

**SOME CORRELATES OF  
MANAGERIAL PERFORMANCE**

**by**

**PREM CHAND BANSAL  
DEPARTMENT OF HUMANITIES  
AND SOCIAL SCIENCES**

**SUBMITTED**

**IN FULFILMENT OF THE  
REQUIREMENTS OF THE DEGREE OF  
DOCTOR OF PHILOSOPHY**

**TO THE  
INDIAN INSTITUTE OF  
TECHNOLOGY**

**D E L H I**

**MARCH 1982.**

## ACKNOWLEDGEMENT

The investigator is indebted to Prof (rs) Purnima Mathur for her valuable guidance and support provided throughout the period of the study. The help rendered by Professors K. L. Roy and B. Ghosh of the Indian Institute of Management, Bangalore is gratefully acknowledged. Thanks are expressed to investigator's colleagues namely Dr (Miss) Lakshmi Bose, now Senior Core Faculty, Bank of Baroda Staff College, Ahmedabad, Mr. Rajesh Goel, Dr. S.K. Maitra and Dr. S. S. Sinha for their help. Grateful thanks are expressed to the management of the three organisations for according permission for data collection, to the managers who participated in the study and their superiors who furnished performance ratings. Mr. S. Sampurnan, Senior Scientific Officer, Computer Centre, Indian Institute of Science, Bangalore deserves thanks for running the computer programme. The investigator is grateful for the help and guidance received from the various sources but is personally responsible for any error or omission in the interpretation of data. The investigator is thankful to Mr. R. Siddalah for secretarial assistance.

## A B S T R A C T

based on Lewin's field theory, the study was conducted to explore the contribution of 32 independent variables namely, Organizational climate (10), ability (3), personality (5), motivation (5), personal values (5) and demographic (4), that accounted for the performance of managers in terms of three dependent variables that is professional ability, managerial ability and personal qualities as assessed by their superiors. The sample consisted of 61 middle level and 131 lower level managers drawn from one electronic and an electric company in the public sector and one electric industry in the private sector. Data were generated through a set of tests namely organizational climate questionnaire, self-description inventory, personal value questionnaire and personal information blank. Performance ratings were furnished on performance appraisal form by the manager's superiors. Besides some managers were also interviewed. The statistics employed was regression analysis and analysis of variance. In all eight hypothesis were tested in respect of the relationship of managerial performance and (i) Organizational climate, (ii) ability, (iii) personality, (iv) motivation, (v) personal values and (vi) demographic variables. (vii) Middle managers scoring higher on test scores in comparison to lower level managers, and (viii) effect of combined linear combination of organizational climate and personal variables on managerial performance. On the basis of results and discussion, it was concluded: (a) the managers wanted smooth communication, better co-ordination, more say in decision making, responsibility coupled with authority;

(b) the common variables contributing toward three dependent variables among lower level managers were: decision-centralization, conflict intelligence, masculinity - femininity, need for power over others, need for occupational achievement, age and experience. While for middle level managers, the contributors were decision-centralization and decisiveness; and (c) the independent variables were able to account for 20% to 38% of the variance of the three dependent variables for the two groups of managers. The implications of the findings were discussed and suggestions for further research were made.

# C O N T E N T S

CHAPTER		PAGE
	Acknowledgement ...	(i)
	Abstract ...	(ii) - (iii)
	List of Tables ...	(vi) - (vii)
	List of Figures ...	(viii)
I	Introduction ...	1 - 14
	Role of Managers ...	1
	Managerial Sub-System ...	2
	Environment and Organisation	3
	Managerial Performance ...	4
	Brief Review of Some Studies...	8
	Objective of the Study ...	14
II	Manager's Behaviour in the Organisation: Theoretical Perspective	15-45
	A Model of Managerial Behaviour	15
	A Model of Psychological Climate, the Climate for One Person	18
	Theories of Organization	22
	Organizational Climate	25
	personality Theories ...	29
	Motivation Theories ...	33
	Personal Values ...	40
	Theoretical Rationale of the Study	43
III	Factors Related to Job Performance and Development of Hypotheses	46-57
	Organizational Climate and Job Performance	47
	Ability and Job Performance	48
	Personality and Job Performance	49
	Motivation and Job Performance	52
	Demographic Variables and Job Performance	55
	Hypotheses	56

CHAPTER	PAGE
IV	Methodology ... 58-80
	Sample ... 58
	Test Used ... 70
	Procedure ... 80
V	Results and Discussion ... 81-121
	Statistics Used ... 81
	Interview Data Results ... 82
	Test Data Results ... 91
	Comparison with other Studies ... 116
	Personal Values - Primary Value Orientation ... 117
	Comparison of Reliability of Organizational Climate Questionnaire with Litwin and Stringer Organizational Climate Scales ... 119
VI	Limitations of the Study ... 122-124
VII	Implications of the Study ... 128
VIII	Summary and Conclusion ... 133-136
	References ... 137-150
APPENDICES	
APPENDIX	151-205
1	A Brief Description of the Three Organizations ... 151
2	Tests Used ... 165
3.	Area-Wise Description of Organizational Climate Questionnaire Along With Mean Values ... 186
4.	List of Variables ... 194
5.	Table of Inter Correlations for Middle Level and Lower Level Managers ... 195
6.	Table of Means and Standard Deviations of 35 Variables for 3 Organizations and at Two Levels of Managers ... 201
7.	Code for Education Variable ... 204
8.	Personal Values Clubbed Under Five Areas ... 205
	About the Author ... 206