

FACTORS RELATED TO MANAGERIAL EFFECTIVENESS

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CERTIFICATE

This is to certify that the thesis entitled "Factors Related to Managerial Effectiveness" being submitted by Prataprudra Parida to the Indian Institute of Technology, Delhi for the award of the degree of Doctor of Philosophy, is a record of bonafide research work carried out by him.

Prataprudra Parida has worked under our guidance and supervision and has fulfilled the requirements for the submission of this thesis, which to our 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.

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ABSTRACT

The present study attempted to investigate various factors which are related to managerial effectiveness. Altogether 15 factors were used in the study. Out of them 7 were background, 6 were job related, one moral value and one organizational culture which consisted of eleven factors.

The sample consisted of 220 middle and junior level managers drawn from four public sector organizations. Those organizations were falling under high profit, low profit, high loss and low loss categories. Data were collected through a set of four questionnaires which included Background Information Schedule, Ethical Situations Test (Manning 1981), Organisational Culture Questionnaire (OCQ) and Supervisory Practices Test (Bruce, 1974).

Data were analyzed by using various univariate, bivariate, and multivariate statistical techniques.

Results of the study revealed that managerial effectiveness has significant positive relationship with age, length of service, salary, hierarchical position, number of subordinates, moral values and organisational culture and significant negative relationship with number of superiors. Marital status had significant positive effect on managerial effectiveness. Further, there was positive

relationship of various factors of organizational culture such as support, conflict tolerance, performance reward, risk tolerance, individual autonomy, beliefs, and identity with managerial effectiveness.

The stepwise multiple regression analysis showed that thirty seven percent of the variance in estimates of managerial effectiveness can be expressed in terms of organisational culture, salary, moral values, and number of subordinates claimed by managers.

High effective and low effective managers can be discriminated on the basis of organizational culture, moral values, sex, number of superiors, education, number of subordinates, and marital status of the managers.

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