

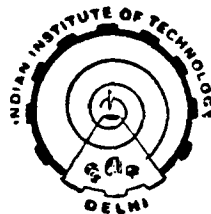
**PSYCHOSOCIAL FACTORS AND MANAGERIAL
EFFECTIVENESS : A STUDY ON MIDDLE-LEVEL
MANAGERS OF PUBLIC AND PRIVATE SECTOR
ORGANIZATIONS**

By

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Submitted
in fulfilment of the requirements of the
degree of

DOCTOR OF PHILOSOPHY



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JULY, 1988

Dedicated to

MY PARENTS

CERTIFICATE

This is to certify that the thesis entitled "Psychosocial Factors and Managerial Effectiveness - A Study on Middle-Level Managers of Public and Private Sector Organizations" being submitted by Poonam S. Chauhan to the Indian Institute of Technology, Delhi, for award of the degree of Doctor of Philosophy, is a record bonafide research work carried out by her.

Poonam S. Chauhan has worked under my guidance and supervision and has fulfilled the requirements for the submission of this thesis, which to my knowledge, has reached the requisite standard.

The results contained in this thesis have not been submitted in part or in full, to any other University or Institute for the award of any degree or diploma.

(PURNIMA MATHUR)
Supervisor

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ABSTRACT

The present study was carried out to explore the relationship between managerial effectiveness and some background, personality and situational variables. The underlying assumption was that managerial effectiveness has more than one determiners. Depending on the situation a person adopts certain style which is appropriate for that situation and which makes him effective. Fiedler's (1967) contingency model of leadership effectiveness was used as the base of this study, implying that effectiveness is contingent upon the situation under which an individual operates.

Managerial effectiveness was taken as the criterion variable and was related to some background variables (e.g. age, length of service, salary, education and type of organization), personality variables (e.g. adaption/innovation), and situational variables (e.g. organizational climate). Data were collected using a set of four questionnaires from two hundred randomly selected middle-level managers of two public and two private sector organizations in Delhi. Altogether sixteen variables were analyzed to test thirteen selected hypotheses which are grouped into three, such as :

- (A) To examine managerial effectiveness in relation to the background, personality and situational variables.

- (B) To explore the differences between public and private sector managers on the measure of effectiveness.
- (C) To observe whether the factor analysis of questionnaires and inventory, measuring, background, personality, and situational variables would yield a factor which will account for major portion of variance.

The data were processed using univariate, bivariate and multivariate statistical techniques with the help of computer. On the basis of the results it was concluded :

- (a) Background, personality and situational variables are significantly correlated with managerial effectiveness and they also predict the criterion variable for public as well as private sector organizations.
- (b) There is a significant difference between public and private sector managers on the dimension of managerial effectiveness.

The factor analysis of questionnaires and inventory measuring, background, personality and situational factors yielded a general factor called 'Organization Oriented-Effectiveness' factor (OOE) which accounted for a major portion of variance (62.28%).

The implications and limitations of the findings were discussed and recommendations for further research were made.

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