

## CHAPTER II

REVIEW OF PERTINENT LITERATURE

Research in the Indian field analyzing the qualification of high performing executives at various levels, or studies validating various testing procedures for selecting personnel in industry has not received adequate attention of researchers. Barring a few stray thoughts from scholars, the problem of selecting executives is almost a neglected sector. In the area of banking managers, the situation is more discouraging. The obvious reasons are the late development of business and trade in India and the slow emergence of the managerial class as a separate identity.

Pareek (1969) in his directory reported 51 studies in the area of management, of which only one was related to selection of management personnel. Most of the references were unpublished thesis covering generic subjects like, personnel management practices in textile industries or workers participation, etc. One of the earliest research was Patel's (1959) study on executive personality. The subsequent survey (Mittra et al., 1972) did not show any conceivable improvement as under the head selection of executives although 11 studies were reported, most of these were not of much practical utility for industry. The survey of HRD practices in India industries by Rao and Abraham (1982) covering 45 industries revealed that not a single company in India had potential appraisal system. The Centre for Human

Resources Development conducted similar survey in 1984 (Pereira, 1986) covering 53 organizations and found that only one company used systematic potential appraisal. Even that company was in the process of developing such a system.

The popular subjects of study seem to be managerial motivation, satisfaction, moral managerial values, organizational development, MBO, social origin of managers, managerial training and comparative studies between private sectors and public sector. Subramanian (1971) found that it was the middle class of India who dominated the public services. As compared to civil servants, they included a higher proportion of mathematics, science and engineering graduates. There was a recognised proportion of foreign educated and public school educated men amongst the most successful in the manager's class. Outgoing qualities like extracurricular activities also predominated in the managers. Jain (1971) made a comprehensive sociological study of managers in 116 manufacturing and processing organizations in India and found that most of the managers from these organizations came from families engaged in elite occupations, hailed from industrialized or urbanized states belonged to highly educated group mostly with engineering or science education, most likely belonged to high caste Hindu and in their early 40's with around 14 years of work experience.

Contributions have been made in the areas of managerial

motivation (Laxminarain, 1973), managerial job satisfaction (Gopalakrishnayya, 1973), job motivators of executives (Pestonjee and Basu, 1972), training needs of managers (Philip, 1972), etc. The most conspicuous missing area in these studies is that there are no enquiries about the professional personality of an executive. Some studies have been made on authority and power (Kakar, 1971), good and bad supervisor's characteristics (Daftuar and Krishna, 1971), managerial values (Agarwal and Jain, 1976), and beliefs of the supervisory staff in the banking industry (Dayal, 1978). There are many interesting studies in the area in the western countries particularly in the USA.

#### Techniques of Potential Appraisal

Studies in the area of potentialities of executives encompasses two broad areas namely tools and techniques of appraisal and potentialities factors.

#### Personal Interview

Miner (1970) presented four studies which examined the efficiency of the personnel interview as a predictor of future success. The criteria of success used were performance ratings, compensation change, tenure and promotion. A standard interview form was used consisting of 18 specified areas to be explored in the interview session. These were later scored in terms of positive responses and total scores compiled. The interviewers

were of 3 types: managers, professionals, and personnel administrators. Results supported the hypothesis that the interview could predict significantly only for the criterion of promotion. Even for this purpose there appeared to be some difference in prediction based upon the type of interviewer.

#### Rating Scales

Gough et al (1978) studied a 300 - item Adjective Check List as a predictor of leadership ratings in two Italian officer training programmes and the US Military Academy at West Point with 244, 415 and 532 sampled subjects respectively in the 3 groups. A 50-item Military Leadership Scale (MLS) was developed from protocols gathered at the time of application or entry. Its correlations with the leadership criteria, available from 1 to 4 years later were .25, .19 and .22, respectively. High scorers described themselves as conscientious, self-disciplined and goal-directed. Low scorers described themselves as less well-organized and as having more varied and less socially desirable dispositions. In a sample of 100 US Air Force officers, MLS correlated .24 with a composite criterion of performance. For 61 males and 61 females rated on leadership in experimental leaderless group discussions, correlations between ratings and MLS were .39 and .30, respectively. Psycho-diagnostic implications of the scale included self-confidence, ambition, initiative and industriousness for persons with high scores and

awkwardness, lack of ambition and narrowness of interests for those scoring low. Tenopir (1969) found that a newly developed Leadership Evaluation and Development scale (LEADS) was the best ( $r=.36$ ) of 4 predictors of salary corrected for age and length of service. Other predictors were a verbal comprehension measure and the two Leadership Opinion Questionnaire scores. LEADS was also found to be best predictor of personnel department ratings on performance in the employee relations area. None of the predictors was significantly related to supervisors' ratings. Meaningful dimensions of supervisory performance not indicated by the other predictors appear to be measured by LEADS. The above studies suggest that supervisors can make discriminations among various aspects of managerial role and accordingly a proper rating scale can be designed and administered for determining strength and weakness of executives.

It was observed in some studies that certain intervening variables are influencing the rating pattern of supervisors. Kipnis et al (1981) found that the leaders' perception of the followers as internally motivated was strongly related to favourable evaluations of leaders by their followers. Leaders' employee evaluations were not related to the followers' performance. As supervisors are in a position to pass judgement, they are ego-involved in that role. Peers rating can be taken as a more objective method of assessment under certain circumstances.

Mitchel (1975) correlated 24 predictors with a criterion of salary growth measured 1, 3 and 5 years after the sampled subjects were assessed. Before conducting the analyses sampled subjects were grouped into 3 generations based on the year they were assessed. Peer and assessor ratings, along with linear combinations, were significantly correlated with the criterion. Orpen (1983) obtained peer ratings on 9 personality traits (e.g., ambition, independence, emotional stability) deemed important for success in managerial positions for 55 male managers involved in a 1 - month orientation programme that familiarized workers with all aspects of their company. Ratings were obtained at the end of orientation and were used by supervisors to predict subsequent on-the-job performance. The peer ratings were found to be good predictors.

#### Personality Inventories and Other Tests

Ghiselli and Barthol (1953) searched various professional journals and books published from 1919 to 1953 and covered a total of 113 studies dealing with the validity of personality inventories in employee selection. They found that in various studies scores on personality inventories correlated better with proficiency on a wider variety of jobs than might be expected. They studied the trend by calculating the weighted mean validity co-efficient through Fisher's  $Z$  for each of the major occupational groups. They studied 8 groups. The mean validity co-efficient of personality inventories in selection of higher

level supervisors was low ( $r=.14$ ) and for foreman also it was low ( $r=.18$ ). For clerks, mean co-efficient value was .25 and some co-efficients ranged from .50 to .65. It was a reasonably good predictor for clerks. In Knauff's study (1951), the Strong Vocational Interest Blank was administered to 38 managers of shops in a retail bakery chain selected on the basis of job success. The criterion of job success was a ratio of controllable costs to the sales of the unit under the manager's direction. An analysis of the mean scores of the group, based on Strong's Vocational keys, revealed the following patterns of measured interests : meanscore of B+ for production manager; primary pattern of Group VIII occupations with a score of A for office man; B+ for accountant, purchasing agent and mortician and B for banker; tertiary pattern in Group IX, the sales occupations; mean score of B for president of manufacturing concern. Hicks and Stone (1962) made a study to determine if a broad battery of tests covering aptitudes, temperament and creativity could be used to identify certain basic characteristics for selection, promotion and training purposes; to evaluate the effectiveness of a test battery in discriminating between successful and unsuccessful managers. A comprehensive battery covering Guilford - Zermmerman Aptitude Survey, California Test of Mental Maturity and Structured - Objective (S-O) Rorschach Test were administered to 76 managers, supervisors, shop foremen and engineering supervisors of an autonomous, medium sized operating division of a major manufacturing organization. The test results were related to ratings of overall performance, promotability and versatility by peers and superiors. The test battery showed significant

correlations with peer ratings ( $r=.46$  to  $.68$ ) in the areas of performance, promotability and versatility, but the test results showed significant correlation ( $r=.44$ ) only with the supervisor's evaluation of versatility. The correlations between the ratings of supervisors and peers were not very large pointing that they were using different standards of evaluation. It showed that tests can predict managerial success to a significant degree. Successful managers in this organization had shown a great deal of emotional strength. Meyer and Resentretter (1978) examined the validity of a battery of tests including the Adaptability Test, Supervisory Practices Test and Supervisory Index for promotion decisions of industrial supervisory applicants. A job analysis approach to validity was undertaken to determine the possible predictors of success on the job. These were mental ability, supervisory skill, supervisor attitude, age, education and length of service. 79 supervisors completed the battery and provided information as to education, age and length of service. Results of analysis indicated that potentially above average supervisors could be identified through the use of a mental adaptability test, a supervisory skills test, level of education, and an attitude toward supervision test, all of which showed significant relationships. Braun and Knoche (1978) demonstrated in a study that clinical efforts has great utility in prediction of job performance. Officers of a bank were administered a battery of tests including the Humm-Wadsworth Temperament Scale, Kuder



Preference Record, and intelligence tests and were observed and interviewed by a psychologist-consultant during 1968-1970. In 1973 and 1977, the same employees were evaluated for management potential, based on observations of their performance. Comparisons between (a) consultant's predictions based on test scores and (b) the results of the later performance evaluations facilitated a validity check of tests. Results showed a significant relationship between the consultant's predictions and the 1973 and 1977 performance ratings

Cummin (1967) reported a study in which the Thematic Apperception Test was used to measure  $\bar{n}$  - achievement,  $\bar{n}$  - affiliation,  $\bar{n}$  - power,  $\bar{n}$  - autonomy,  $\bar{n}$  - aggression and  $\bar{n}$  - deference in 2 groups of sampled subjects. The first group consisted of more successful business executives. The successful group had significantly higher scores in  $\bar{n}$  - achievement and  $\bar{n}$  - power than the unsuccessful ones. Chauvin and Karnes (1982), reported a study of Leadership Inventory, administered to 122 gifted students in grades 4 - 7 to determine the reliability. The Spearman - Brown formula yielded a reliability co-efficient of .687, and Guttman split-half formula yielded .683

Some psychologists tried to argue that personality tests are executive loyalty tests; they mould the executive personalities in an organization and as such they are invalid for executive selection (Whyte, 1954). To this, Stark (1960) explained that the tests are only translators as they translate into technical and numerical terms the personality philosophy or values held by top management and expressed continuously in its executive personnel

decisions. He explained that tests are neutral as they do not determine the value of a score in selection. The management decides on the basis of job specification whether a high score or low score on a particular personality factor is required. In another study, executives found that the test results are very interesting and helpful (Ward 1960).

Brown and Ghiselli (1952) tried to test the hypothesis that there is a close link between the validity of a test in prediction of trainability and in predicting job proficiency. They studied 127 pairs of validity co-efficients of many tests for variety of occupations with respect to training of job proficiency. The findings indicated a low relationship between the validity of a test in the prediction of training success and in the prediction of job proficiency. The potentialities required for training success were different from potentialities important for job success.

Psychological tests cannot be considered as general solution for all ills in managerial selection. Bowin and Leonard (1981) studied the validity of Ghiselli Self-description Inventory as a predictor of managerial success. They reported a study in which 24 middle managers from two business enterprises completed a Self-Description Inventory (SDI), an empirically based instrument designed to identify the traits and talents of successful managers. Sampled subjects were also evaluated by

their vice-presidents as to whether they had achieved enough success to warrant consideration for promotion. The SDI failed to distinguish between successful and unsuccessful managers. Monappa and Saiyadain (1976) investigated the use of psychological tests for executive selection; specifically, whether such tests had helped organizations predict the performance of executives on the job. Of a random sample of 75 organizations, only 5 were using psychological tests for executive (management trainees) selection. Test scores of 90 management trainees from 3 organizations were correlated with their first performance measure after job confirmation. Results suggested lack of relationship between test scores and performance measures. The test scores seemed to predict neither the overall performance nor the specific clusters of performance elements. Webb (1969) suggested that when the test is administered with more definite instructions, followed by testing the limits, and when overt behaviour rather than sub-conscious tendencies are used as criteria for interpretation the potential executives and many others with potential for solid achievement can be located. Selection of executives through psychological tests would bring about changes through out the organization. It would change management's relations to employees, to the union, the personnel department and to the line organization. Haire (1950) therefore, suggested that management should take a firm step, examine its philosophy and beliefs before undertaking such a sophisticated

method of selection. The efficiency of raters on rating scales can be improved by such efforts as training (Norton et al., 1977).

#### Assessment Centres

The recent developments in the area of measurement of executive potential and executive selection suggest comprehensive methods as followed in assessment centres. Huse (1962) described a comprehensive method of assessment of higher level personnel. In the assessment programme that he reported, six sets of ratings were used. They were interviewer's ratings, projective ratings, test ratings, report ratings, final ratings (based on full and complete information) and criterion ratings. In general, the prediction of job success based upon psychometric data tended to be higher than the prediction of job success based upon interviews or projective tests. The validity of predictor ratings made on the basis of complete information was positive. Six of the eight scales were significant at the five percent level. However, in general, the ratings based upon complete information were no more valid than prediction based upon the test battery alone. Examination of the data suggested that the psychologist writing the final report might have been unduly influenced by his interview impression. The results of the factor analysis indicated that the two factors, namely, intellectual ability and flexibility and energy expended on the job had the greatest predictive validity. The general intellectual ability and flexibility was identified to be covering both the ability of the

individual to handle complex problems and (at the same time) to exercise intellectual flexibility and originality. Wollowick and McNamara (1969) concluded in a study of assessment center that situational tests add to the predictiveness of paper and pencil tests. Also demonstrated was greater predictiveness through statistical combination of the programme variables, rather than a subjectively derived overall rating. Finkle and Jones (1970) reported successful experience of using a comprehensive procedure for assessment of corporate talent in the Standard Oil Company of Ohio. They suggested a package, a system of assessment and a communication programme in the area of managerial selection. The package consisted of a full work schedule in which 3 days are devoted to information gathering and 2 days to information evaluation. This method is characterised by use of multiple techniques, participation in assessment process of three management observers and two psychologists in clinical and psychometric areas to report in non-technical narrative form for the benefit of management, training and orientation by "non-voting" psychologist and chairing the committees by a "non-voting" non-psychologist. Worbois (1975) reported an experience of assessment workshop conducted for 48 male 1st-line supervisors from engineering, production and construction areas of a company. The workshop results were compared with ratings of these supervisors by their own supervisors on (a) specific behaviour questionnaire, (b) scales measuring the 12 abilities included in

the assessment procedure, and (c) an overall rating of performance. Assessments of both overall supervisory potential and the level which the supervisor was expected to reach in the company showed significant positive correlations with all 3 criterion measures. Assessments of the 12 abilities correlated positively with the scales measuring these abilities. The validity of assessment centres for predicting advancement appears to be adequate in longitudinal studies (Ritchie & Moses, 1974). Hinrichs (1978) reported a study of 47 individuals evaluated in a management assessment centre in 1967 in the marketing organisation of a large manufacturing company and were followed up after 8 years for 30 individuals still with the company. The shrinked multiple correlation of these 2 predictors with level attained was .58. Characteristics of aggressiveness, persuasiveness, oral communications and self-confidence plus test scales of ascendancy and self-assurance were most strongly related to level attained 8 years later. Otis *et al.* (1962) suggested that an ideal assessment procedure should have the following elements: a detailed description of the position for which the individual being appraised should be available. This should include information on the psychological characteristics of the job environment. Both the psychological tests and projective techniques are required because of their demonstrated value. Interview is necessary for public relations purpose and to provide the psychologist with a more personal frame of

reference when reporting the appraisal results. It was pointed out that a psychograph, based on an objective description of the position for which the individual is appraised, would assist in communicating all of the usable information to the decision maker. Psychologists are required to interpret the requirements, of unique positions and evaluate the relevance and importance of certain personality factors, for job success and to match these two.

The above studies indicate that the validity of various testing procedures, appraisal tools and techniques in prediction of managerial potentialities is varied. The wide variations in validities could be attributed to differences in the types of tests. The testing condition in various studies were different which could probably have over-weighing influence on the results. Each method of selection has shown some utility. Better results can be achieved with proper sophistication and refinement in using any method. The ability of the assessing group may also serve as a moderator.

#### Studies on Potentialities of Executives

Studies on managerial leadership is of perennial interest to social scientists. Success in physical as well as social world demands a high level of practical abilities of the leaders. Barnard (1981) emphasized that the most generous strategic factor in human co-operation is executive capacity. Most of the early

studies on manager as an individual were of prescriptive in nature. Stryker (1958) elaborately dealt with the concept of executive qualities and described the capacity for increasing his understanding of himself as a basic trait for growth of an executive. Barnard has suggested that the most universal qualification of an executive is loyalty. He has further added that the specific personal abilities required are of two classes: relatively general abilities, involving general alertness, comprehensiveness of interest, flexibility, faculty of adjustment, poise, courage, etc., and specialised abilities based on particular aptitudes and acquired techniques. His is a general approach to the study of executives, although he indicated that these qualities of executives would be varying according to the positions of executives in the line of authority. It does not suggest that qualities required should be job-specific. His emphasis is more on the general functions of an executive. He prescribed general traits for the organization as a whole. Organizations do require from their managers ability to absorb and adjust to changes. Freedom of management and manager would rest on their capabilities to manage change. Otherwise they will be facing increased regulation and control from outside (Houston, 1961).

Randle (1956), made a study of 1427 executives of all functional areas from 25 different companies covering manufacturing firms, finance, utilities and mining organizations.



Extensive information was obtained through the study of background and experience, appraisal of skills and attributes and performance and psychological tests followed by interview. The most significant qualities identified were: position performance, drive, intellectual abilities, leadership, administration, initiative, motivation and creativeness. In another study, level-wise differences in the personality structure of executives were observed. Close (1975) reported that a dogmatism scale was administered to managers representing four national levels in an agro-products industry. First-line ( $N=44$ ) and lower-middle managers ( $N=224$ ) were significantly ( $P<.01$ ) more dogmatic on the average than were upper-middle ( $N=117$ ) and top managers ( $N=60$ ). In a similar study (Smoley and Slivinski, 1971), the Self-Descriptive Inventory (SDI) was administered to 244 middle managers and 92 1<sup>st</sup> - level supervisors in the Canadian Federal Public Service to test the hypothesis that persons filling middle management and 1<sup>st</sup> level supervisor positions possess different personal characteristics. Of the SDI's 11 test traits, middle managers demonstrated significantly more supervisory ability, intelligence, initiative and self-assurance, achievement, motivation and need for self-actualization. First level supervisors demonstrated significantly more working class affinity and need for job security. No significant difference between groups were obtained on decisiveness, need for power, or need for high financial reward. A comparison of the SDI scores of Canadian

and American middle managers indicated that Canadians demonstrated significantly more intelligence, initiative and self-assurance. Americans demonstrated significantly more decisiveness and working class affinity; while no significant difference was found for supervisory ability, achievement motivation, need for self-actualization, need for power, need for high financial reward and need for job security. It is concluded that the ability of the SDI to distinguish middle level managers from first level supervisors has been clearly demonstrated. In a military organization, when the Differential Official Battery was administered to 3,964 incoming officers the identified officers characteristics fell under the dimensions of mechanical technology, combat leadership administration, general knowledge, science and managerial leadership (Willemín, Helme, Willermín and Day, 1971). In the study of Meyer and Pressel (1954), valid traits were observed in the results of industrial personality tests in distinguishing among 5 levels of management hierarchy.

#### Personality and Performance

Miner and Culver (1955) administered a 20-item multiplechoice vocabulary test developed by Thorndike on 44 top-level executives of large business organizations and compared their personalities with two control groups of professors and other males of similar age, educational and intelligence levels. The findings showed that a typical executive suffered from fear of failure and illness and had deep conviction of his own

helplessness in attempting to solve many of the complex problems which faced him. Fear of failure may be one of the motivating forces which guide the potential executive to seek a top position. The findings indicate that executive personality has a great impact on the organizational performance as well as on the performance of executive himself. Knowles and Saxberg (1971) argued that through his own behaviour a manager becomes a model for others to emulate. He can influence the organizational climate. Personality of a manager will determine his subordinate's growth and development in an organization. If he is emotionally matured and alert his subordinates will also try to demonstrate the same at work. If he has high achievement motivation his people around would also like to achieve the high goals and objectives set by him. He can set an example for others in becoming practical and resourceful. Through him synergy can be achieved. Fletcher (1971) attempted to determine differences between civilian and military intramural participants in selected personality characteristics. 394 male college freshmen intramural participants were administered the Edwards Personal Preference Scale (EPPS). Results were compared with data from previous studies using military personnel as sampled subjects. The results showed that military subjects possessed stronger leadership qualities than the civilians.

Supervisory behaviour has got great impact on job success and it was found in one of the studies (Beatty, 1974) that initial perceptions of supervisors by the subjects were related to early job success and were predictive of future job success.

Supervisory consideration was positively associated with job success while supervisory structure was negatively related. It concluded that appropriate supervisory styles can lead to success with even hard core people.

Besides the structure and constituents of personality the job perceptions of an executive can have important bearings on his performance. Perceptions can differentiate individuals in different levels management. Porter (1961) collected data from two nation - wide and one medium size company. The sample consisted of 139 bottom and middle level management personnel of which 64 were first level supervisors or foremen and 75 were middle management individuals. In this questionnaire study high correlation ( $r_{ho} = .97$ ) between the ranks (and mean scores) of the traits as selected by bottom management and those as selected by the middle management was observed. Within both management groups the cooperative type adjectives (conforming, cooperative, flexible and sociable) were on the average considerably higher ranked in perceived importance to success on the job than were the items indicating independence and individuality (aggressive, dominant, independent, original). The aggressive trait was given a relatively higher rank in a company in which a number of managers in the sample had sales supervisory duties as compared to its ranks in other companies. As a contrast to this the item "self-controlled" had a middle rank in this company of sales supervisors while it had a high rank in others. The results

showed a high correlation between the trait rankings derived from the selections of the lower-level managers and those obtained from the middle-level managers. A moderate trend was observed for the cooperative type traits to be perceived as relatively more important for bottom management jobs than for middle management jobs. It indicated that the higher the individual goes in the organization hierarchy the greater was the demand for originality and independence. The cooperative type traits showed a "concern for adapting to the feelings and behaviour of others", while the second group of items represented traits "showing a strong emphasis on personal and individual capabilities". Williams and Harrell (1964) tried to predict business success by correlating it with personality factors of a group of 196 male MBA graduate students of Stanford University. They examined their undergraduate and graduate grade point averages. Data on 15 variables were collected by administering selected scales of the Strong Vocational Interest Blank, intelligence, faculty ratings and extra-curricular activities. 15 years after their receiving MBA degree correlations were computed between earnings and each of 15 variables. There was significant correlation between elective graduate course and salary. A significant positive relationship between success and the score on the Masculinity-Femininity scale was observed indicating that individuals with the stronger masculine interests had better chance of success in business. Harrell (1969) in another study tried to find the

personal qualities that might be predictive of success in business organizations. The criterion used was earnings. Members of seven classes of the Stanford Graduate School of Business took an eleven-instrument test battery aimed at management potential. Those instruments were the Strong Vocational Interest Blank (SVIB), MMPI, Guilford-Zimmerman Temperament Survey, Leadership Opinion Questionnaire, the Ghiselli Self-Description Inventory, three measures developed at the Harvard Business School by Ward and Associates for a similar study - Personnel problems, practical judgement and Imaginary Events, Public Opinion Questionnaire which is a revision of the California F-scale; McClelland's six picture Test of Imagination which is a revision of TAT, and Individual Background Survey, a biographical inventory developed by Richardson, Bellows and Henry, for selecting production foremen for the Esso company. Besides, a number of other variables were selected to compare with earnings. These were undergraduate grade point average (GPA), second year Graduate School of Business GPA, peer ratings of most and least preferred potential bosses in graduating MBA class, height, offices held as undergraduate, strength of recommendations for entrance to USB, age and scores on the admissions test for Graduate study in business. A questionnaire was developed to follow up MBA's five years after graduation. It included compensation at the time of study, starting compensation, job satisfaction, work week, two sets of questions from Hemphill's. Executive Position.

Description Questionnaire (1959), Ideal Job Success, Present Job success, and Press view of Job success. Job success was higher for the high earners. High earners had distinctly different personality from low earners. High earners had higher second year MBA grades. They were ascendants or socially bold. They saw themselves as ready to make decisions similar to the way top executives in big companies see themselves. They had higher manic scores which meant substantial energy and enthusiasm but nothing pathological. They had shown high self confidence and perceived success. Personal interests were significantly greater for high earners; they had management orientation interests, had higher social interest, had higher self-assurance and higher peer ratings. Ghiselli (1963) investigated the relationships between the validity of measures of intelligence, supervisory ability, initiative, self-assurance and perceived occupational level and the occupational level of jobs. 110 higher management personnel from Insurance Company, 67 middle management personnel from food processing plant and chemical plant, 87 foremen from oil refinery and metal plant and 152 line workers from metal plant were covered. The 4 traits and the perceived occupational level were measured by means of a forced-choice inventory. It was found that the higher the level of the job higher the score on the five tests and the higher the validity of the test. It was concluded that apparently these traits identify the individuals who seek or are placed in higher positions and that the higher the position

the more critical these traits are in determining job success. Guilford (1952) studied 208 executives and 143 supervisors in a large chain grocery and found in the study that the executive averaged significantly more : (01) sociable (02) free from depression, (03) emotionally stable, (04) happy-go-lucky, (05) active, (06) ascendant or socially bold, (07) self-confident, (08) calm and composed, (09) objective, (10) agreeable, and (11) cooperative than did the supervisor. On the basis of criterion of success, the following traits contributed significantly to success of the executive : (01) Sociability, (02) lack of inferiority feelings, (03) cooperativeness, and (04) masculinity. The traits contributing significantly to the success of the supervisors were : (a) emotional stability, (b) calmness and composure, and (c) cooperativeness. The selection of top level executives is examined by certain psychologists from the angle of broader sociological implications. Ramfalk (1957) suggested that the process of selection should be studied and evaluated in relation to the pre-requisites of the organization as a system. He conceived an industrial organization as a social system, a system of roles or a hierarchy of roles. It was concluded from his study that personality dimensions were not significant. However, it was explained by him that promoting authorities in the organization he studied were many and varied with time and situation and "there would have been many observers with each one specific personality used as instrument for observation and



evaluation of capacities and qualities of other persons; and perhaps they have had to select from among all too few persons. All these factors must reasonably have had 'leveling effect" (p.189). Cornelius and Lane (1984) examined the validity of D.C. McClelland and D.Burnham's (1967) leadership motive patterns (LMP) for 2 levels of management personnel in a professionally oriented, service industry organization. It was found that the LMP was significantly related to the importance of the centre in which the manager worked; however, the LMP was not related to administrative job performance or subordinate morale. For the sub-sample of first-line supervisors, need for affiliations was related to job performance and favourable subordinate attitudes, not need for power or the LMP. The results suggested that the motivation to influence others may not be critical for managerial success in technical or professional settings.

#### Indian Studies

In India, most of the studies reported are either prescriptive or descriptive. Vagul (1975) suggested that characteristics, abilities and skills contribute toward executive effectiveness are : cognitive abilities, concern for achievement, leadership ability, innovative ability, interpersonal competence, commitment to social objectives, problem solving ability, emotional strength. He however, tried to differentiate the demands of executive abilities according to the levels of

executives. As per his proposal supervisors seeking managerial positions should have a high degree of cognitive abilities, concern for achievement and inter-personal competence and other qualities to a reasonable degree. For promotion to executive positions of middle management level the aspirants should have all characteristics to an acceptable degree. According to him a senior management aspirant should possess all characteristics to a high degree. Similar prescriptions were provided by Bhide (1978), who however seems to have put greater emphasis on social skills for all levels. Most of the general writings on the qualities of bank managers circle around the social skills and public image. It is said that banking is a public institution and it is a sort of 'risk-discounting' business. Therefore, Indian writers have suggested that the bank manager should possess a high degree of "integrity, honesty, foresightedness, and adaptability to circumstances". Bharadwaj (1971) suggested that appraisal of managerial potentiality may include rating on what he knows, rating on how he works, managerial style, growth aspirations, strength and weakness - personal, managerial and professional, his integrity and basic personality traits and abilities. Bhattacharyya (1984) studied the attitudes and behavioural characteristics of branch managers and found that performance of branch managers was directly related to their feelings and attitudes towards the organization. The more positive feeling one had the better was one's performance. Bhatt and Pathak (1962)

found high intelligence and dependability as important perceived characteristics of effective supervisors. Dhingra (1972) in a sample study of public sector managers found that 41.5% had a moralistic orientation whereas only 38.8% had a pragmatic orientation. In another study (Dhingra, 1973) he found significant differences between managers from patrimonial and bureaucratic organizations. These two groups came from different families and carried different personal values, work related attitudes and behavioural preferences to certain stimulated job incidents. Deb (1968) studied 300 successful engineers and showed that the traits of extroversion, dominance, absence of neuroticism, sociability, self-sufficiency, self-confidence and intelligence were necessary for success in engineering. Muthayya (1969) also found that administrative officers in government organizations were generally introverted and emotionally stable. Ghosh and Manerikar (1974) carried out studies for searching common personality characteristics of Indian managers. The Form 'C' of 16 personality factor test was administered on 13 personnel managers, 22 bank managers and 45 managers-in-general. The findings suggested that Indian managers in different functional areas have greater similarities than differences in personality characteristics. The findings also greatly supported the hypothesis that Indian Managers in different functional areas have personality characteristics similar to those of a group of Indian Managers in general, coming from various functional areas.

Between the profiles of bank managers and managers-in-general similarities were observed on 8 factors, namely, A, E, G, H, I, L, N, Q and differences were observed on seven factors, namely, C, F, N, Q<sub>1</sub>, Q<sub>2</sub>, Q<sub>3</sub> AND Q<sub>4</sub>. Factor B (Intelligence) was excluded from the study. The bank managers appear to be emotional (C-) rather glum (E-), neither naive nor shrewd (N), neither conservative nor radical (Q<sub>1</sub>), imitative having group dependence (Q<sub>2</sub>-), unsure (Q<sub>3</sub>) and not having much of tension (Q<sub>4</sub>), while managers in general appeared to be calm and mature, neither glum nor talkative, shrewd, experimenting and critical, neither dependent on group nor self-sufficient, neither lax nor exacting and highly tense and excitable. The descriptive studies cited above may not be much illuminating for understanding the requirement of potentialities of executives. Their value however lies in the direction they provide. They give us indications for further study in the area. Empirical research can be initiated in the lines suggested by them. Chattapadhyay (1975) and Modis (1968) while critically analysing the contribution of Indian culture in building the personality of Indian managers suggested that there is a need for empirical study for examining the hypothesis that Indian Managers have more potentiality for job success than their counterparts in other countries, within our cultural context. Daftuar (1985) has made another culture related study and critically analysed the paternalistic, scientific management and human relations trends in organisational

leadership. He argued that these Western theories are inadequate in our culture and a new Psycho - Cultural situational theory is called for. He cited empirical evidence of success of his new model. Chatterjee (1975) has argued that the traditional approach to appraisal of managerial personnel should undergo a change and a more scientific matching of job requirements with personal characteristics will lead to managerial performance. Dayal (1954) analysed the problems of square - peg in round hole in industries. He found that the present practice in organization is selection by 'impression'. He suggested that the instruments and the patterns of test to be used could vary from job to job and would depend upon the analysis and the requirements of the job.

Personality traits may be the cause of low performance and ineffectiveness. Mismatching between personal attributes and job requirements may cause personality disorders. Personality traits can be considered as potentials of executives as they help individuals to get adjusted to an environmental conditions. Dwivedi (1978) made indepth study on personality of supervisors in a manufacturing organization to identify the relationship between personality characteristics that affect personal and social adjustments and levels of performance of industrial supervisor, with the use of Minnesota Multi - phasic personality inventory (MMPI). It was found that supervisory performance was significantly related to depression, psycho-pathic deviate, hypochondriasis, masculinity - femininity and schizophrenic.

Maitra (1982) administered the Rorschach Test to 30 divisional managers in the age range of 30-42 years. Results were analysed by signs of adjustment. Results show that sampled subjects exhibited high functional intelligence, high organizing ability and high productivity. They were creative and had an ability to achieve a gestalt perspective on the world around them; thinking was adaptive but not stereo-typed; as a group they possessed a strong ego and were socialised and well-adjusted. They gave optimal responses, strived at maturity, exhibited sensitivity and tact in relationships with others, and had adequate insight and ability to introspect. Some traces of high ambition and feelings of inadequacy were found but not in neurotic amounts. Khanna (1984) made indepth analysis of executive life and their fall, their shattering of neurological and psychological conditions. His observations are keen and revealing. The day-to-day symptoms reported to have been observed are: high level of irritability, constant un-warranted chattering, passing sweeping judgements, sudden uncontrolled outbursts of excited anger, yelling and shouting under crisis conditions (especially those involving risk and uncertainty); negative approach to proplosals of others, offer of a diametrically opposite line of thinking (and substantiating the same with evidence based on a distorted view of personal negative experiences of life) instead of aligning with the line of thinking of others; lack of objective, direct rational approach to events, issues and people (revealed in

attempts at destructive criticism); unilateral punishment of the supposed guilty without trials, imperfect, distorted and perverted perceptions, and preconceived notions on all subjects under the sun; constant efforts at self-praise and recounting and often imagining own past achievements, general mistrust and distrust of and lack of confidence in others (leading to constant nervousness about and fear of own failure but attributing it to lack of performance by others); suspecting others for corruption, disloyalty and incompetence, etc.