

## CHAPTER V

### DISCUSSION

In the previous Chapter, the results of the data analysis were presented. In the following pages, a journey to the interpretation and theorization of results will be undertaken.

As described in the 'Method of study' Chapter, attributes associated with executive performance in various groups were studied to discover the possible predictors of potentialities. Ratings on 8 potentialities variables drawn from performance appraisal format and scores of psychological tests on 12 variables were correlated with performance ratings. Factor analysis was made on these 20 independent variables and 7 source factors were extracted. Scores of the variables belonging to a cluster representing a particular factor were summed and composite variables were formed which constituted the 7 independent variables. The study of correlations between these seven independent variables and the executive performance revealed that each of the variables represented by IV-1,2,5 and 6 was highly related with performance. Therefore, regression of these 7 independent variables on performance ratings was run. The results showed that a combined group of personality attributes was a better predictor of potentialities. It showed that the variables represented by Factors 1 and 2 were significant for all

executives' group. The variables represented by Factor 1 were only significant variables for Scale II group of executives. The variables represented by Factors 1,2 and 3 were significant for Scale III group. For Scale IV group of executives, the variables represented by Factors 2 and 1 were significant. The above results show that high performing executive personality was characterized by a significantly high level of ability and readiness to learn, knowledge, relational skills, decision making, dependability, stress tolerance, creativity and innovativeness and risk taking ability. High performers among Scale II group of executives were high in ability and readiness to learn. Knowledge, relational skills, decision making, dependability and stress tolerance. Ability and readiness to learn, knowledge, relational skills, decision making, dependability, stress tolerance, creativity and innovativeness, risk taking ability, emotional stability, self-assuredness were the high influencing characteristics for high performance among Scale III group of executives. High performing Scale IV executives were characterized by <sup>high</sup> levels of ability and readiness to learn, knowledge, relational skills, decision making, dependability, stress tolerance, creativity and innovativeness and risk taking ability.

Many psychological studies for example, (Guilford, 1952; Fleishman and Peters, 1962; Kuriloll 1972; Ghosh and Maneriker, 1974) have given evidence to the effect that mental abilities and

personality traits have high positive relations with executive performance. In the light of this background, it was hypothesized that there would be identifiable potentialities attributes associated with high performance of executives and those potentialities required for various scales of executives would be significantly different among themselves. The results have supported this contention to a great extent. The F ratios were significant for Factor 1 for all categories of executives; F ratio was significant for Factor 3 in case of Scale III group executives. F ratio was significant for Factor 2 for all categories except Scale II. These factors, representing several variables were having different weightages in the same group of executives, as found from the regression analysis. From Table 33 it can be observed that regression coefficients of IVs for all executives ranged from .015 to .070, for Scale III group from .037 to .067 and for Scale IV group from .027 to .174. For Scale II group of executives only IV-1 was significant, whose regression coefficient was .077. Further common variables were also found to have different weightages. It may be observed from the same table that regression coefficient of IV-1 was 0.070 for all executives group, .077 for Scale II group, .067 for Scale III group and .027 for Scale IV group of executives. It is, therefore, concluded that the above hypothesis is supported by the study.

It was hypothesized (Nos. 6, 10 and 13) that knowledge and ability and readiness to learn would be significant determiners

of potentialities in Scale II, III and IV groups of executives. All the groups scored consistently high against these variables. The correlation of ability and readiness to learn with the criterion ranged from .71 to .81 (see Table 13). While knowledge was significantly correlated with the criterion in Scale II and III, its correlation was not significant in Scale IV. However, in reality there cannot be one-to-one relationship between attribute of an executive and his business performance. Sometimes, two strong attributes may have negative impact on each other resulting in low performance. A rater may be carried away by a trait which was observed in a temporary environmental condition. The positive impact of various combinations of traits is also varying. In human performance two strong attributes may not add up to a higher level of performance, even though each of them may be strongly associated with it. It was observed in this study that even though achievement motivation was highly associated with performance when studied independently, it did not help in predicting performance when combined with other significant variables. The details of this analysis are given latter in the chapter. It was therefore, important to examine their combined effect in multiple regression.

Since ability and readiness to learn and knowledge were represented by IV-1 which was significant in multiple regression equations as given in Tables 27, 29 and 31, the hypotheses regarding there variables were considered to be proved.

Bray et al (1972) reported that intellectual ability was one of the seven potentialities for managerial success. Ghiselli (1963) found that intelligence was one of the differentiating traits among levels of management personnel and line workers. The higher the level of the job the higher was the score in IQ test on the employees of an Insurance Company, a Food processing unit, and in Chemical, Oil refinery and Metal plants. Similarly, Randle (1956) also found intelligence a significant factor when he studied 1427 executives (of all functional areas) from different companies covering manufacturing, financial, utilities and mining organizations.

Ability and readiness to learn (ARL) is a highly influencing, versatile attribute for success of an executive. Traditionally this has been one the definitions of intelligence. But we have defined it for the study as ability to show interest, anxiety and curiosity to learn new things in one's field and in related fields (Manual on Employees Performance Review System, Bank of Baroda, 1980). This trait helps an executive while planning and organizing unstructured situations. Understanding the objectives of an organization and one's own role in it and then relating the two, basically involves the learning ability. Officers in bank join the organization without any formal education<sup>in</sup> banking. The selection criteria does not mention any essential qualification in banking. After joining they have to learn through hard ways the entire subject of banking covering

laws and practices of banking, provision for securities and guarantees, principles of economic activities, economic geography, book keeping, accountancy, etc.

An executive receives instructions from Government<sup>and</sup> statutory bodies. He is supposed to study and implement them. He is required to continuously master the art of bargaining. He is responsible for removing ineffectiveness in office and for developing poor performers. He has to understand environmental changes and adopt his organization suitably. Ability and readiness to learn would, therefore, be facilitating factor for his growth.

Ability to learn results in gaining knowledge in the field most of the time. Therefore, it was observed in the study that ability and readiness to learn was highly associated with knowledge in all the Grades except in Grade IV. It is surprising that in Grade IV this ability was not correlated with knowledge. It may be because by the time an executive reaches Grade IV he acquires enough commercial knowledge. Adequacy of his banking knowledge is taken for granted. He has not to simply run the organization. He has to work for its growth. Knowledge per se does not contribute much for his job success. For him, perhaps, ability to learn helps in attainment of the business target through improved strategies and pro active approaches. Pure knowledge may lead a person to remain as an expert in a

specialized function rather than a regional manager or a chief manager.

A senior manager is generally given relatively high responsibility. He is required to nurse sick units. He has to collect elaborate credit information for sanctioning profitable loans. He tries to acquire information about the community around, needs of the customers, studies business prospects, geographical conditions, land resources, labour force etc. It was therefore obvious to find that the successful executives in the study were having the potentiality of the ability and readiness to learn associated with high level of achievement motivation. This variable was highly correlated with the significant variables represented by Factor-1. A Senior Manager or a Regional Manager plans and conceptualizes the process of growth and achievement of the targets. Therefore, it may not be always possible for him to think and decide issues weighing them from all angles. He has to think broadly. Therefore, it was found that ability and readiness to learn was not highly associated with conceptual ability in Scale III and IV executives. It was also not found correlated with critical thinking ability. The job stress may be the cause of such a situation.

It is not enough to be able to learn, One should have adequate functional and professional knowledge to achieve concrete results. Katz and Khan (1966) have observed that " a

person's expertise in technical matters and in organizational lore provide increased acceptance of his suggestions". An executive is expected to give banking and commercial information when asked for by the clients. He has to guide his subordinates about the banking rules and show circulars, giving the provisions of loans and advances. Foreign exchange rules, the provisions of interest, restrictions on use of fund etc., are various essential knowledge that should flow freely from the mind of an executive. While dealing with professionals his written and spoken words should reflect technical expertise. By his quick and smooth flow of ideas he is expected to help his subordinates perform well. Specialized and technical knowledge is a leadership trait. Knowledge is a source of power. An executive can carry out his responsibilities through his people when he has enough credibility before them. With superior knowledge, he can properly place ideas and facts before them and guide them. Obviously this is a desirable potential attribute.

An executive at branch level is expected to give sound financial advices to new industrialists. He uses discretion while charging commission etc., so that earnings of the bank are increased. He has to maintain liaison with Government authorities. He meets the demands of the government, the Reserve bank of India, etc. His knowledge of banking is supposed to be of a high level. Therefore, it is natural that knowledge was



significantly associated with performance and is was highly correlated with decision making, stress tolerance and relational skills.

Another set of hypotheses (Nos. 5, 8, 9 and 12) was that relational skills, stress tolerance, emotional stability and self-assuredness would be significantly associated with high performance to Scale II, III and IV executives. Only relational skills and stress tolerance were significantly correlated with performance as revealed from Table 13. Results in Tables 25, 27 and 29 also show that the factor representing relational skills was significant and it explained 84%, 91% and 78% of variance of dependent variable in regression for Scale II, III and IV respectively. This result regarding relational skills was similar to the findings of Bray et al (1972) who found that inter - personal skills was one of the characteristics of executives, which can predict potentials.

In a modern banking organization, a manager is not a master. He is <sup>a</sup> colleague and a team member. His team members and subordinates are highly educated and skilled. He cannot win them by power. He has to pursue them. He can get the willing co-operation of his subordinates by sharing their thinking and feelings. He should reinforce positive behaviour through intangible rewards. He should be flexible enough to meet the changing situations. By being aggressive he would create only a

disruptive atmosphere. Power, toughness and domineering qualities would invite hostilities from staff and peers. Since most of them have knowledge, skills and high degree of awareness of the working of banking, the traditional submissiveness and blind allegiance cannot be expected from them. Further, after nationalization banking has grown as an integral part of the wider socioeconomic milieu. Even minor high handed dealing is protested vociferously, by staff. Most of the time they have the backing of a strong militant union. Without the help of a Union (any time) it is possible for an employee to immobilize a lone branch manager in a small city, since his case would be always represented by a group either from his office or from another nationalized bank nearby. There is industry-wide unionization in banks. It is, therefore, obvious that his relational skills can help turning people on and carry them with him. It may be one of the reasons that the hypotheses (Nos. 3, 9 and 12) that tough-mindedness is a significant predictor of potentialities of executives in Scale II, III and IV could not be proved. Its F value was not significant in regression. In general tough-mindedness is not a desirable attribute for a bank executive.

Besides, a bank executive's success depends upon his ability to mobilize outside resources. He has to promote business interests. He has to be people-oriented and serve the weaker section of the society. He has to live and grow with the philosophy that the 'customer is always right'. Some times, it

becomes impossible to follow this doctrine. But he has to keep cool and should not show signs of frustration. Nationalization of banks was necessitated because the bank executives in pre-nationalisation era were promoting strongly the capitalistic motives. With varied social objectives, economic goals and the 20<sup>1</sup> point programme to be pursued vigorously a bank executive now should be people minded and relations-oriented. The result, therefore, seems to be highly logical.

The real burden of running a branch is with a branch manager or a senior branch manager. Big customers, who are very important for the bank, prefer to meet him directly. He has to serve them with a smile. He has to train his subordinates on customer service. His only resources are his people. Therefore, relational skill was found to be very significant. At higher levels (Scale III and IV) customer relations become community relations. Big customers are directed to the branches without close examination of their needs by senior executives. It was perhaps due to this

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1. The Government of India has identified various activities for the socio-economic development of the country. These are called the 20 point programme. The twenty points are attack on rural poverty, strategy for rain fed agriculture, better use of irrigation water, bigger harvests, enforcement of land reforms, special programmes for rural labour, health for all, justice to scheduled castes and scheduled tribes, equality for women, housing for the people, improvement of slums, new strategy for forestry, concern for the consumer, energy for the villages and a responsive administration. The Reserve Bank of India, in consultation with Government of India, has identified/schemes activities which will be eligible for bank finance under the various points for the programme. Commercial banks are expected to give priority to these schemes for sanctioning loans.

reason that relational skill was not associated with conceptual ability among Scale III and IV executives. Since Scale IV executives are away from the day to day operations and problems, relational problems do not affect their performance so much. Therefore, Scale IV executives with high relational skills were simultaneously not considered to be dependable. However, relational skill was the most contributing factor for Scale III executives. May be, that is the most primary factor for high performance. Therefore, executives in Scale III with high achievement motivation were also found to be rated very high in relational skill.

Result of the study exploded a certain popular myth that successful executives would be objective, practical and shrewd (hypotheses 2, 3, 5, 7, 9, 11, 12 and 13). No evidence was found in the study to support these hypotheses. The social dimension of an executive's role seems to be getting higher weightage than these rational attributes. An executive has to direct people, not to run a precision instrument. He cannot afford to be always calculative and careful. It is not possible for him to be insensitive to the feelings of his people or an outsider with whom he has business relations. He has to protect his staff, some times, even at the cost of objectivity. He has to be earnest in fulfilling social objectives even if, at times, it means sacrificing his principles.

A bank executive lives with various paradoxes. He has to market bank's schemes aggressively. In the process, he has also to protect the bank's funds. Banking has not taken deep roots in rural areas. Rural customers who come to bank without properly understanding their needs, expect them to help them like a parent - guardian. They consider bank as an agency of the Government rather than a business organization. He has not to discourage them. Employees with their strong unions constitute another interest group. It is difficult for him to be without anxiety and worry in such a climate. Depending upon his success in these situations, sometimes, he tries to be objective and some times he fails. Probably due to this reason objectivity was not found to be significant.

Most of the bank offices are in rural or semi-urban areas. Many of the employees are also coming from rural background. After nationalization a commercial bank tries to come closer to the people and be a small man's bank. Therefore, the result that the successful executives were not shrewd and polished is natural.

To be able to lead his people an executive has to be warm and spontaneous rather than cool and calculative. When socially and economically backward people approach him for his help he has to show sympathy (may be skin deep !). For higher level executives or those who normally do not require to meet general

public or those heading audit, planning etc., the attributes requirement could be different. Only a larger intensive study comprising all levels of executives would throw more light on this aspect.

It was hypothesized (No. 1, 7 and 12) that decision making and judgement would be significant predictors of potentialities of executives in Scale II, III and IV. From table 33 it was found that decision making was significant executive potential. Harrell (1969) studied the personal qualifications of high earning M.B.A.'s in big business and his data led him to conclude that his subjects were ready to make decisions similar to the top executives in big companies. Decision making in the study is defined as an ability to use discretion judiciously and promptly for correct action. The subjects in this study were bank executives. They are basically decision makers. Many of his decisions affect public. Each of his action reflects the organizational policy. He enjoys various administrative and financial discretionary powers. Any non-judicious use of discretionary power would reduce the credibility of the bank. Every year corporate goals are set by the top management and subsequently business targets are set for each operating unit. They are translated into targets for the year for a Regional Manager, a Senior Branch Manager, a Branch Manager etc. Each manager is expected to formulate strategies, manipulate resources and act in such a manner that his targets are achieved. Failures in target achievement are not viewed sympathetically by the management.

The Regional Manager of the bank establishes mechanism for proper implementation of the budget and achievement of business target. He provides necessary technical and administrative support to the officers under his control. He is disciplinary authority who awards punishment to erring employees. As a Chief Manager a Grade IV executive sanctions proposals within his power. His responsibility involves selecting an alternative and taking a course of action for achieving the advances and deposit targets.

When a target is set for an unit the executive-in-charge should be able to foresee the information requirement, collect the information and evolve strategies. The decisions taken in his unit like paying overtime or sanctioning a special allowance for a clerk will lead to demands in other units. Some decisions can not be reversed. Decision making is involved in planning, organizing, directing and controlling in his functional area.

A Branch Manager has to see his resources and industrial relations situation while implementing a new banking scheme. He should be able to make rational assumption, predict consequences, weigh the alternatives while deciding about purchasing a computer, taking action against an erring union leader etc. While making a choice he should also be thinking of the possibility of the implementation of his decision. Decision making is the management part of an executive's function. Through decisions he runs an organization.

Executives with high level of decision making were also perceived to be high in knowledge (see Table 14). Probably their general awareness about banking helps in better decision making. By being good in relational skills they are trying to be participative and consultative. It helps in making their decision acceptable to the groups. Therefore, decision making was rightly found correlated with relational skills.

It is interesting to note that decision making skill was associated with achievement motivation and conceptual ability. Through their conceptual clarity and understanding of organizational factors they are able to make good decisions. Their decisions are implemented smoothly by their vigorous follow-up and monitoring. It is interesting to note that among Scale II executives decision making ability was negatively associated with objectivity (Table 15). It could be that junior level executives (Managers and Accountants) are considered to be successful if they keep the needs of the beneficiaries in view while taking decisions.

The executives in the sample are basically (what may be called) policy translators. They are the representatives of the top management before the public. They are the management for the lower level employees. They break down objectives and targets in the department into workable activities. They formulate strategies, evolve manpower plan and prepare budget. They assign duties and review the progress of work. They also arrange for rectification of irregularities, record and report status to higher authorities from time to time. Decision making is



obviously a managerial talent.

With the increasing advent of computers the decision of middle managers are intended to have direct and major impact on the business. They have to take deliberate decisions. They can not pass the buck. The results presented in Table 33 proved the hypotheses (No. 1, 7 and 12) that decision making is a significant predictor of potentialities of executives. It may be noted that though decision making was a significant potential, judgement (hypotheses No. 1, 7 and 12) and conceptual ability (hypotheses 2, 8 and 11) were not. It is unbelievable that executives in bank do not require high degree of ability to evaluate problems and weigh circumstances. They do not even require differentiating and integrating ability. In fact the results presented in Table 13 show that judgement was significantly correlated with performance in all categories of executives. Probably it could not find place in the regression equation because other variables got high scores. For the same reason, the hypotheses regarding critical thinking ability (Nos. 4, 8 and 13) that it would be a significant predictor of potentialities for Scale II, III, IV executives could not be proved.

Banking in India is run in a very traditional way. The daily work activities of a banking unit consists of collection of huge mass of data, compiling them and submitting them to higher authorities for information. In this entire process an executive cannot afford to be adventurous or unconventional. He is anxious

to do the things as per the instructions or manuals. Otherwise, he will be called upon to explain for the deviations. As the major part of his work involves collection and analysis of routine data, he does not tend to be imaginative. Therefore, it is natural that the critical thinking attribute was not found significant.

It was hypothesized (hypotheses Nos. 3, 7 and 11) that dependability would be a significant predictor of potentialities of executives in Scales II, III and IV. All executives scored consistently high (see Table 11) on this variable. Dependability was highly correlated with performance in all categories, correlations ranged from .74 to .88 (Table 13). Factor analysis revealed that dependability was loaded with Factor - 1 (factor loading .82). Factor - 1 was found to be highly significant ( $p < .01$ ) in multiple regression in all categories of executives. The result, therefore, supported the hypotheses. The executives in the sample were perceived to be loyal employees of the bank. They were faithful, trustworthy and reliable. They are senior bank employees holding jobs of high responsibility. They are to be models for others to imitate. In a large organization with many levels, it is not possible for the superiors to have close watch over their subordinate executives. Senior executives have a great responsibility of coordination and control. They expect that their junior officers should be helpful in performance of their tasks. An executive by the nature of his job is committed to the organizational goals. A successful executive is one who can fulfil his commitment without goading, constant supervision

or control. He should not give any feeling that his devotion to duty can be questioned. The offices of banking are widely spread. Losing any time in seeking advice and guidance on daily matters would prove costly in a highly competitive world that the banks are operating in. Being an executive one would like to enjoy adequate freedom and independence. When one is considered dependable, his job satisfaction increases, which may perhaps contribute for his high performance. Dependability, therefore, is a time-honoured virtue for an officer. It is the quality which would differentiate him from an ordinary worker. The result was, therefore, quite natural.

A manager in a branch or an administrative office is nearer to the clerical and subordinate staff. He is like a first level supervisor who has to get results through people. He leads them, motivates them and directs them to work productively. Grievance, if any, is settled by him or through his mediation by higher authorities. Only a person with good understanding with his staff can be successful at this level. Sometimes rules of good conduct are framed by the Government and passed on to the management of the bank and the management passes on to the branch management. A branch manager implements these imposed rules using his personal skills. He takes responsibilities, explains the people purpose of the rules, maintains self control as far as possible while seeing that the rules are followed. It is, therefore, obvious that a Scale II executive is considered to be dependable if he is also found to be tough-minded, as the results show. Table 15 shows that there was significant correlation

between tough-mindedness and dependability.

For all executives dependability was associated with ability and readiness to learn, knowledge, decision making relational skills, risk taking ability, creativity and innovativeness, judgements, achievement motivation and negatively with tough-mindedness. It seems a superior considers an executive dependable when he observes him strong in ability and readiness to learn, knowledge, and decision making since these three are highly desirable attributes of an executive. The results indicate that the high performance associated with dependability is achieved by an executive supported by his capabilities for judgement, stress tolerance, risk taking ability, creativity and innovativeness, and achievement motivation.

A bank executive in any function or level should not be found wanting in managing his things. He should be able to direct his people and not expect direction from them. He is required to be aggressive, emotionally strong when facing a problem. Many times a senior executive (Grade III, IV) faces a dilemma of pleasing a hard nut or pushing one's decision through. By pleasing everybody an executive can easily earn popularity. But his task is to produce output economically and with high productivity. It should be achieved, even sometimes, at the cost of earning ill feelings and hostility. He has to decide between satisfying the needs of an indisciplined employee and the needs of the management. A rational solution is to opt for the later one. In this context the result that the high performance achieved by an executive with the strength of his dependability

attribute supported by tough-mindedness is justifiable.

The results presented in Table 27 and 31, did not support the hypotheses (Nos. 5 and 12) that emotional stability and self-assuredness were significant for Scale II and IV executives. For middle level executives, however, emotional stability (hypotheses No. 9) was significant (See Table 29). The results of various studies (Guilford, 1952; Muthayya, 1969; Mitra, 1982) corroborated with this finding that emotional stability is a significant predictor of successful executives. These executives were always required to have enough energy to face operational constraints and reach the goal and manage their large offices. They have to face all types of customers, big and small. They should not get provoked or threatened even while dealing with political or community leaders. Tolerance towards the unreasonable demands of others should be their strength. They are required to show tact and maturity in decision making. They are expected to maintain high esteem before their colleagues. They should possess high ego-strength to maintain solid group morale. They are to be stable, calm and realistic about life. These qualities facilitate in their high performance.

A senior manager is the guardian of the bank's property. He uses the rules and resources of the bank for running the business of the bank. He is vigilant and he protects the bank from any possible loss through over payment, non-collection of commission, fraud or cheatings. It is therefore, reasonable to find that

emotional maturity was a significant attribute for Scale III executives. However, his primary concern is running the business efficiently rather than achieving heights of success in business. He generally follows the established system because they are time-tested. Therefore, it was found in the study that Scale III executives with high emotional stability were not very resourceful. They were dependent on their subordinates. Sometimes they are required to study the feelings and thoughts of others properly. At the same time, they are expected not to side track while examining sympathetic cases. Therefore, it was found that emotional stability among successful Scale III executive was correlated with objectivity. Possibility their level of objectivity was more functional. They were not in favour of objectivity for the sake of it. Business goal is their primary mission.

High performing middle-level executives, besides being emotionally stable, were also found to be self-assured (Table 29). In a similar study, Harrell (1969) found that high earning M.B.A.'s in big business were highly self-assured. Hinrichs (1978) found that a score obtained on test scale for self-assuredness in an assessment centre evaluation of executives in a marketing organization of a large manufacturing company was strongly related to level attained eight years later. Guilford's executives (1952) were also found to be significantly more self-confident.

Scale II executives, as Branch managers or Departmental Heads, should not feel threatened when faced with challenges of high

targets or removing ineffectiveness. They should normally have high ambitions. They are expected to be critical and view criticisms positively. Excitement in voice and manner before other managers or customers would not be liked. They should not hanker after praise or compliments. As a senior administrative manager he should be free from delusion of persecution. Before his colleagues he should always show signs of a successful and stable person. His desires should be based on realistic assumptions. Most of his time is spent in talking face-to-face with people. With his masterly treatment of subordinates he should be able to attract them. He should not permit his feelings of resentment to colour his behaviour.

These executives, are required to participate in the proceedings of various committees like State Level Bankers' Committees (SLBC). Their goal in these committees is to present the bank's views. While representing the bank they carry the confidence of the superiors. Sometimes they are required to interact with officers with very high positions from outside. Therefore, the result that high performing Scale III executives were found to be self-assured is very logical.

However, it is interesting to note that the results supported the hypotheses (Nos. 5, 9 and 12) that stress tolerance was a significant predictor of potentialities for all categories of executives. On the face of it, it may seem contradictory. On close examination of the concepts it reveals that emotional stability consists of various elements like emotional maturity,

emotional stability, calmness and phlegmatism, reality-orientation, absence of neurotic fatigue and placidity. The results did not show that the successful executives exhibited all these qualities. Many of them would be finding difficult to adjust with the organizational life. They are required to manipulate people and resources. They also would be worried about their success. They have many dilemmas of enhancing advances and not losing precious money, getting the work done through people and not dissatisfying any body etc., which they are unable to solve sometimes. In spite of all those pressures they are not required to express their excitement. They should not normally react emotionally. For job success, it is desirable for them to show endurance and control under pressure. An executive is supposed to be making elaborate plans for his work. He constantly tries to improve performance by evolving systems and methods. He takes the goals and objectives seriously. He cannot afford to be adventurous. He works with involvement. So stress tolerance was highly significant. It was supported by relational skills and creativity and innovativeness.

The demands and expectations of his superiors are many and varied. They always keep him run fast and work accurately. This caused stress on him. But he tries to maintain performance by having control over his self. In order to meet the demands he has also to take certain risks which further adds to his stress. Therefore, it was found that the risk taking ability was highly correlated with stress tolerance. Because of their ability to tolerate stress they were also rated very high on dependability.



The results are, therefore, worth noting.

Another set of hypotheses (Nos. 4, 8 and 11) was that resourcefulness would be significant determiner of high performance among Scale II, III and IV executives. The results presented at Table 33 do not support these hypotheses. The F value of the fifth independent variable which represented this Factor was not significant in regression.

The banking system and procedures are still working in the conservative way. Added to that, people have not been oriented towards the business work culture. There has been a tremendous amount of paper work generating daily.

Record keeping, balancing of books of accounts, preparation of statements etc., are like the nervous system of the organization. Any irregularity in this area may lead to serious problems. Therefore, a bank executive gives adequate importance to his staff members and most of the time he looks for their support in finishing the work. Therefore, it is natural that successful executives were not found self-sufficient and resourceful.

Another set of hypotheses (Nos. 1, 7, 9 and 11) was that risk taking ability, creativity and innovativeness would be the significant predictors of potentialities for Scale II, III and IV executives. Both these variables were loaded with Factor-3, which was found to be significant (Table 33) in the regression analysis for Scale III and IV category of executives. Drucker says that "managerial decisions deal with allocation of existing resources,

especially people. Here, there is no right or wrong answer. Here, there is a risk " (1977, p. 23). He further adds that there are the optimum level of risk one can take because some of them are not the kind that would affect the survival or growth of an enterprise. Business involves commitment to risk and uncertainty. The result of this study confirms the thinking that a high potential executive should be able to take adequate risk of right kind.

Initially, a lower level executive (Scale II) is kept under trial on a particular position of responsibility (e.g., Branch Manager). He is judged by his image before the customers. His assignments are changed very frequently. They have to conform to the general culture of conformity in India. It is therefore, natural that they cannot afford to be risk taking. As one reaches the middle level planning and designing elements form the major part of his role. These responsibilities cannot be fulfilled without taking reasonable risk. He is supposed to be some what imaginative and ambitious at this level. He should show some degree of tolerance for minor losses for achieving long term gains. He has then to accept changes and uncertainties.

Randle (1956) in his study of 25 companies also came to a conclusion that one of the significant qualities of promotable executive was creativeness.

Tychlak (1982) studied the personality and life style of 311 young male managers of the Bell Telephone System, U.S.A. over an

eight year period under the research project named Management Progress Study. He found that enlarging life style was more associated with success on the job than enfolding life style. Enlargers were basically oriented towards the goals of innovation, change and growth. He further observed that the upwardly mobile executives had a respect for formal group structure and "an empathic understanding of the human beings in other roles. He worked with great confidence. He innovated and got things moving". While executives at the lower level were identified by their classical leadership qualities of knowledge, learning ability, relational skills, dependability and stress tolerance, the dashing senior management executives were known due to their nonconventional talents of creativity and risk taking ability in the present investigation.

Creativity is the touch stone of a high performing executive. Analysing the environment and utilizing the existing resources optimally involves creativity. Inventing alternative ways of turning people on for greater commitment to the organizational tasks and to develop them to feel responsible and sensitive to the needs of the organization are the indisputable evidence of success of an executive. Innovation is one of the essential functions of business. Society has variety of needs. An executive by virtue of his capabilities can convert them as opportunities for business. An executive in the operation side has to constantly think of discovering new areas to finance. He

has to keep his records up to date with all limitations of staff, space for records etc. In order to increase efficiency he has to try new methods, mechanization etc. He has to introduce many modern office systems, as management of staff is becoming more and more difficult. He has to make statistical analysis for increasing business of the branch. He has to reduce cost. Therefore, creativity and innovativeness were found to be significant potentialities. However, at lower levels it is required for the completion of jobs which matters most. Achieving beyond the target or producing unexpected results is the aim of the senior management. They have the freedom to experiment with non traditional ways. Therefore, creativity and innovativeness were associated with achievement motivation among Scale IV executives. High performance of a regional manager or a chief manager, therefore, is the function of his creativity and innovativeness. He is duly bound not only to properly use resources, of the bank to achieve its targets, but utilizing the bank's funds for the community good is also his goal. He is a little away from the public or general customers. He is also not close to the front line workers. He is more a management man. He is a policy-formulator and resource mobilizer. He is concerned with broader and long term aspects of organization. Rightly creativity, innovativeness and risk taking ability should be the significant predictors of potentialities for this level.

It was hypothesized (Nos. 4, 8 and 13) that achievement

motivation and initiative would be the significant potentialities of executives in Scales II, III and IV. Tables 12 and 13 shows that achievement motivation was highly correlated with performance in all executives group and in Scale III and IV groups. In factor analysis achievement motivation was represented by the fifth Factor and initiative by the seventh Factor. From Table 33 it may be observed that both these Factors (IVS) were not significant as their  $F$  ratios were very small. Hoge (1962) reported that in his study energy expended on the job had the greatest predictive validity in selection of higher level personnel. This particular trait was defined by him as similar to the initiative factor. It was also found by Ghiselli (1963) that initiative was one of the significant factors to differentiate among levels of management personnel and line workers.

Banking job in India is both sensitive and risky. an executive as in-charge of this business is to be very careful in his dealings. A wrong step sometime may put him to financial loss or even cost his job. The load of various socio-economic responsibilities is ever-existing. He is already under tension. There are checks and controls every where. Depending on subordinates give him better results than taking initiative. It is, therefore, logical to find initiative not being a significant predictor of potentialities.

Most of the attributes found to be significant were also

observed to be inter-correlated with other variables. Probably while awarding rating the assessors were keeping in mind the strength of the individual in various other dimensions. It is quite reasonable to consider an executive personality as a cluster of attributes highly interacting with each other rather than viewing it as a jar containing a list of independent amorphous traits. Seven attributes namely ability and readiness to learn, relational skills, decision making, stress tolerance, dependability, creativity and innovativeness and risk taking ability, were the significant predictors of performance. However, most of these variables were also highly correlated with tough mindedness, judgement, achievement motivation, conceptual ability, critical thinking ability and knowledge. Data on some of these variables was collected through psychological tests and some through superiors' ratings. Since the ratings were converted into numerical values and the subjects got consistently high scores, in regression equations the factors rated by superiors were found to be significant. In a separate study consisting of either rating for all factors or data collected through tests for all factors may probably give a different result.

It is difficult to explain some of the results of the study as for example, tough-mindedness was significantly correlated with performance for all executives group and for Scale II group but not for Scale III and IV groups. It may be desirable to

formulate and test a hypothesis that some of the attributes like tough-mindedness may be associated with functions rather than grades or scales. It is also quite surprising that achievement motivation was not found to be significantly associated among Scale II groups of executives, even though it was significant for other groups, while considered as an independent factor. Probably to examine the impact of cultural factors on potentialities may give some explanation.

All the attributes found significant in the study were the ones whose data were based on ratings of superiors (except emotional stability and self-assuredness for Scale III executives). Not a single variable on which data was obtained through psychological tests turned out to be significant for Scale II and IV executives. If this result is to be accepted, we have assume that the ratings are unbiased or even if biased, they are statistically negligible. However, since the study is confined to the requirements of a specific organization and as long as the organization does not have an alternative system of rating employees objectively, it has to accept the limitations of the ratings as natural. Further, any organization would definitely like to give more weightage to the perceptions of their senior executives regarding potentialities of their executives rather than relying entirely on a measurement system about which they are inexperienced. Further, the ratings were not

of one person. In most cases the ratings were given by three different superiors for each appraisee, as the average of three years' ratings was taken for the study.

The following were some of the other findings :

1. Executives with more than average age were more creative , innovative and shrewd.
2. Highly educated executives were more ready to learn, knowledgeable and better decision makers.
3. Executives with more length of experience in bank were more tolerant on stressful conditions, creative, innovative and shrewd.
4. Executives with more experience as officer in bank were better decision makers and they made better judgements. They were relatively more shrewd in handling banking problems.

These seem to be more organizational characteristics than the characteristics of executives. Most probably in the organization under study, people who were recruited earlier were more creative, innovative and shrewd. The experience that they had undergone made them tolerant to stressful conditions. The training they got as an officer earlier might also have been useful to make them better decision makers and improve their quality of judgement.