In the past decade the Indian industry has faced a major onslaught from multinational companies. There are new emerging workplaces with constantly changing environment. The penetration of information technology has tremendously increased the size of today’s organizations and their working has become more complex. There has been an enormous change in the economic, technological and socio-political environment of our country, which has become more competitive. A highly motivated and highly performing workforce is critical to meet new business, technological, management and customer service challenges and demands. This has made effective managers indispensable, and calls for new people-oriented solutions to organizational problems. The focus of today’s organizations, therefore, should shift to enable managers with the skills of motivating and developing people, so that they act as facilitators. Thus managerial effectiveness constitutes a central issue in management and it is imperative for all those related to management to explore its various facets.

It appears that the old aphorism, "people are our most important asset," is actually true. Compelling evidence suggests that organizational success comes more from managing people effectively than from attaining a large size, operating in a high-growth industry, or becoming lean and mean through downsizing. Achieving profits through people requires consistent leadership attention - and that is the biggest barrier to success. The scarcest resource in most organizations is time and attention that a manager can devote to his subordinates.
Introduction...

Three basic principles that leaders can use to transform their organizations to a high-commitment model of management are to build trust, support change, and use appropriate measures of performance. At the most basic level, one builds trust by treating all members of the organization as though they can be trusted. This means, among other things, sharing information with everyone. Knowledge is power, and sharing information entails sharing power. But not to share information suggests that there are some in the organization who can be trusted with its secrets, and others who can’t. This is the wrong message to send if you want to harness the efforts and energy of everyone. You cannot build trust without treating people with respect and dignity.

Managers can encourage change in many ways. In a world in which new initiatives are greeted with skepticism, the easiest way to convince people that this time it’s for real is to begin doing things that demonstrably signal that change is occurring. Then people should be put in new places with new work roles that require them to work in new ways.

Finally managers who have successfully built high-performing workplaces make sure to measure the practices that constitute high-commitment management. They also measure related management processes that determine how the organization is functioning. An organization need not be born doing the right thing with respect to people. As long as leaders recognize the importance of building business success around their people and learn to manage with trust, encourage change, and make sure that their measurement systems contribute rather than cause problems; organizations of all sizes and in all sectors can accomplish great things. It just requires leaders to focus on what is, after all, their most important asset.

Putting people first or at least taking people issues seriously is more important than ever. But implementing high-commitment practices requires a different view of management and competitive advantage. From this perspective, managers build systems - systems that build distinctive competence and capability and that, because of their internal coherence, are robust even as the competitive landscape and the macroeconomic environment change. These
managers don't necessarily make a lot of business decisions, or worry a lot about financial engineering and restructuring. They make more important decisions about systems for recruiting, motivating, and developing people that, if successful, will ensure the organization has the talent necessary both to develop an effective strategy and to execute it. It may seem strange to see the leader's role as being the chief people (or culture) officer, but that is exactly what you will find in organizations that have really achieved profits through people. Thus it is clear that effective managers can extract exemplary performance from their subordinates but we need to explore what are the factors which lead to effective managerial performance.

Efficient managerial performance can be viewed as an aggregate measure of seven items or work force management practices that include accuracy of work, quality of work, productivity of the group, customer satisfaction, operating efficiency, quantity of work, and timeliness in meeting schedules. The above measures are generic enough to be applicable to different industries and different units pursuing dissimilar strategies.

Yukl, Wall, and Lepsinger (1990) compiled the results from several studies (e.g., Yukl and Kanuk 1979; Yukl and Van Fleet 1992; Martinko and Gardner 1984; Miles 1985) that linked work force management practices mentioned above to performance outcomes of managers. Performance in these studies was measured as managerial effectiveness in terms of job performance or subordinate satisfaction. The types of practices related to performance varied between studies that were conducted in different settings, including salons, high schools, military, etc. It was reported that heightened performance occurs when the above work force management practices are used.

In another study by Flynn, Schroeder, and Sakakibara (1995), they envisioned managers working as coaches and mentors in a high quality context. Such managers offer advice on how to advance careers, encourage the attendance at training programs, and help employees to learn or improve job skills. Mentoring is critical in development of skills in statistical process control, which is an integral part of quality (Flynn, Schroeder, and Sakakibara 1996).
Deming (1993) also believed that it is management’s job to provide opportunities for education and training. He also advocated the need for consideration and cooperation fostered by supportive managers. Thus, managers who mentor and support their employees are more likely to succeed in manufacturing units with a relatively high emphasis on quality.

The results indicate that most relationship oriented practices (supportive, mentoring, inspiring, recognizing, and consulting) seem to enhance managerial performance in manufacturing settings characterized by a high emphasis on quality. It appears that the manufacturing managers who use influence techniques to generate enthusiasm among employees (inspiring), praise and recognize effective performance (recognizing), consult with their subordinates before making important decisions (consulting), offer employees advice on how to advance career (mentoring), and act friendly and considerate (supportive), can more effectively manage the group, when the emphasis is high on quality, i.e., on meeting customer expectations regarding accurate, consistent, durable, and reliable products. Such effective managers also plan well (planning) and communicate task-relevant information (informing), such as the product specifications, to employees when the emphasis on quality is high.

From the preceding paragraphs, it can be gauged that managers can make or break an organization. So today’s managers have to be equipped with such interpersonal skills which will help them to deal with people effectively. Chronic organizational inefficiency caused by poor employee performance in both public and private sector organizations has posed serious challenges to management professionals, social planners and administrators. Two major factors often singled out by organizational psychologists as contributing to poor employee performance are low work motivation among organizational members and lack of dynamic organizational leadership. In view if the critical importance of both work motivation and organizational leadership for understanding the basis of organizational performance, these topics have assumed a central position not only in the present research work but also in organizational behaviour research over the past 50 years both in India and abroad.
Managerial effectiveness or efficient managerial performance can be studied by the extent to which the manager indulges both in contextual and task performance. Task performance consists of job specific behaviors including core job responsibilities for which the primary antecedents are likely to be ability and experience. Contextual performance consists of non-job-specific behaviors such as co-operating with the colleagues and showing dedication, for which, the primary antecedents are likely to be volition and personality (Borman and Motowidlo, 1993). A number of studies have focused on the extent to which contextual performance contributes uniquely, over and above, task performance, to an individual's worth to an organisation (Motowidlo and Van Scotter, 1994; Borman, White and Dorsey, 1995; Van Scotter and Motowidlo, 1996).

The managerial style adopted by a manager also contributes to his effectiveness. The classical studies on leadership e.g. Iowa leadership studies conducted in late 1930's by Lewin, Lippitt and White, put forward three different styles of leadership – authoritarian, democratic and laissez faire. In the Ohio state leadership studies, two dimensions of leadership emerged – consideration and initiating structure. Similarly, in Michigan studies two styles of leadership – production centered and relationship centered emerged. According to the results of various researches different styles of leadership are effective in different situations (Evans and House, 1957; Fiedler, 1967; Likert, 1967; Blake and Mouton, 1961 and Hersey and Blanchard, 1982). Thus an effective manager is the one who can adopt a suitable leadership style according to the situation for maximum efficiency.

Various researches have been conducted to explore the personality traits that are characteristic of effective managers, but the role of integrative complexity in managerial effectiveness has been relatively unexplored. Integrative complexity is a cognitive psychological construct, which has been extensively used in research on individual differences in styles of thinking. Operationally, cognitive complexity comprises of two- dimensions of cognitive styles – evaluative differentiation and conceptual integration.
Evaluative differentiation is the capacity and willingness to grasp different perspectives and it also includes the perception of different dimensions within a stimulus domain and to taking different perspectives when considering the domain.

Conceptual integration is the capacity and willingness to link different viewpoints and to develop conceptual connections among differentiated dimensions or perspectives. It enables a person to understand why different individuals interpret the same event in different ways and to appreciate interactive patterns of causation (Schroder, Driver and Suedfeld, 1967; Schroder and Suedfeld, 1971; Suedfeld, Tetlock and Streufert, 1992). So one can assume that integrative complexity leads to a better managerial performance and because of cognitive flexibility a complex manager may be adopting a wider range of managerial styles.

In an organizational set up, the motives of managers are of immense importance, as predictors of their performance and the managerial style adopted by them. The most significant motives for work settings as identified by Atkinson (1958) are – need for power, need for achievement and need for affiliation. Men high in achievement motive are more interested and involved in their occupations than others (Veroff 1982), are more upwardly mobile (Crockett, 1962 and Andrews, 1967) and often make more money at work (Cummin, 1967). Individuals who are high on power motive are more likely to succeed as managers and executives of large corporations (McClelland and Boyatzis, 1982). According to French (1956), people who are high on affiliation motive prefer to work with friends rather than with experts.

Also there are external variables like climate of the organization which can affect a manager’s performance. The organizational climate variables become causative or moderator factors for attitudinal and performance variables. According to Davis (1981) climate can influence motivation, performance and job satisfaction. It does this by, creating certain kinds of expectancies about what consequences will follow from different actions. Employees expect certain
rewards, satisfactions and frustrations on the basis of their perceptions of the organization's climate.

Keeping these dimensions in mind and after the review of various research works which will be highlighted in the next chapter, it was decided to study managerial performance and managerial styles in relation to integrative complexity, motives and organizational climate.