CHAPTER III

AIMS AND HYPOTHESES
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Executive Effectiveness has become increasingly important due to its key role in the management of men, materials and methods. Executive is the one whose profession is to manage resources, to the advantage of the community he serves (Ray, 1970). Thus any new information about the executive's effectiveness or lack of it will have academic as well as applied relevance.

The present study aims at understanding Executive Effectiveness of the executives in the Civil and Defence services and to find out its relationship with their Personality, Self-Perception, Values and Achievement Motivation. Such information can be usefully employed for appropriate training and selection of the executives. Drucker (1974) rightly opined that effectiveness is learned through inner and outer training within an organisation.

This finding is of immense social relevance, as it aims to quantify through psychological measures, the Personality, Self-Perception, Values and Achievement Motivation of the IAS, IPS, IRS and Defence executives. Further, it seeks to compare different executives working in different services.

No in-built process for comparison is available, yet the stress is on improving the executive education from which it can rightly be assumed that executives need to receive a lot of attention (Mohan and Kapoor, 1977). It aims
at developing a profile which could be of use for similar studies of executives working in other fields, both public and private. Moreover, as Patwardhan (1981) has put forth that executives can improve their effectiveness through self development and self-critique, this study assumes a greater importance.

HYPOTHESES

On the basis of review of literature the following hypotheses were proposed:

1) The executives belonging to different services will differ on different dimensions of Personality.

2) The executives belonging to different services will differ on different dimensions of Self-Perception.

3) The executives belonging to different services will differ on different dimensions of Values.

4) The executives belonging to different services will differ on Achievement Motivation.

PERSONALITY

1) Executive Effectiveness will be negatively related with Extraversion.

2) Executive Effectiveness will be negatively related with Neuroticism.
(3) Executive Effectiveness will be negatively related with Psychoticism.

(4) Executive Effectiveness will be positively related with Social Desirability.

SELF-PERCEPTION

(1) Executive Effectiveness will be positively related with Aggressiveness ($V_1$).

(2) Executive Effectiveness will be positively related with Sociability ($V_2$).

(3) Executive Effectiveness will be positively related with Emotional Control ($V_3$).

(4) Executive Effectiveness will be positively related with Social Adaptability ($V_4$).

(5) Executive Effectiveness will be positively related with Social Intelligence ($V_5$).

VALUES

(1) Executive Effectiveness will be negatively related with Theoretical Values.

(2) Executive Effectiveness will be positively related with Economic Values.

(3) Executive Effectiveness will be positively related with Aesthetic Values.
(4) Executive Effectiveness will be positively related with Social Values.

(5) Executive Effectiveness will be positively related with Political Values.

(6) Executive Effectiveness will be negatively related with Religious Values.

**ACHIEVEMENT MOTIVATION**

(1) Executive Effectiveness will be positively related with Achievement Motivation.