. The Subordinate Judiciary occupies a central place in the body of our judicial system. It is through the critical view of the image of Subordinate Judiciary and the dispassionate value of its functioning that the true picture of the Indian Judiciary on the whole presents itself to the nation..... The mind of the Indian Judiciary can be known to the millions only through the action of the Subordinate Judiciary..... For an overwhelming majority of the litigants what is real and existing is the Subordinate Judiciary only..... Nothing is therefore more important for us all than to preserve, protect and defend the integrity and independence of the Subordinate Judiciary".

The District Judiciary is thus the foundation on which the entire structure of the judicial system of the country stands. Since the members of the District Judiciary impart justice at the grassroots level, this is where the common man gathers his first impression of the working of the judicial system. Hence the District Judiciary is rightly considered to be people's judiciary. It needs no emphasis that the justice delivery system at the grassroots level should be effective and dynamic for meeting the challenges of the modern society, more particularly in the context of problems 'of rising flood of cases', 'plight of arrears' and 'inordinate delay in disposal'.

-19-
Subordinate Judiciary is indeed the backbone of Indian Judiciary. It is the base on which the judicial edifice of the country rests. The base must, therefore, be sufficiently strong to carry the weight of the entire system. The image of the judiciary system in the public eye rests on the members of the Subordinate Judiciary since it is they who came in direct contact with the litigant-public. Therefore, a heavy duty and responsibility lies on them to function in a manner as would enhance the image of the judiciary and its credibility in the public eye. For that it is necessary to strengthen our Subordinate Judiciary. Their problems are many and it is our responsibility to resolve them (Justice Ahmadi, 1997).

PARAMETERS OF JUDICIAL EFFECTIVENESS

Judicial Independence

The basic necessity of a liberal democratic policy is the rule of law. The rule of law, in turn, depends upon the existence of independent courts - courts whose presiding judges are free to decide cases about alleged violations of law according to their conscience, without being subject to pressures - direct or oblique. It is, therefore, well said that the independence of judiciary is the most vital and indispensable condition for keeping alive and meaningful the rights enshrined in the Indian Constitution.

Independence of judiciary, however, militates against any commitment of Judges except to the Constitution and the laws of the land. It requires keeping the scales even in disputes between the rich and the poor, the mighty and the weakling, the all-powerful State and the ordinary citizen. It calls for administration of justice without fear, and more important, without favour. Such an independence means, in other words, freedom from any bias and refusal to get aligned with any party or partisan-thinking. An independent Judge should thus be able to keep any political, social or economic theory (in which he has a firm belief) away from his judicial functioning in order to maintain a totally impartial and dispassionate attitude.

In a similar vein Justice Khanna (1982), a former Judge of the Supreme Court of India reiterated: “It is no test of the independence of judiciary that it can hold the scales even in the ordinary run of cases. The real test of the independence of judiciary arises when times are abnormal. At such times it is not so much the person
arraigned who is on trial, but it is the judiciary which is on trial. Law knows of no finer hour than when it cuts through formal concepts and transitory emotions to come to the rescue of the oppressed citizen......In the final analysis the judiciary has to earn reverence through the test of truth.....We should not, therfore, take a lopsided view of the independence of judiciary. As much injustice can be done by keeping the scales weighted in favour of the citizen and against the State, as it can be by keeping the scales weighted in favour of the State and against the citizen. It is for that reason that we need persons on the bench who can weigh things in the balance with supreme impartiality who are undaunted by any consideration except that of justice, whom nothing can sway, neither mob frenzy nor the views of the powers that be, persons with resolute hearts, persons whose allegience is to justice and nothing else. The community has a tremendous stake in preserving the image of independence of Judiciary. Once that image is tranished and the people's faith in Judiciary's independence is undermined, the consequences would be disastrous. In that event the people would look to extra-legal means for settlement of their scores and redressal of their grievances.”

**Personal Conduct /Characteristics of Judges**

Aloofness or isolation is the basic requirement or necessity for a Judge in order to maintain his effectiveness and independence. As quoted by the Supreme Court of India (1991), from David Pannick’s book 'Judges...', the following is equally applicable to the judges in this country: “...only in England could the vocation of the judge be described as something like a priest-hood or analogous to the Royal Family, requiring practitioners to seclude themselves in various ways...”

The Law Commission in its 14th Report (1958) said: "...It appears to us that not only for the performance of his duties but outside the court as well a judge has to maintain aloofness amounting almost to self-imposed isolation". The Commission quoted Sir Winston Churchill who had said, “A form of life and conduct far more severe and restricted than that of ordinary people is required from judges and though unwritten has been most strictly observed. They are at once privileged and restricted; they have to present a continuous aspect of dignity and conduct.”
Judicial Effectiveness in Light of Society's Expectations

In this connection, one may again fall back upon the observations of the Supreme Court (1991) in the context of British and Indian Judges:

“The judge has burdensome responsibilities to discharge....Judges today face tribulations, as well as trials, not contemplated by their predecessors...... This seems essential in the light of the reminiscences of Lord Roskill as to the mental strain which the job can impose.... Lord Roskill added that, in his experience, 'the work load is intolerable: seven days a week, 14 hours a day'.....Judges do not have an easy job. They repeatedly do what the rest of us seek to avoid; make decisions.......Judges are mere mortals but they are asked to perform a function that is utterly divine........”

The Hon'ble Judges of the Supreme Court went on to say, “It is time we mention about society's expectations from the Judicial Officers......The conduct of every Judicial Officers should be above reproach. He should be conscientious, studious, thorough, courteous, patient, punctual, just, impartial, fearless of public clamour, regardless of public praise, and indifferent to private, political or partisan influences: he should not allow other affairs of his private interests to interfere with the prompt and proper performance of his judicial duties, nor should he administer the office for the purpose of advancing his personal ambitions or increasing his popularity......"

Edmund Burke (1991) reiterated the importance of the positions that the Judicial Officers hold: “All persons possessing a portion of power ought to be strongly and awfully impressed with an idea that they act in trust, and that they are to account for their conduct in that trust to one great Master, Author and Founder of Society.”

Judicial Effectiveness in Specific Court-Work Situations

In the backdrop of specific court work situation, a Judge has to maintain a delicate balance regarding daily proceedings in the court in order to satisfy the litigants present in pending cases, keep their advocates in good humour and to get maximum output in terms of witnesses examined, arguments heard resulting in the disposal of matter/cases as final or interim in nature.

Consequently, a Judge's effectiveness is based on the good assessment earned by him every month. And that assessment, in turn, depends on his positive daily output for which maximum number of witnesses should be examined in pending...
cases (with minimum number of witness returning un-examined due to one reason or the other) coupled with hearing of final arguments in “ripe cases” resulting in pronouncement of judgment that very day or on an adjourned date.

The effectiveness of judges is thus even more complex a situation or characteristic, which is difficult to measure but such an attempt does deserve a serious try as a part of this study.