

## CHAPTER I

### INTRODUCTION

Toffler (1980, p. 251), while describing the powerful tide surging across the world around us to-day writes that "the third wave brings with it a rising demand for a new kind of institution altogether - a corporation no longer responsible simply for making a profit or producing goods but for simultaneously contributing to the solution of extremely complex ecological, moral, political, racial, sexual and social problems". He further adds (p. 257), that "it implies a management capable of specifying multiple goals, weighing them, interrelating them and finding synergic policies that accomplish more than a single goal at a time". Banking in India in the past witnessed many severe crisis due to less sound management by non-professionals and outside managing agents who were incapable and had little knowledge. Indian banking has been suffering from antiquated methods in operation and (more so) in administration. Keeping this in view, the Rural Banking Enquiry Committee of Government of India recommended in 1950, in connection with the reorganization of the then Imperial Bank, that it is necessary to ensure that the senior posts are filled with Indian Officers, strictly on the basis of seniority, combined with efficiency and merit and not of any other considerations. This recommendation is equally valid for other commercial banks. With the new trends in banking in India, we need executives of the "right type" with the

necessary initiative enterprise and aptitude for service. The Pillai Committee (1974,p.51) has therefore, recommended that "for promotions to senior management grade, the performance appraisal will have to check on the officers' management skills especially in managing people and business and potential to take up higher level management responsibilities". Management and managers are perceived synonymously. More often than not the two terms are used interchangeably. A bank manager is entrusted with great powers and authority in the pyramid. Large and bureaucratic structures of to-day pose varied challenges for the management. Only right kind of executives can face the challenges successfully.

#### Modern Banking systems in India

Banerji (1966) wrote in the State Bank of India Monthly that Banks are 'friends of common people'. Banks are expected to be close to common people and their needs and aspirations. Commercial Banks have recently undertaken the responsibility of converting public policy into reality and have become the agencies of social change in India. They attempt to bring about reduction in the regional and economic disparities, create employment opportunities, promote growth of small farmers and small industrialists and bring about development of backward areas. Organisations can be arranged in a scale ranging from a capital intensive type to labour intensive type in which banking

industry can be safely placed under the labour-intensive category, demanding greater attention towards human aspects. With growing modernization in the country, commercial organizations like Banks have to face stiff competition. Banking has become a complex process with multiplicity of functions. Largeness of banking organizations has brought problems of co-ordination and communication. There are demands for new services suitable to the emerging social needs. Banks are entering into new markets. Most banks are aspiring to go international in their functions. These place further demand on effective management. There is overall growth in the intellectual capabilities of the people with whom banks are interacting. These customers in particular and the public in general put pressure on banks for better performance. The cost of manpower for the bank is also growing astronomically, which can be justified only if their talents are properly utilised. The invasion of new technology in this sector is changing the very face of the banking industry. To-day's employees are highly qualified and have high aspirations, greater intellectual capabilities and cherish democratic values. Meaningful interactions with them call for managerial leadership.

#### Role of Executives in Banks

The manager of a commercial bank is expected to accomplish the goals of the bank through his formal and informal contacts with people, co-ordinate the activities inside the bank and

between work of the bank and outside social institutions. His work is of a vital nature. He is the life giving element in the man-money system of a banking organization. The continuity, growth and activation of the banking organization is done through the agency of executives.

Barnard (1971, p.217) has critically analysed the functions of an executive and opined that his functions are "to provide the system of communication; second to promote the securing of essential efforts; and third to formulate and define purpose" in an operative way. An executive establishes linkages between different key cadres in the hierarchy and in the same horizontal line. It establishes the line of authority. Executives serve as the nervous system of the banking organization. Essential information is received by them and they, in turn, pass it to different parts of the organization. An executive of the bank motivates the supervisors and the subordinate staff members, and engages them in co-operative efforts for fulfillment of the banking goals. The expectations from the banking organizations are many. In a developing economy, bank is required to bring about economic development by channelising the human resources in the society for fulfillment of national objectives. An executive is required to help the bank to formulate plans and programmes and define its long term and short term objectives. A corollary to this is to formulate plans, programmes and define objectives for the function and department of which he is the head.

The role fulfillment of an executive has got wider implications. It is through his roles that he understands his 'self', brings about growth in himself and, in the process, develops his roles. Coffin (undated, p.254) has put in a succinct way that through work an executive grows in his profession and through the professional growth he becomes a better and bigger man, saner, wiser and more courageous person whose life is increasingly polarised about an ideal and whose conduct is in the service of a system of related ends. The role of an executive is different from that of workers, clerks or supervisors. Executives in the entire organization have some common responsibilities and also some specific roles. The common characteristics of all executive jobs have been summarised by Mandell (1970). His analysis reveals that an executive engages in many different types of activities dealing with intangibles and abstractions. All actions of executives affect attitudes of people. Executives determine the directions and the speed of the organization. An executive has to explain and obtain support for decisions. An executive has to evaluate information relating to all technical areas. In the process, he has to subordinate his own feelings to the needs of the organization and its people. Planning is basic to all levels of executive functions. Human relations is an important element of executive's work. An executive represents his organization before others. His every request and action is required to be justified. He is responsible for setting the tone of the organization. He co-ordinates his group's activities with

overall company programmes. He keeps the organization professionally and technically up-to-date. The most critical role of an executive is to prevent the organization from decay and downfall. He protects the organization from negative reactions of the people. He channelises the psycho-physical energy of the employees towards higher goals. Systems are protected by him from fossilization. He is placed in a function or department, but his field of operation is the whole organization. He is the radar to sense any environmental attack on the organization. He enables the organization to cope with the vagaries of environmental conditions. He forecasts and foresees and places the organization at a comfortable place for a smooth sail.

It is the critical nature of his job which determines a specific potentiality requirements of an executive. In general, there are three basic systems of deciding the job attributes for an executive role. In the first, job attributes are evolved on the basis of job titles only. Under this system, no role description is attempted. In a second system, attributes are identified according to the level of the executive in the hierarchy of organization. In a more scientific system, a complete role description for each executive role is prepared and implemented with due involvement of the role incumbent and all other members of the role set. Critical attributes are accordingly identified for each role with the help of these members of the role set and external specialists. Potentialities

of the executive aspirants are assessed for the specific position to be filled at the time of filling the vacancy.

A scientific role description is difficult to make and it is beyond the scope of the study. However, an attempt is made to lay down the outline of duties of executives covered under the study and they are given at Appendices A to F. The descriptions of the job under study are analysed in the light of the 10 dimensions of executive jobs as identified by Hemphill (1959). It is assumed that the job of a Chief Manager of a Bank involves a substantial element of technical aspect of banking and marketing. The job also makes a great degree of personal demands. It involves some amount of supervision and internal business control.

The job of a Regional Manager has, to a great degree, the elements of supervision of work and exercise of broad power and authority. It involves internal business control, human, community and social affairs dimension, long range planning, business reputation and makes substantial degree of personal demands. In case of Senior Managers, at administrative offices, the job mostly involves providing staff service and supervision of work. The other elements of work are found only to a moderate degree except the human, community and social affairs element which is not very important for this job. The job dimensions of a Manager in administrative offices are similar to that of a senior manager's job. The job elements involved in the job of Branch

Managers and Senior Managers, at branches, are providing staff services, exercising broad power and authority, business reputation and to some extent internal business control. The job of an Accountant or a Joint Manager in a branch has got a major dimension of providing staff service and to some extent supervision of work.

### Managerial Potential Appraisal In Banks

Appraisals of potentialities in organizations fall under distinct categories depending upon the management's understanding of executives' role and the philosophy they pursue. It is observed that in Indian banks, potentialities are appraised by rating scales and is generally integrated with annual performance appraisal. A review of available systems in six banking organizations in India, reveals the facts as presented below. Some banks seem to be using the potentialities appraisal to remove their dead woods. A few banks have been utilizing potentialities appraisal information for satisfying personal needs of the employees. One bank uses potentiality appraisal for career development of employees. Most banks are using potentiality appraisal to build public image of the organization. Some banks use potential appraisal information for career planning and human resources development. In a bank, for example, the three primary skills assessed are technical skill, relational skill and conceptual skill. In still another bank appraisal is



made on the basis of such factors as intelligence and application to work, job knowledge, dependability, initiative, overall conduct and relationship with customers, staff and controlling office. The qualities appraised in the third bank are personality (includes socialability, flexibility of mind etc.), leadership quality, concern for achievement, interpersonal competence and impartiality. Another bank appraises on intelligence and judgement, initiative, knowledge, leadership, accuracy, dependability, communication, timeliness, planning, imagination and originality, behaviour and adaptability. Still another bank appraises on ability and readiness to learn (interest/anxiety/curiosity to learn new things in his fields) and application, knowledge of technical aspects and/or human factors (related to job/assignment including professional), conceptual skills (differentiating and integrating skills/creativity/thinking ability), integrating/devotion to duty/dependability (acting with minimum supervision/control, his credibility), honesty/public sincerity in approach/executive assignments. The factors of ability and readiness to learn, knowledge, conceptual skill, decision-making, stress tolerance, relational skill, risk taking ability, creativity and innovativeness and initiative are appraised in the sixth bank.

### The Bank Under Study

The Bank under study is an organization fully owned by the

Government of India. It took its birth on 20.7.1908, as a joint-stock bank on the basis of limited liability which was subsequently nationalized in the year 1969. The Management of the Bank is under a highly professional body called Board of Directors supported by seven levels of Management Executives.

Its branches are divided into 12 zones and 52 regions, in the whole of the country. From only 6 offices in 1912, it has grown today into an international business organization with 1908 branches in India and 56 branches in foreign countries. It is the lead bank in the States of Gujarat, Madhya Pradesh, Rajasthan and Uttar Pradesh. It has 14 Regional rural banks. As on 31.12.1986, it had 11,044 officers, 21,024 clerks and 9,431 sub-staff. Its total deposits were Rs. 7,330 crores and advances Rs. 4,018 crores.

At the branch level, the administration and business is managed by a Branch Manager who reports to the Regional Manager of the Region. The Regional Manager looks after the administration of a region consisting of branches ranging from 15 to 50 branches.

#### Performance appraisal System

A performance oriented appraisal system known as Employee Performance Review System (EPRS) was introduced in the bank with effect from 1.1.1981. It was applicable to all officers and

executives upto Grade (scale) IV. It was designed to achieve employee development, manpower planning, and wage/salary administration. 6 different forms viz. EPRF 1, EPRF 2, EPRF 2A, EPRF 3, EPRF 4 and EPRF 5 for different groups of officers, clustered according to their nature of work and level of responsibilities, constituted the skeleton of the system. A self performance recording form (EPRF 6) was a notable element of the system. It was optional to fill this form on the part of an officer. It gave an opportunity to an officer (Reviewee) every year to express his constraints, needs and aspirations. For executives, another additional opportunity was given through performance review meeting to be conducted every year between the reviewee and his superior (Reviewing Authority). The appraisal system was in a graphical rating form covering various categories of factors, viz., work performances, administrative supervisory/managerial approaches and developmental aspects. The reviewing authority had to rate one's performance by marking one of the 5 points in a Likert type of scale against each factor. The descriptions were as under :

A = Outstanding; B = Better than average; C = More than adequate; D = Adequate; E = Barely adequate.

In the conclusion, the reviewing authority had also to give an overall rating for the year's performance. In order to improve

objectivity, the superior (Final reviewing Authority) had also to review the report. Critical incidents and remarks were required to be given by the Reviewing Authority in support of the extreme ratings, i.e., 'A' and 'E'.

The system was expected to be developmental. The information collected from the reviewee and the reviewing authorities were being used for training of rotation, placement, promotion etc.

#### Promotion Policy for Officers in the Bank under Study

The policy of the Bank was to provide appropriate weightages to seniority, educational/professional qualifications and merit. At higher levels merit rather than seniority was given prominent consideration. The factors and weightages in percentage given to each in promotion from one grade of officers to another in the bank under study are given below :



For assessment of potential the competent authority constituted interview panels from time to time from amongst Senior and Top executives. For promotion from Grade/Scale-V to Grade/Scale-VI there was no interview. But, assessment was done through a group of executives appointed for the purpose. In case of promotions to Top Management Grade-VII, the competent authority had to make the promotions on the basis of recommendations of the Chairman and Managing Director, who on his own, used to make an assessment of potential.

The strategy of identifying potentials through interview has certain serious shortcomings. It can give useful information to only those traits of a candidate that can create impressions at interview and/or the interviewers can observe them. Behaviour in the interview situations may be different from one's behaviour in normal situations. It can end up as an aimless exercise taxing nervous candidates. Observations of the interviewers may be inconsistent.

#### Inadequacy of Selection System

In a recent writing Rao (1985) has lamented over the inadequacy of leadership qualities in corporate sector in India. Our managers are not able to bring about structural changes in environmental relationships and enterprise management processes. Our systems and procedures have their due share in bringing about

this situation. The National Institute of Bank Management (Pune, India) has been recently responding to the problems of recruitment at the clerical level and the first level officers with the use of psychometric tests and methods. Screening at the entry level may at best be covering intellectual abilities which itself is not enough for managerial success. Banks are shying away from approaching professionals for application of developed techniques in selection of higher level managers. Executive selection in banks has remained the internal affair of personnel functionaries and is marked by guarded approaches. Traditional factors like seniority, educational qualifications, and ratings by superiors are getting high weightage. Involvement and participation in selection process by the executive aspirants are lacking. Short interviews or snap judgements based on spurious factors can become methods for condemning and ruining talents rather than encouraging, developing or promoting them.

Choosing non-talented people for executive positions also produces adverse effects on the organization climate. Length of service or personal loyalty or any other fortuitous factor cannot produce results nor such situation is conducive for creating a motivating climate. Negligence towards the potential executives would dampen the spirit of the bright young officers. Their sharpness would be blunted as they continue without recognition. Ineffectiveness would take deep roots in the organization. It is not desirable to rush to promote somebody or even reject him on

the basis of unreliable reports or single judgement of a superior. There is possibility of a superior compromising due to public opinion or being guided by personal values. He might be trying to overcome his shortcomings by under rating the performance of his subordinates. The superior, under the present scheme of things, is like "playing God". Some even believe that "a good man" can do anything and therefore, can be placed on any top position no matter what is assigned to him. This system has its own inherent weaknesses. The tallness of the organization has removed the top management from contact with lower levels. Allegations of subjectivity in performance appraisal are also heard, now and then. Results of performance appraisals are inadequate basis for promotion. Mandell (1970, p.333) while analysing this aspect said that "moving from a job with homogeneous functions to one with heterogeneous functions, from a job with mainly internal relationships, to one with many external relationships, from a field office job to one in the headquarters office or vice versa, from the No.2 job to the No.1 job, from a job as supervisor to one as director or overseer - all these entail critical changes which impair the value of previous performance as an index to future success". Promotions to a higher level gives a new status. The role of the executive undergoes change alongwith his role set. His dealings with superiors is to be at different level. He now belongs to a higher management team. He also has to show different motivations and



skills. His job responsibility will be higher with more freedom for decision making. He has to show greater degree of maturity. These boil down to the point that at each specific level of management, the job incumbent should be fitted according to the job demands at that level. Logically, it can not be generalized that the potentialities required for all level would be the same. Some people cannot grow above their present positions. They remain dwarf through-out their life emotionally and intellectually. The capacity to take responsibility or to translate new ideas into practice is not uniformly found. The power to reason accurately and speedily is killed by young employees in course of time. This leads us to presume that specific personality attributes of an executive would have different impact on this each level of his future career.

#### Top Management Responsibility

It is fairly difficult to identify the potentialities which lead to executive success. It is essentially a top management function to match all the existing jobs with the potential executives. If results are to be achieved positive actions are essential. It is possible to control failures, low performance and ineffectiveness of organization through positive action. There is a planned way of fulfilling these responsibilities of the top management. It requires human resources planning instead

of head hunting when the position falls vacant either due to resignation, retirement and on elevation of the job incumbent. The necessary first step in the total process of managerial resources planning is identifying the positions which are required to be filled and defining the jobs to be performed in those positions. It is followed by identification of critical attributes essential for successful performance in the role, appraisal of potentialities of executive aspirants, matching the potentialities with the attributes required for the jobs, arranging for suitable placement, transfer and job rotation developing the potentialities through training, providing opportunities of delegation, supervision, distant learning, elevating potential executives to the position of higher responsibilities and performance appraisal for validating the potential appraisal made. Potentiality appraisal is useful for organizations to reward people on the basis of merit and also for organizations which would like to provide opportunities for career planning to their executives. The results of assessment can be of immense help to the management for taking decisions on promotion, up-gradation, crossing of efficiency bar, placement or development. Monga (1983) described impact of potential appraisal on other systems of personnel like data storage, manpower planning, job rotation, and enlargement, training and development. While arguing for a potential appraisal system, separate from performance appraisal he explained that an Engineer

considered for promotion to a supervisory position in the Engineering Department must be appraised for the cluster of aptitudes and ability required for that position.

Industrial psychologists have been making great contributions in executive selection. Guided by the proper philosophy the management can help flourish talents through appropriate selection procedure. Talented people, when encouraged, can contribute optimally and would encourage talents of their subordinates. This study is undertaken to fill the above identified gap. The results of the study would help the management of the bank to apply proper strategies to locate potential executives at different levels.

### CONCEPTS UNDER STUDY

Before we dwell deep into the problem, it is advisable to have a look at the concept of potentialities of executives and differentiate it from related terms and also other concepts used in this study.

#### Executive Potentialities

Potentiality means the latent capacity, one which can develop into actual. According to English and English (1958) it is " a present property of something by means of which it may in future exhibit a quality it does not now exhibit, that present property often known only by inference which makes possible the

acquisition and development of a certain quality ". They are the genes of qualities which can express itself in future. They cannot be easily measured. They are scarce. They are difficult even to identify and describe. They can at best be inferred.

Potentialities are more uncommon than abilities. One may have high abilities, but low potentialities or vice versa.

According to one group of thinkers (for example, Warner, 1947; Wernimont, 1962; Gordon et al, 1982) potentialities of an executive are the sum total of the biographical and sociological factors. Their success is the product of the interplay among all these factors. This thinking is biased against the personal capabilities of man. It views an executive as a tool in the hands of environment.

Some early psychologists used 'potentiality' to mean intelligence. Karn and Gilmer (1962) defined potentialities in term of general intelligence, consistency, open mindedness and sensitiveness to people. High level of mental ability alone is no guarantee for executive success. When other personality factors do not support it, very high intellectual capability may be dysfunctional.

Some authors (Gaill, 1979; Ahman, 1965) tried to use the word 'potentiality' in place of 'aptitude'. Both aptitude and potentiality predict future possibility. However, aptitude relates to learning while potentiality relates to performance. One may learn the theories of management, but the theories may fail to generate an executive out of him. There are something

additional to knowledge and skills. Sometimes the methods of identifying the managerial potentials and aptitudes may be the same, but the contents of the assessment tool are different. Some psychologists measure mental abilities under aptitude tests while measurement of potentialities require consideration of factors other than mental abilities.

Potentialities are dormant characteristics. It is not essential to have training to develop them. They normally express themselves when situation demands. They are basically ingrained in personality.

McClelland et al, (1968) tried to distinguish between actual and potential ability. They explained, " a promising psychologist or a talented teen-age musician does not necessarily have the current ability, but we believe that he can become able; whereas a person without such a potential talent would not develop a high level of ability no matter what we did for him... To become actual, potential talent, generally requires special training (p. 197). Here the emphasis is on training which means that the term talent is used more in terms of aptitudes than potentials. Potential may be natural or it may be the result of environment. But it is not essentially a product of training.

Williams (1972) has rightly put that "the appraisal of a Manager's potential is concerned with answering the question 'Where is this man going ?' In the short term the question is

"What should he do next ? ". But it is neither a speculative business nor is it a performance rating in one role to the demands of another, as he argued it to be. Potentials can be appraised in a more dependable way and there are specific factors linked with job which can be rated or assessed. Potentialities appraisal is distinctly different from performance appraisal. The latter can be used for validating the former.

Bray (1976) used the concept of potential as something different from abilities, strengths and weakness and motivation. All these latter characteristics are different from potentials since they show the present state of an individual. Finkle (1970) has pointed out that potentialities are the stronger human assets for long range needs of the organization. According to him when an organization has identified potential executives it need not worry about manpower needs at higher level. Their successive promotion would automatically solve the problems. "The potential judgement could involve how high a person will advance in the organization or it could suggest how high he should advance. It could deal in maximum level by career end, or it could feature rate of progress. It could be expressed as contingent upon successful performance along the way, or it could be considered to be a prediction that performance along the way will be successful (P.85)". These scholars assume that it is possible to judge about potentialities of employees objectively and these

potentialities could help them achieve success at all higher levels in organization.

Hardesty and Jones (1968) expressed in similar tones that individuals who were rated as having qualities which were likely to enable them to attain positions in the upper-middle management level and above could be judged as high potential individuals. Such generalizations can be made more on hunches than on information. In behavioural sciences, long term predictions covering the entire career is hazardous. This approach also tends to believe that an employee's fate is sealed from the beginning of his career. It can not be changed or improved. Reaching a particular level in management hierarchy would depend upon various expansion and diversification programmes of the organization, their philosophy regarding organization structures and other organizational conditions. With passage of time the critical attributes required for various positions would also be changing.

With the advancement of science and rise of more sophisticated assessment centre technique, psychologists (Bray, Grant and Campbell, 1972) have been successful to measure potentials for managerial positions. It is, however, useful and practical to measure potentials for specific managerial roles. Situational psychologist (Likert, 1961; Reddin, 1970) were not in favour of defining potentialities in terms of any stereotyped

version of a successful manager. They focussed on capabilities which are situation related. It is, in this context, worthwhile to note the simple and general definition given by Grant and Smith (1977) that potential assessment is a process of comparing the attributes of the employees concerned with personal specifications for the jobs to which they may be considered promotable.

Potentialities can, therefore, be conceptualized (for our purpose) as the sign that an employee shows regarding some strong personal qualities. These qualities are useful in his progress and essentially required for a prospective role. Only those attributes can be called predictors of potentials which can be objectively measured and described. They are strong predispositions which drive a person for self expression. They are more permanent than knowledge, skills and attitudes. Because of this nature most of them can be considered as personality traits.

Executive potentialities help secure performance. They are such forces through which the possessor influences people and things. Executives with potentialities become masters of the situation rather than victims. They are not attributes acquired to perform routine jobs. They are primarily linked with executive contribution. Each of these factors can play a dynamic role in achieving results. They may be the cause of job satisfaction for the executive and help the executive in being effective in



directing people. They help in integrating the conflicting elements in an organization and achieve synergy.

Based on literature, we prefer to define the various variables and other concepts used in this study as below :

#### Ability and readiness to learn

To show interest, anxiety and curiosity to learn new things in one's field and in related fields. (Manual on Employee Performance Review System, Bank Of Baroda, 1980).

#### Appraisal

Appraisal refers to a system of rating of a particular executive for his performance or potential by his superior or an expert or a personnel man. For appraising potentials, usually they collect information through a variety of measurement techniques and integrate the same for making an overall appraisal. These techniques include psychological tests, assigning weightage to biographical factors, self-assessment by the individual, ratings by supervisors and interviewers.

#### Conceptual ability

Skills to think in abstract terms; it is to think in terms of categories and systems; to understand the underlying similarities and differences between classes, groups and systems.

It is an ability to visualize and anticipate consequences, to plan and forecast a course of action. A person with high score on this can recognize the difference between abstract ideas and also establish linkages between independent concepts or abstract ideas.

#### Creativity and innovativeness

It is one's originality and newness in ideas, expressions and one's ability to channelise them into new schemes and programmes or in procedures, rules and policies. (MEPRS, 1980).

#### Critical thinking

The person who scores high on this trait tends to be interested in intellectual matters and has doubts on fundamental issues. He is skeptical and inquiring regarding ideas, either old or new. He tends to be more well informed, less inclined to moralize, more inclined to experiment in life generally, and more tolerant of inconvenience and change (Cattell and Eber, 1962).

#### Dependability

It is the quality to act with minimum supervision, control and credibility (MEPRS, 1980).

#### Decision making

It is an ability to use discretion judiciously and promptly for correct action. (MEPRS, 1980).

### Emotional stability

The person who scores high on this tends to be emotionally mature, stable, realistic about life, unruffled, possessing ego strength, better able to maintain solid group morale (Cattell and Eber, 1962).

### Executive performance

It covers what has been actually achieved both in terms of quantity and quality under each of the key responsibility areas. It is one of the two elements of merit, the other being potentials.

### Executive role

Executive role consists of one or more recurrent activities and performance of which produce the organizational output. It represents the expectations from all significant persons in the role set including the person himself (Pareek, 1981).

### Executive traits

It is a characteristic mode of behaviour or readiness to respond in all functions in his role and to all persons in his role set. It is not habit which is behaviour in a specific situation or in one particular place or time. Trait is a simple behavioral pattern, as for example, one is said to be clever or witty in his behaviour. Personality on the other hand is a

pattern of traits. Traits have different strengths in different people. Traits are either surface traits or source traits. The parts of a surface trait correlate positively. They are purely descriptive. They are syndromes. Extravert, introvert, somatotomic, cerebrotomic, anxiety, hysteric and such other psychiatric syndromes are surface traits (Cattell, 1946).

Cattell described 16 source traits of which factors like cyclothymia, hypersensitive, infantile, dominance, charitable, adventurous are temperamental and despositional factors. Emotional stability, sensitive, imaginative, neurosthenia are more dependent on environment and training.

#### Initiative

Howard (1934) defined initiative as "the action of an individual in starting a chain of events, e.g. a social movement, ability or capacity for original conception and independent action." A Comprehensive Dictionary of Psychological and Psychoanalytical terms by English and English (1958) defined it as "an introductory step or action, especially one having a social aspect." "It is introductory step; energy or aptitude displayed in initiation of action" as per Webster's Seventh New Collegiate Dictionary (1969). Initiative may, therefore, be defined as the quality of independence and inventiveness. It has motivational aspect and involves the beginning of actions and it has also the cognitive aspect and involves the capacity to note and discover

new means of goal achievement. It is ability to act independently and to start action through self-stimulation, when there is no support from others. It is an ability to inaugurate and originate. It is self generative, self-starting, promptness to take hold of a problem, seeing and acting on new opportunities (Randle, 1956)

#### Knowledge

Knowledge relating to job and professional knowledge; one's depth and understanding of the concepts relating to one's job (MEPRS,1980)

#### Manager

In the study, managers, executives, officers and leaders are considered synonymous.

#### Managerial success

In this study it has been understood and used to mean success in performing high and performing well in managerial functions.

#### Practical

The person who scores low on this tends to be anxious to do the right things, attentive to practical matters, and subject to the dictation of what is obviously possible. He is concerned over detail, able to keep his head in emergencies, but sometimes unimaginative (Cattell and Eber,1962)

### Relational skills

To show warmth, closeness and sense of mutual relationship with customers, juniors, equals and superiors (MEPRS,1980).

### Resourceful

The person who scores high on this trait is temperamentally independent, accustomed to going his own way, making decisions and taking action on his own. He discounts public opinion, but is not necessarily dominant in his relations with others. He does not dislike people but simply does not need their agreement or support (Cattell and Eber,1962).

### Risk taking ability

It is the preparedness to take reasonable risks to achieve goals (MEPRS,1980).

### Self-assuredness

The person who scores low on this factor of 16 PF tends to be placid with unshakable nerve. He has a mature, unanxious confidence in himself and his capacity to deal with things. He is resilient and secure (Cattell and Eber,1962).

### Shrewdness

The person who scores high on this tends to be polished, experienced, worldly and shrewd. He is often hard headed and analytical. He has an intellectual, unsentimental approach to

situations, an approach akin to cynicism. Such person is a clear thinker with a trained, realistic and even expedient approach to problems (Cattell and Eber, 1962).

#### Stress tolerance

It is an ability to show endurance and control under pressure (MEPRS, 1980).

#### Tough-mindedness

A tough minded person tends to be practical, realistic, masculine, independent, responsible, but skeptical of subjective and cultural elaborations. He is sometimes unmoved, hard, cynical, and smug. He tends to keep a group operating on a practical and realistic "no-nonsense" basis (Cattell and Eber, 1962).